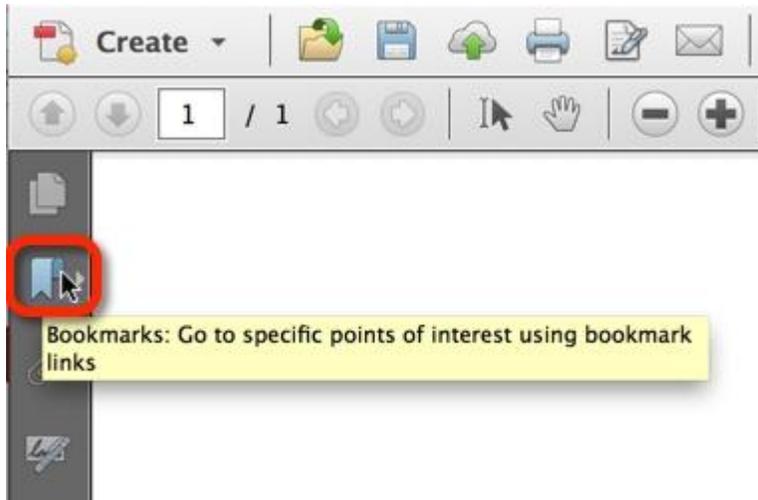




2015 Milwaukee County Requested Budgets

Office of Performance, Strategy & Budget

To view an individual department, click on the bookmarks icon on the top left of the document:



Please note that not all budgetary units, especially non-departmental units, have requested budget narratives.

A summary of the 2015 Budget Request, including non-departmental budget units, will be available before August 15. Please visit the PSB section of the County website or the Budget Blog at www.milwaukeecountypsb.com for further updates.

COUNTY BOARD (1000) BUDGET

DEPT: County Board

UNIT NO. 1000
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$5,450,777	\$4,529,129	\$3,507,847	\$3,055,096	(\$452,751)
Operation Costs	\$447,327	\$505,124	\$111,500	\$117,327	\$5,827
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$758,336	\$763,880	\$416,265	\$508,209	\$91,944
Total Expenditures	\$6,656,440	\$5,798,133	\$4,035,612	\$3,680,632	
Revenues					
Direct Revenue	\$0	\$1,581	\$0	\$0	\$0
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$0	\$1,581	\$0	\$0	\$0
Tax Levy	\$6,656,440	\$5,796,552	\$4,035,612	\$3,680,632	(\$354,980)
Personnel					
Full-Time Pos. (FTE)		56.6	30	30	0
Seas/Hourly/Pool Pos.		0	1	1	0
Overtime \$		\$0	\$0	\$0	\$0

Department Mission: The mission of the Board of Supervisors is to enhance self-sufficiency, personal safety, economic opportunity and quality of life of the citizens of Milwaukee County, consistent with the County's Mission Statement.

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.

COUNTY BOARD (1000) BUDGET

DEPT: County Board

UNIT NO. 1000
FUND: General - 0001

Strategic Program Area 1: County Board

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$6,656,440	\$5,798,133	\$4,035,612	\$3,680,632	(\$354,980)
Revenues	\$0	\$1,581	\$0	\$0	\$0
Tax Levy	\$6,656,440	\$5,796,552	\$4,035,612	\$3,680,632	(\$354,980)
FTE Positions		56.6	31	31	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Performance Measures have not yet been created for this Service				

Strategic Implementation:

The 2014 budget implemented provisions of 2013 Wisconsin Act 14 (Act 14), which included 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 2015 budget continues to implement Act 14 and is the same for personnel and substantially similar to the 2014 budget in terms of expenditures.

- The County Board will have 8.0 FTE Legislative Assistant 3 positions with the ability to underfill the positions at Legislative Assistant 2 salary level, and two hourly positions.

The 2015 budget provides funding in order to provide staffing flexibility, all staff positions may be filled subject to available appropriations.

COUNTY BOARD (1000) BUDGET

DEPT: County Board

UNIT NO. 1000
 FUND: General - 0001

County Board Budgeted Positions				
Title Code	2014 Budget	2015 Budget	2015/2014 Variance	Explanation
Adm Sec 2-Exec Sec	1	1	0	
Adm Sec Chief Of Staff	1	1	0	
Adm Sec Graphic Designer	1	1	0	
Adm Sec Legislative Asst 2	0	0	0	
Adm Sec Legislative Asst 3	8	8	0	
Adm Sec Public Inf Mgr	1	1	0	
Adm Sec1- Office Asst 1 Hrly	1	1	0	
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	
TOTAL	31	31	0	

Legacy Health Care and Pension Expenditures				
2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
\$1,115,471	\$1,175,687	\$1,261,382	\$863,818	(\$397,564)

COUNTY EXECUTIVE (1011) BUDGET

DEPT: County Executive

UNIT NO. 1011
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$1,138,374	\$995,299	\$1,150,622	\$1,296,956	\$146,334
Operation Costs	\$29,500	\$10,596	\$115,934	\$115,934	\$0
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$158,380	\$174,233	\$179,483	\$216,801	\$37,318
Total Expenditures	\$1,326,254	\$1,180,127	\$1,446,039	\$1,629,691	\$183,652
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	\$1,326,254	\$1,180,127	\$1,446,039	\$1,629,691	\$183,652
Personnel					
Full-Time Pos. (FTE)	10	10	9	9	0
Seas/Hourly/Pool Pos.	0	0	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.

COUNTY EXECUTIVE (1011) BUDGET

DEPT: County Executive

UNIT NO. 1011
FUND: General - 0001

Strategic Program Area 1: General Office

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Total Executive Branch Staff	3,395	3,080	3,080*
Operating Expenditures, Executive Branch	\$1,321,458,318	\$1,062,784,498	\$1,062,784,498*
Business Lines Managed	26	27	27*
Community Events Attended	250	300	300

* = 2014 figures; 2015 figures will be updated in the Recommended Phase

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,236,442	\$1,180,124	\$1,446,039	\$1,629,691	\$183,652
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,236,442	\$1,180,124	\$1,446,039	\$1,629,691	\$183,652
FTE Positions	9.5	9	9	9	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 2015 budget continues to provide eight staff positions to assist the County Executive in day-to-day administrative oversight and management of the office, unchanged from 2014. Personal services increase by \$146,334 mainly due to increases in active and legacy fringe cost increases. Interdepartmental charges increase \$37,318 or 21 percent mainly due to increased central service allocation and Courthouse space costs. Funding for security is transferred to the Services appropriation unity because the Office of the Sheriff has not been responsive in providing services to the County Executive.

COUNTY EXECUTIVE (1011) BUDGET

DEPT: County Executive

UNIT NO. 1011
 FUND: General - 0001

County Executive Budgeted Positions				
Title Code	2014 Budget	2015 Budget	2015/2014 Variance	Explanation
Receptionist	1	1	0	
Director of Communications	1	1	0	
Deputy Chief of Staff	1	1	0	
Chief of Staff	1	1	0	
Director of Strategic Planning	1	1	0	
County Executive	1	1	0	
Sr. Asst Executive	1	1	0	
Director of Legislative Affairs	1	1	0	
Liaison Community Relations	1	1	0	
TOTAL	9.0	9.0	0	

Legacy Health Care and Pension Expenditures				
2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
\$194,579	\$199,978	\$231,629	\$314,460	\$82,831

GOVERNMENT AFFAIRS (1020) BUDGET

DEPT: OFFICE OF GOVERNMENT AFFAIRS

UNIT NO. 1020
 FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$0	\$0	\$322,767	\$383,418	\$60,651
Operation Costs	\$0	\$0	\$55,000	\$95,000	\$40,000
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$0	\$0	\$0	\$4,131	\$4,131
Total Expenditures	\$0	\$0	\$377,767	\$482,549	\$104,782
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	\$377,767	\$482,549	\$104,782
Personnel					
Full-Time Pos. (FTE)		0	3	3	0
Seas/Hourly/Pool Pos.		0	0	0	0
Overtime \$		\$0	\$0	\$0	\$0

Department Mission: The mission of the 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 three full-time positions. The operating budget is used to support the efforts of the representation of the county in local, state, and federal government affairs matters and to fund membership dues for intergovernmental organizations and affiliations.

GOVERNMENT AFFAIRS (1020) BUDGET

DEPT: OFFICE OF GOVERNMENT AFFAIRS

UNIT NO. 1020
 FUND: General - 0001

Strategic Program Area 1: Intergovernmental Relations

Service Provision:

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
# Employees Supervised			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$0	\$0	\$377,767	\$482,549	\$104,782
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$0	\$0	\$377,767	\$482,549	\$104,782
FTE Positions		0	3	3	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Departmental Variance from Tax Levy Budget				

Strategic Implementation:

This office shall represent the County's interests before other units and levels of government through lobbying efforts. Additionally, this office works 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. In support of this mission, funds are appropriated to this office to join as members of intergovernmental cooperation organizations and affiliations.

GOVERNMENT AFFAIRS (1020) BUDGET

DEPT: OFFICE OF GOVERNMENT AFFAIRS

UNIT NO. 1020
 FUND: General - 0001

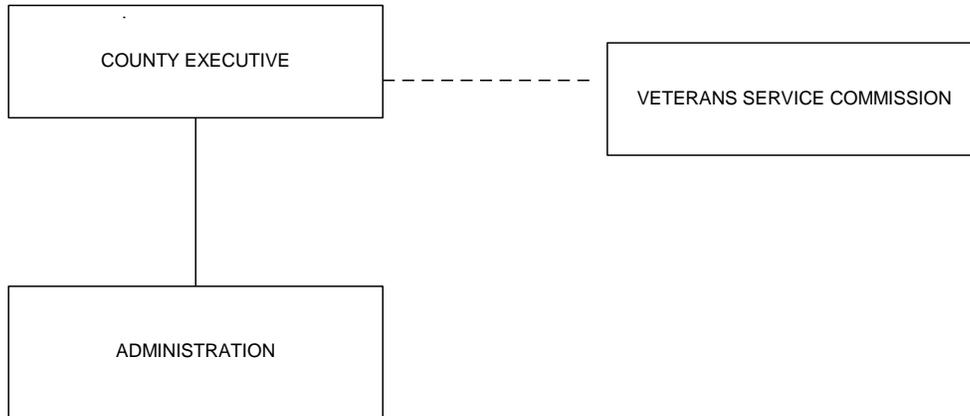
Intergovernmental Relations Budgeted Positions				
Title Code	2014 Budget	2015 Budget	2015/2014 Variance	Explanation
Adm Sec 2-Const Svs Rep	1	0	-1	
Government Affairs Spec	0	1	1	
Intr Gov Liaison - County Brd	1	0	-1	
Intr Gov Liaison - County Exec	1	0	-1	
Liaison Government Affairs	0	2	2	
TOTAL	3	3	0	

Legacy Health Care and Pension Expenditures				
2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
\$0	\$0	\$0	\$35,896	\$35,896

*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.

COUNTY EXEC-VETERANS SERVICE (1021)



MISSION

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

Budget Summary		
	2015	2014/2015 Change
Expenditures	336867	6279
Revenue	13,000	0
Levy	323687	6279
FTE's	5.0	0

OBJECTIVES

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

DEPARTMENTAL PROGRAM DESCRIPTION

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

2014 Budget

Approach and Priorities

- Expand services provided by collaborating with existing governmental and social service agencies.
- Maintain the Milwaukee County Needy Veterans Fund of \$30,000 which provides limited emergency financial aid to veterans and/or their families, including providing, within guidelines, aid for emergency loss of income, emergency travel, burial of indigent veterans, and security deposit for homeless veterans moving into independent living.
- Establish 2 laptop workstations for use by veterans in applying for jobs and veterans benefits.

ADOPTED 2014 BUDGET

DEPT: County Exec-Veterans Service

UNIT NO. 1021
FUND: General - 0001

- Maintain funding for flags for placement on veterans graves throughout Milwaukee County.

BUDGET SUMMARY				
Account Summary	2013 Actual	2014 Budget	2015 Budget	2014/2015 Change
Personal Services (w/o EFB)	\$ 93,823	\$ 121,846	\$ 99,820	\$ (22,026)
Employee Fringe Benefits (EFB)	103,312	117,751	135,491	17,740
Services	25,145	25,723	29,838	4,115
Commodities	32,395	42,000	42,500	500
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	20,779	23,268	29,218	5,950
Abatements	0	0	0	0
Total Expenditures	\$ 275,455	\$ 330,588	\$ 336,867	\$ 6,279
Direct Revenue	0	0	0	0
State & Federal Revenue	13,000	13,000	13,000	0
Indirect Revenue	0	0	0	0
Total Revenue	\$ 13,000	\$ 13,000	\$ 13,000	\$ 0
Direct Total Tax Levy	262,455	317,588	323,867	6,279

PERSONNEL SUMMARY				
	2013 Actual	2014 Budget	2015 Budget	2014/2015 Change
Position Equivalent (Funded)	5.0	5.0	5.0	0.0
% of Gross Wages Funded	100.0	100.0	100.0	0.0
Overtime (Dollars)	\$ 0	\$ 0	\$ 0	\$ 0
Overtime (Equivalent to Position)	0.0	0.0	0.0	0.0

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

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

DAS - DEPARTMENT OF ADMINISTRATION (7300) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 7300
FUND: Various

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$29,193,430	\$26,376,050	\$29,353,554	\$32,431,009	\$3,077,455
Operation Costs	\$27,461,299	\$30,244,224	\$28,689,932	\$36,852,123	\$8,162,191
Debt & Depreciation	\$1,832,320	\$1,079,689	\$1,510,184	\$1,510,184	\$0
Capital Outlay	\$1,477,883	\$1,520,002	\$2,170,419	\$2,205,419	\$35,000
Interdept. Charges	\$4,009,879	\$4,175,861	\$3,527,238	\$5,238,926	\$1,711,688
Total Expenditures	\$63,974,811	\$63,106,108	\$65,251,327	\$78,237,661	\$12,986,334
Revenues					
Direct Revenue	\$11,515,907	\$5,415,798	\$12,723,377	\$12,047,869	\$(675,508)
Intergov Revenue	\$1,304,355	\$1,354,591	\$1,495,778	\$737,279	\$(758,499)
Indirect Revenue	\$48,214,999	\$46,975,466	\$46,449,895	\$51,809,065	\$5,359,170
Total Revenues	\$61,035,261	\$53,745,855	\$60,669,050	\$64,594,213	\$3,925,163
Tax Levy	\$2,939,550	\$9,360,253	\$4,582,277	\$13,643,448	\$9,061,171
Personnel					
Full-Time Pos. (FTE)	267.5	267.5	279.8	249.5	-30.3
Seas/Hourly/Pool Pos.	6.5	6.5	4.5	4.5	0
Overtime \$	\$139,048	\$689,545	\$119,328	\$135,576	\$16,248

Department Mission: The Department of Administrative Services (“DAS”), through its Divisions, will provide high quality and responsive support services to Milwaukee County.

Department Description: The Department of Administrative Services provides a wide variety of internal services to County Departments to assist them in achieving their Strategic Outcomes; as well as many services to the public. The Department includes the following divisions:

- **Office for Persons with Disabilities (OPD):** strives to effectively employ Milwaukee County and community resources to assure that people with disabilities share equally in programs, services and facilities of the County. The Office will provide high quality, responsive services that enhance self-sufficiency, personal safety, economic opportunity and quality of life for all people with disabilities.
- **Community Business Development Partners (CBDP):** works to increase overall economic viability for small and disadvantaged businesses (SBEs and DBEs) in Milwaukee County.

DAS - DEPARTMENT OF ADMINISTRATION (7300) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 7300
FUND: Various

- **Risk Management:** provides a comprehensive risk management program that minimizes liabilities to the County and to ensure the health and safety of our employees, residents, and guests utilizing County services and facilities.
- **Fiscal Affairs:** 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.
- **Procurement:** obtains 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.
- **Information Management Services Division (IMSD):** collaboratively develops and provides secure, cost effective solutions that meet the needs of Milwaukee County government and its citizens.
- **Economic Development:** provides high-quality, efficient, and responsive services to enhance economic opportunity and quality of life for all of the people in Milwaukee County.
- **Facilities Management (including County Grounds Utilities):** provides 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.

The 2015 Budget is being presented in a consolidated fashion to reflect its true nature as a large, multi-faceted department that provides a diverse variety of services to internal County, as well as external customers. Because the Department of Administrative Services is structurally one department with many divisions, for accounting control purposes its various divisions will be considered as parts of one single agency beginning in 2015.

DAS - DEPARTMENT OF ADMINISTRATION (7300) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 7300
FUND: Various

Strategic Program Area 1: DAS Management

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Total DAS Employees Managed	274	284	254

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	(\$168,148)	(\$181,424)	\$0	\$0	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	(\$168,148)	(\$181,424)	\$0	\$0	\$0
FTE Positions	0	2	3	3	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Performance Measures have not yet been created for this program area				

Strategic Implementation:

This program area provides overall management and guidance for the eight divisions and 254 employees of the Department of Administrative Services (DAS). The full cost of operating this division is charged out to program areas throughout DAS.

DAS - DEPARTMENT OF ADMINISTRATION (7300) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 7300
FUND: Various

Strategic Program Area 2: DAS Business Office

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Activity Data is not yet tracked for this service			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$0	\$0	\$0	\$892,550	\$892,550
Revenues	\$0	\$0	\$0	\$20,000	\$20,000
Tax Levy	\$0	\$0	\$0	\$872,550	\$872,550
FTE Positions	0	2.8	0	10	10

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Performance measures have not yet been developed for this program area				

Strategic Implementation:

This program area is newly created in 2015 and represents a consolidation of accounting, budget, grant management, and other administrative staff from other DAS divisions with the goal of providing the Department Director and Director of Operations a more seamless and consolidated operational view of the department. This program area will also be responsible for operating and capital budget development and monitoring, assisting divisions with creating reports, and for fiscal reporting to the Office of the Comptroller. A total of 9.0 FTE positions are transferred in from other DAS divisions. A new grant coordinator position is created in 2015 that will provide countywide support and coordination for grant writing and administration. This position will be expected to cover its cost in future years with administrative and indirect overhead grant funds; however for 2015 such revenue is conservatively budgeted at \$20,000, which represents approximately one-quarter of the 2015 position cost.

DAS - DEPARTMENT OF ADMINISTRATION (7300) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 7300
FUND: Various

Strategic Program Area 3: Procurement

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
# of Active Price Agreements	Not Measured	414	300
# of Requisitions processed to Purchase Orders per Month	Not Measured	210	160
# of Sealed Bids	Not Measured	30	80

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$991,668	\$828,273	\$926,788	\$1,917,552	\$990,764
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$991,668	\$828,273	\$926,788	\$1,917,552	\$990,764
FTE Positions	7.5	7.5	7	8	1

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
# of Vendors Participating in Sealed Bids (% Increase over prior year)	Not Measured	Not Measured	50%	+25% over 2014 Results
DBE/SBE Participation as a % of total Procurement dollars spent	Measured by CDBP	Measured by CDBP	Measured by CDBP	Measured by CDBP
Time required to process an RX into a purchase order (PC)	Not Measured	Not Measured	3.25	1.75

Strategic Implementation:

The property tax levy in this program area increases substantially mainly due to the inclusion of start-up costs for a new centralized e-procurement system, estimated at approximately \$892,000 in 2015. This system will provide for centralized purchasing management that will leverage countywide cost reductions due to standardized price agreements, improved price comparisons by County departments, and a reduction of staff time required to process purchases. By a conservative measure the ROI is estimated to provide a one-year payback of this initial startup cost, including the addition of, 1.0 FTE Business Systems Analyst position will manage the new system. To better reflect the needs of the division, 1.0 FTE Purchasing Manager is abolished and replaced with 1.0 FTE Contracts Administrator for a net active salary, social security and fringe benefit cost reduction of \$5,500.

DAS - DEPARTMENT OF ADMINISTRATION (7300) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 7300
FUND: Various

Strategic Program Area 4: Community Business Development Partners

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
This service does not have activity data			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,143,618	\$961,229	\$1,066,647	\$1,089,903	\$23,256
Revenues	\$258,236	\$118,714	\$181,392	\$0	(\$181,392)
Tax Levy	\$885,382	\$842,515	\$885,255	\$1,089,903	\$204,648
FTE Positions	8	8	8	7	-1

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Performance Measures have not yet been created for this program area				

Strategic Implementation:

The 2015 tax levy increases by \$204,648. This increase is primarily due to the abolishment of the department charging time to capital projects. Started in 2013 and continued in 2014, this expected revenue generating initiative has not produced the desired solution and in turn has resulted in a budget deficit in 2013 and a projected deficit in 2014 (-181,392). Personnel costs increase by \$77,613 due mainly to the hiring of a permanent Director for the department and an incurred forty-five percent (45%) increase in legacy costs. To help offset the projected increases, the department suggests the maintaining, but defunding of one (1) authorized staff position (Coordinator Contracts – Pay Grade 27, Step 1). Operating costs decrease by \$4,992 (Adjusting a few of the line items within operations to better suit the needs of CBDP in 2015 resulted in the anticipated savings).

Community Business Development Partners (CBDP) maintains and administers two (2) loan programs in support of small and disadvantaged enterprises working in Milwaukee County contracts. The Micro Loan Program was funded in 2013 with Potawatomi revenue to enable small businesses access to working capital loans (up to \$5,000, dependent on available funds) to cover labor and material costs. CBDP has secured services from Lincoln Opportunity Fund to assist in underwriting these loans and Tri City Bank as the depository institution. CBDP continues its' relationship with North Milwaukee State Bank in helping to administer the department's Revolving Loan Program. This loan program allows small businesses to position capital where it is needed in the business, such as to cover labor costs, purchase materials and acquire equipment. These loans are available up to \$30,000, dependent on the available funds of the program. When possible, CBDP will identify and pursue grant opportunities to grow both the Micro Loan and Revolving Loan available funds.

In 2015, CBDP will continue to develop and further execute a comprehensive business outreach program for small and disadvantaged enterprises that will include the promotion of the Microloan Fund, the Revolving Loan Fund, and a series of educational seminars. CBDP will provide reports regarding outreach activities, microloan and revolving loan fund utilization, business-to-government (B2G) implementation and utilization and any other efforts to promote the disadvantaged and small business programs to the Economic and Community

DAS - DEPARTMENT OF ADMINISTRATION (7300) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 7300
FUND: Various

Development Committee and the Transportation, Public Works and Transit Committee on a monthly basis. This division will track loan repayment rates and report as a performance measure in the 2016 budget.

Additionally, service/maintenance costs associated with the business-to-government (B2G) software for tracking contracts and automating the DBE certification process is anticipated to be approximately \$40,000 for 2015 (As discussed, this cost may be minimized by CBDP if IMSD houses the program and cross charges the various County departments that will benefit from utilizing the software). The department anticipates service/maintenance costs of \$600 in 2015 for the use of loan tracking software (DownHome Solutions) in administering the Micro Loan Program. Also, with the expected move from City Campus and the County's adopted workspace initiative, CBDP is in the process of migrating most of its' physical documents to OnBase (enterprise content management solution) for document management, records management and imaging purposes at an expected cost of \$6,000 for 2015.

DAS - DEPARTMENT OF ADMINISTRATION (7300) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 7300
FUND: Various

Strategic Program Area 5: Performance, Strategy & Budget (PSB)

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
# of Budgets Produced	2	2	1*
Organizational Budgets	74	83	82
Total Expenditure Budget	TBD	\$1,306,950,613	TBD#

* = It is anticipated that the Operating and Capital Budgets will be combined into a single narrative document in 2015.

= This data will be provided in the Recommended and Adopted Budget Narratives.

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,572,392	\$1,185,148	\$1,352,964	\$1,410,265	\$57,301
Revenues	\$0	\$28	\$0	\$0	\$0
Tax Levy	\$1,572,392	\$1,185,120	\$1,352,964	\$1,410,265	\$57,301
FTE Positions	15.9	15.9	8	7	-1

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Bond Agency Rating	Fitch IBCA: AA+ Moody's: Aa2 S&P: AA			
Win GFOA Budget Award	No	No	Yes	Yes
Satisfaction Survey	N/A	95%	95%	95%

Strategic Implementation:

One clerical position is unfunded in 2015. Budget and policy analysis continues to be provided by five Management and Budget Analysts (with assistance from one additional Management and Budget Analyst provided in the Reimbursement Program Area below) for the operating budget, and one Capital Budget Coordinator for the capital budget. One Director of this Office provides overall strategic management and support. Operating costs remain unchanged. The Office will again seek to win the Distinguished Budget Presentation Award from the Government Finance Officers' Association (GFOA), which was awarded to the County in 2014 for the first time in 24 years. DAS-PSB will also staff and coordinate the County's Lean Team.

DAS - DEPARTMENT OF ADMINISTRATION (7300) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 7300
FUND: Various

Strategic Program Area 6: Reimbursement

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
# of TRIP Accounts	39,575	39,250	39,250

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	(\$111,724)	(\$1,567)	\$144,787	\$148,056	\$3,269
Revenues	\$0	\$324	\$0	\$0	\$0
Tax Levy	(\$111,724)	(\$1,891)	\$144,787	\$148,056	\$3,269
FTE Positions		1.3	1.2	1	-0.2

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Performance Measures have not yet been created for this program area.				

Strategic Implementation:

One position continues to coordinate this function in 2014, which provides approximately \$450,000 in revenue for Milwaukee County annually and manages more than 39,000 outstanding debt accounts. Because the transition in staffing for this program was delayed in 2014, this service will continue to be provided by Professional Placement Services in 2015 utilizing their contract with the State of Wisconsin.

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.

DAS - DEPARTMENT OF ADMINISTRATION (7300) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 7300
FUND: Various

Strategic Program Area 7: Info Mgmt Svcs Div - Administration & Business Development

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
% of total County Expenditures	1.26%	1.21%	1.21%

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$2,610,871	\$2,336,161	\$2,508,075	\$2,841,803	\$333,728
Revenues	\$2,610,871	\$487,484	\$2,508,075	\$2,841,803	\$333,728
Tax Levy	\$0	\$1,848,677	\$0	\$0	\$0
FTE Positions	16.5	16.5	16.5	16.5	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
% of projects on schedule and within budget	n/a	n/a	85%	87%

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, and contract monitoring within IMSD.

The Office of Performance, Strategy and Budget is performing an analysis of all information technology-related funding in the 2015 operating budget requests to prepare for the eventual centralization of information technology planning to improve both the standardization and the strategic management of information technology spending.

DAS - DEPARTMENT OF ADMINISTRATION (7300) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 7300
FUND: Various

Strategic Program Area 8: Application Development

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Application Related Service Tickets	965	1,945	2,108

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$2,265,863	\$2,223,211	\$2,134,965	\$2,218,683	\$83,718
Revenues	\$2,265,863	\$2,231,620	\$2,134,965	\$2,218,683	\$83,718
Tax Levy	\$0	(\$8,409)	\$0	\$0	\$0
FTE Positions	13	13	12	13	1

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Email Availability	99.56%	99.56%	99.60%	99.60%

Strategic Implementation:

The Application Service team provides end-to-end service for solving business needs with software applications. Responsibilities include development, 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 provide solutions to meet critical County functions.

DAS - DEPARTMENT OF ADMINISTRATION (7300) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 7300
FUND: Various

Strategic Program Area 9: Technical Services

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Storage Capacity (TB)	236	250	250
Number of Switches Maintained	342	350	395
Number of Routers Maintained	38	38	44
Number of Wireless Access Points	215	250	290

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$4,439,042	\$4,106,217	\$4,558,917	\$4,442,738	(\$116,179)
Revenues	\$4,439,042	\$4,203,928	\$4,558,917	\$4,442,738	(\$116,179)
Tax Levy	\$0	(\$97,711)	\$0	\$0	\$0
FTE Positions	15	15	16	15	-1

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Web Services Availability	99.75%	99.25%	99.80%	99.55%

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.

DAS - DEPARTMENT OF ADMINISTRATION (7300) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 7300
FUND: Various

Strategic Program Area 10: Personal Computer Support

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Service Tickets Opened	36,150	40,000	40,000
PC Maintained	3,523	3,500	3,500

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,792,418	\$2,999,297	\$1,724,238	\$1,775,109	\$50,871
Revenues	\$1,792,418	\$2,006,017	\$1,724,238	\$1,775,109	\$50,871
Tax Levy	\$0	\$993,280	\$0	\$0	\$0
FTE Positions	9	9	9	9	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
% of Helpdesk tickets resolved	97%	98.6%	99.5%	99.5%

Strategic Implementation:

The Personal Computer Support program area is responsible for first and second level technical support, workstation refresh, software management (license management and 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 including change management, problem management, etc.

DAS - DEPARTMENT OF ADMINISTRATION (7300) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 7300
FUND: Various

Strategic Program Area 11: Mainframe

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Mainframe IDs maintained	1,958	1,939	1,962

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$3,275,594	\$2,979,473	\$3,171,608	\$3,234,879	\$63,271
Revenues	\$3,275,594	\$2,995,963	\$3,171,608	\$3,234,879	\$63,271
Tax Levy	\$0	(\$16,490)	\$0	\$0	\$0
FTE Positions	1	1	1	1	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
CJIS Availability	99.99%	99.99%	100.00%	100.00%
Advantage Availability	97.70%	98.31%	98.50%	99.00%

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.

DAS - DEPARTMENT OF ADMINISTRATION (7300) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 7300
FUND: Various

Strategic Program Area 12: Radio

Service Provision: Administrative

Strategic Outcome: Personal Safety

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Public Safety Radios in use	4,175	4,201	4,200
Radio Transmissions	18,100,000	18,200,000	18,200,000

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,542,352	\$1,327,913	\$1,472,187	\$1,455,995	(\$16,192)
Revenues	\$1,542,352	\$1,324,923	\$1,472,187	\$1,455,995	(\$16,192)
Tax Levy	\$0	\$2,990	\$0	\$0	\$0
FTE Positions	1	1	1	1	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Radio Availability	99.999%	99.999%	99.999%	99.99%

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, the system currently 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. Radio Services is governed by intergovernmental agreements and has an advisory board (RAC - Radio Advisory Council) established by County Board ordinance.

DAS - DEPARTMENT OF ADMINISTRATION (7300) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 7300
FUND: Various

Strategic Program Area 13: Facilities Management Director's Office

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
This program area does not yet have activity data			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$678,121	\$348,186	\$298,010	\$261,114	(\$36,896)
Revenues	\$678,121	\$1,128,982	\$298,010	\$261,114	(\$36,896)
Tax Levy	\$0	(\$780,796)	\$0	\$0	\$0
FTE Positions	12	12	10	11	1

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Performance Measures have not yet been developed for this program area.				

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.

The 2015 Budget includes the transfer-in of 1.0 FTE Operations Coordinator Specialists from the Facilities Maintenance Coggs Center operation program area (to more accurately reflect work duties and responsibilities).

For 2015 the Director's Office oversees and manages the employment merit award program, which is budgeted at \$203,913.

DAS - DEPARTMENT OF ADMINISTRATION (7300) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 7300
FUND: Various

Strategic Program Area 14: Architecture & Engineering

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
# of Capital Projects Managed	N/A	N/A	TBD

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$4,593,668	\$4,186,010	\$4,564,339	\$4,940,189	\$375,850
Revenues	\$4,795,914	\$4,355,873	\$4,923,637	\$5,123,441	\$199,804
Tax Levy	(\$202,246)	(\$169,863)	(\$359,298)	(\$183,252)	\$176,046
FTE Positions¹	29.5	29.5	30.5	30.5	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget**	2013 Actual**	2014 Budget**	2015 Budget**
At least 80% of Capital Projects Completed within 36 Months ²	N/A	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.

Strategic Implementation:

The **Architecture & Engineering** program area 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 unit* provides planning, design and construction management services for implementation of space planning, building maintenance, remodeling, additions and new construction for all County departments. *Airport Engineering unit* 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 unit* provides planning, design and construction management services for implementation of civil engineering public works projects and land surveying services.

Overall expenditures increased mainly due to legacy cost associated with Healthcare and pensions, but this is partially offset by revenue increases by \$199,804 in the 2015 Budget. Revenue for this program area is primarily derived from charges to capital projects and technical services provided to other County departments.

¹ As part of the July 2013 County Board committee cycle, one position of Managing Architect was created. This position is reflected in the 2014 Budget.

² IRS regulations require the expenditure of bond proceeds within three years of issuance.

DAS - DEPARTMENT OF ADMINISTRATION (7300) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 7300
FUND: Various

To increase staff efficiency and production, the Construction Coordinator staff will be utilizing field tablets to allow work to be performed in the field that was formerly restricted to the office environment and allow transmittal of data to project files directly from the work site. In addition, a replacement of the County Surveyor's robotic survey station is requested. This station allows for the Surveyor to program his functions singularly rather than utilizing a two- man crew. The cost for this equipment upgrade is approximately \$33,000.

In 2015 a study will be conducted of the services provided by Architecture & Engineering and associated staffing levels to assist in determining the optimum staffing and operations structure(s) of this program area in relation to the County's capital improvement program workload.

DAS - DEPARTMENT OF ADMINISTRATION (7300) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 7300
FUND: Various

Strategic Program Area 15: Environmental Services

Service Provision: Administrative

Strategic Outcome: Quality of Life

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 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	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,420,253	\$1,145,784	\$1,466,811	\$1,392,658	(\$74,154)
Revenues	\$622,247	\$810,541	\$609,863	\$505,930	(\$103,933)
Tax Levy	\$798,006	\$335,243	\$856,948	\$886,728	\$29,779
FTE Positions	6	6	6	6	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Review 75% of Capital and Major Maintenance Projects with the Objective of Improving Energy Efficiency and Sustainability	N/A	N/A	N/A	75%

Strategic Implementation:

The **Environmental Services** program area provides technical guidance, management, and development of sustainability functions related to the County's building and infrastructure assets, assists in coordinating county-wide sustainability efforts and is responsible for the implementation of the County's Green Print Initiative. This program area 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 assists departments county-wide to monitor underground storage tanks, landfills, air quality, recycling, solid waste, water quality and brownfields properties in regard to compliance with local, state and federal regulations.

Revenue decreases by \$83,033 in the 2015 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 *Office of Sustainability* works to integrate environmental sustainability into Milwaukee County operations, infrastructure, and services. The Office supports and leads efforts to conserve natural resources, lower the County's operating costs, and improve the quality of life for Milwaukee County citizens. During 2015, the Office will implement initiatives to further decrease the County's energy and fuel consumption, improve its solid waste diversion, and promote environmental awareness and stewardship.

DAS - DEPARTMENT OF ADMINISTRATION (7300) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 7300
FUND: Various

Strategic Program Area 16: Facilities Maintenance

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Number of Emergency Work Orders	N/A	N/A	TBD
Number of Preventative Maintenance Work Orders	N/A	N/A	TBD

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$21,698,466	\$22,032,043	\$24,405,200	\$27,893,921	\$3,488,721
Revenues	\$22,932,453	\$23,005,871	\$24,632,773	\$26,356,415	\$1,723,642
Tax Levy	(\$1,233,987)	(\$973,828)	(\$227,573)	\$1,537,506	\$1,765,079
FTE Positions	121	121	137	97	-40

* = Because the proposal for the Business Office (Program Area #2) was developed after Facilities Crosscharges were allocated, this program area contains duplicate costs and FTEs for 9.0 FTE positions that will be transferred to the Business Office. This double counting will be corrected in the Recommended Budget

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Percent of Emergency Work Orders Responded to within 24 Hours	N/A	N/A	90%	90%
Percent of Work Orders Completed	N/A	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 Assessment Team* provides building systems condition assessment inspection services related to County-owned facilities.

Highlights of the major changes are follows:

Consolidated Facilities Plan Implementation

To more effectively plan for county-wide space needs and management of County assets, the 2015 Budget includes funding for services related to ongoing implementation of the **Consolidated Facilities Plan** and potential relocation

DAS - DEPARTMENT OF ADMINISTRATION (7300) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 7300
FUND: Various

of staff within county-owned facilities to improve operational efficiencies and reduce ongoing costs. Policymakers will receive reports on the following elements of the plan:

Agreement with the State for Marsha Coggs Center

Should the State of WI determine in 2015 that a long term lease at the **Marsha Coggs Center** is in their best interest, the County will have to provide relocation costs for space to house DHHS staff and operations currently at the Marsha Coggs Center; – funding source?????

Finalization of an Updated County Master Space Plan

Under the direction of the Board, as stated in Resolution #14-483, the Department of Administrative Services will present to Committee the plan no later than December 31, 2014; – funding source?????

Comprehensive Plan for County Grounds

The Economic Development Division continues to pursue broad discussions with the City of Wauwatosa, Milwaukee County Research Park, Froedert and Children's Hospital, Milwaukee Medical College and other community organizations and institutions to begin to shape a long term strategy for maintaining a Milwaukee County government presence at the County Grounds as the Behavioral Health Division (BHD) continues to wind down.

Courthouse Complex Plan

The CFP Committee is beginning its initial data gathering work specifically related to the development of a strategy for the Safety Building.

The CFP Committee is aware of and will be phasing into some initial research work regarding various options related to consolidation of Milwaukee County Courts and alternatives for the Office of the Medical Examiner, the Community Correction Center and the 6th & State Street lot.

Facility Management Consolidation

This effort is an ongoing initiative begun with the creation of DAS-FM in the 2012 adopted budget and currently not specifically in the scope of the 2014 project and will be addressed in 2015.

Closing of City Campus

Current County staff tenants are scheduled to vacate by December 31, 2014. Accordingly, the 9-story and 5-story portions of City Campus will be closed by the end of 2014. There will be a 2015 capital request for demolition of all or portions of City Campus. It is currently estimated that the 2015 operations savings of vacating will be \$530,904. Not included in this amount is \$85,460 for two Security positions that have been accounted for below in the Security Privatization write-up. Currently, it is unclear when the building will be demolished. However, utilities have been budgeted for the entire year in 2015, assuming the building will remain standing but vacant and will require at least minimal maintenance and utilities. Given the current poor condition of the City Campus building systems, should the building remain open and occupied in 2015, the 2015 capital budget will need to fund, at a minimum, building system renovation projects totaling \$1,750,000. Deferring these projects another year would significantly increase the risk of an emergency building shutdown during 2015. If the property is vacated and the building demolished, these capital costs are avoided.

Security Privatization

In 2011, the County Board restored County Security Officers to replace an outsourced service. From 2012 through 2014, the security function has been served by County employees.

The in-house security function is recommended to be privatized in 2015. Currently, there are 31 FTE security officers in the budget carrying a cost of \$1,461,000. This includes two officers that are attributed to the closing of

DAS - DEPARTMENT OF ADMINISTRATION (7300) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 7300
FUND: Various

City Campus. Adjusted staffing requirements indicate that there is a staffing shortage equivalent to six FTE's for 2014 operations. This shortage will continue into 2015 unless more positions are added or staffing is contracted out to a private security firm. Therefore, Milwaukee County will require that a private security firm provide 37 FTE's to fulfill existing requirements at an estimated cost of \$1,283,160. This will provide \$177,840 savings in 2015 at the increased level of privatized service.

If Security remains status quo (i.e., security services provided by County employees), three full time security officers plus six positions of hourly workers must be added to the 2015 request at an additional cost of \$203,052. This would yield a total county employee security function cost of \$1,664,052 resulting in a tax levy increase of \$380,892 for 2015.

There is a one-time 2015 estimated cost of \$120,900 for unemployment compensation in 2015.

Elevator Service Privatization

Currently, there are 61 elevators in Facilities Maintenance that are maintained by three FTE's Elevator Constructors plus additional service from an outside elevator service. The contractor already performs mandatory testing and major maintenance. Due to the liability of operating and maintaining these elevators with County staff, it is recommended that these county positions be eliminated. This would result in a savings of \$358,884. Service agreement expenditures will be increased by \$100,000 for a net savings of \$258,884. In addition to cost savings, contracting out for these services will significantly reduce the County's liabilities and risk exposure associated with internal maintenance of the elevators.

Housekeeping – Living Wage Impact

The plans for the current housekeeping contract are to remain intact. However, an increase in funding of \$338,640 is required in order to comply with living wage ordinance.

Additional Trade Position Abolishments

The following currently vacant positions are recommended to be abolished: 2 painters and one carpenter supervisor totaling \$282,560.

DAS - DEPARTMENT OF ADMINISTRATION (7300) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 7300
FUND: Various

Strategic Program Area 17: Water Utility

Service Provision: Committed

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Cubic Feet of Water Service	44,131,863	48,483,969	TBD
Cubic Feet of Sewer Service	29,869,106	48,483,969	TBD
Cubic Feet of Storm Water Service	44,131,863	48,483,969	TBD

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$4,087,687	\$3,350,178	\$4,648,570	\$4,428,775	(\$219,795)
Revenues	\$4,087,687	(\$252,801)	\$4,648,506	\$4,428,775	(\$219,731)
Tax Levy	\$0	\$3,602,979	\$64	\$0	(\$64)
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Operation Cost per 1,000/CF of Water Service	TBD	TBD	TBD	TBD
Operation Cost per 1,000/CF of Sewer Service	TBD	TBD	TBD	TBD
Operation Cost per 1,000/CF of Storm Water Service	TBD	TBD	TBD	TBD

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 2015 Budget includes a total expenditure reduction of \$219,795. Operating costs decreased \$297,972 largely due to utility reductions of \$266,560 charged to the Water Utility,³ while Interdepartmental Charges increase of \$78,177 is due primarily to the DAS-Facilities Management Director's Office management/oversight increase of \$98,282. All Expenditures are offset by fees paid by users of the water system.

³ 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.

DAS - DEPARTMENT OF ADMINISTRATION (7300) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 7300
FUND: Various

Strategic Program Area 18: Risk Management

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Workers' Compensation Claims	570	555	590
Contract Reviews	389	566	550

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$8,345,206	\$9,068,415	\$7,393,506	\$14,189,705	\$6,796,199
Revenues	\$8,345,206	\$8,232,237	\$7,393,506	\$9,480,557	\$2,087,051
Tax Levy	\$0	\$836,178	\$0	\$4,709,148	\$4,709,148
FTE Positions	7	7	5	5	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Performance Measures have not yet been created for this program area				

Strategic Implementation:

The administration of Workers' Compensation claims and payments outsourcing was delayed from 2014 to 2015. Third Party Administration of Workers' Compensation claims a model presently used by most other Wisconsin counties and is consistent with a best practice approach to claims' handling. In addition to more efficient claims management in the areas of investigation, medical cost containment, and claim closure, 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. As part of this initiative, two positions remain unfunded. Funding is budgeted in the amount of \$250,000 in contract costs for a third party administrator which will also assist in enhancing injury prevention programming across the County. Risk Management shall conduct a Request for Proposals (RFP) to provide these services. This savings is passed on to customer departments throughout the County.

Also in 2015, the County's deductible for property insurance is increased from \$250,000 in the aggregate to \$1.5 million in the aggregate, and the \$500 per claim deductible increased to a \$5,000 per claim deductible. For the request phase, \$2 million in property tax levy has been placed in this budget. Additionally, \$2.7 million in tax levy has been added to this budget for other liability issues.

Other operating costs remain largely unchanged. Insurance premiums remain static for all lines of coverage with the exception of the property coverage, which is anticipated to have a 5% annual premium increase, resulting in a variance of approximately \$25,000. Funding for pre-employment physicals and occupational health vaccinations was moved from the Risk Management budget to the Human Resources budget for more accurate process and control measures.

DAS - DEPARTMENT OF ADMINISTRATION (7300) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 7300
FUND: Various

Strategic Program Area 19: Economic Development

Service Provision: Discretionary

Strategic Outcome: Economic Opportunity

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Jobs Created*	N/A	737	756

*Jobs created consists of (estimated) new construction costs (related to the sale of County-owned properties) divided by an average of 24 direct and indirect jobs per \$1,000,000 in estimated construction costs.

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$392,011	\$1,013,005	\$352,312	\$380,726	\$28,414
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$392,011	\$1,013,005	\$352,312	\$380,726	\$28,414
FTE Positions	2	2	1	1	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Generate at Least \$1,000,000 in New Tax Base	N/A	\$24,400,000	\$20,000,000	\$19,000,000

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.

Included in the Economic Development Budget are the following memberships and support for economic development agencies that support the work and mission of the Economic Development Division: Milwaukee Area Workforce Funding Alliance (\$10,000), East Wisconsin Counties Railroad Consortium (\$25,000), Midwest BikeShare, Inc. (\$7,500), CEO for Cities (\$1,500), International Economic Development Council (\$2,000), Wisconsin Economic Development Association (\$2,000), Visit Milwaukee (\$25,000), Milwaukee 7: Workforce Development (via Milwaukee Development Corporation) (\$10,000). These memberships are critical to the functionality of the Economic Development Division and the constituencies it serves. These memberships have previously been approved by the County pursuant to resolution 14-500.

Also included in the Economic Development Budget are contracts for the following services: Select Milwaukee, Inc. for home owner recruitment efforts for County foreclosed properties (\$7,500), Wisconsin Women’s Business Initiatives Corporation for microloan programming (\$7,500), Local Initiatives Support Corporation for recoverable community grant programming (\$7,500).

DAS - DEPARTMENT OF ADMINISTRATION (7300) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 7300
FUND: Various

Strategic Program Area 20: Real Estate

Service Provision: Discretionary

Strategic Outcome: Economic Opportunity

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Land Sale Revenue*	\$2,573,685	\$400,000	\$400,000
Lease Revenue	\$1,611,354	\$756,500	\$806,274

*The 2013 Actual represents actual land sale revenue and lease revenue. The 2014 and 2015 budgets only include \$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. The decrease in lease revenue from 2013 to 2014 is attributable to loss of air space leases used for parking revenue due to I-794 construction.

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,439,188	\$1,036,581	\$862,863	\$971,836	\$108,973
Revenues	\$2,156,500	\$1,914,779	\$1,156,500	\$1,206,274	\$49,774
Tax Levy	(\$717,312)	(\$878,198)	(\$293,637)	(\$234,438)	\$59,199
FTE Positions	3	3	4	4	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Generate at Least \$750,000 in Land Sale Revenue**	N/A	\$6,445,373	\$7,500,000	\$8,685,000

** The 2014 and 2015 budgets reflect estimated new land sale revenue based on existing conditions (which are subject to change). As such, the 2013 and 2014 budgets are goals, and therefore not budgeted in the actual program area.

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.

DAS - DEPARTMENT OF ADMINISTRATION (7300) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 7300
FUND: Various

Strategic Program Area 21: MCAMLIS

Service Provision: Mandated

Strategic Outcome: Economic Opportunity

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
In 2014 MCAMLIS modified its web viewer. Previously activity data was measured by web site visits. The modified web viewer allows the MCAMLIS division to track activity in a different way. Modified activity data will be presented as part of the 2016 Budget.			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$752,080	\$904,108	\$1,074,373	\$1,196,084	\$121,711
Revenues	\$752,080	\$738,844	\$1,074,373	\$1,072,000	(\$2,373)
Tax Levy	\$0	\$165,264	\$0	\$124,084	\$124,084
FTE Positions	3	3	3	3	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
In 2014 MCAMLIS modified its web viewer. Previously activity data was measured by web site visits. The modified web viewer allows the MCAMLIS division to track activity in a different way. Modified activity data will be presented as part of the 2016 Budget.				

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 decrease slightly. MCAMLIS receives no tax levy as expenditures are offset by revenue generated from document recording and other miscellaneous revenue.

DAS - DEPARTMENT OF ADMINISTRATION (7300) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 7300
FUND: Various

Strategic Program Area 22: Office for Persons with Disabilities

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 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	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$888,005	\$991,897	\$1,124,167	\$1,155,120	\$30,953
Revenues	\$154,500	\$176,709	\$180,500	\$170,500	(\$10,000)
Tax Levy	\$733,505	\$815,188	\$943,667	\$984,620	\$40,953
FTE Positions	4	4	4	4	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Performance Measures have not yet been created for this program area.				

Strategic Implementation:

4.0 FTE positions are provided in this program area to maintain the same level of service as the 2014 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 \$40,953 primarily due to the increase in legacy healthcare and pension costs.

DAS - DEPARTMENT OF ADMINISTRATION (7300) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 7300
FUND: Various

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 donations and/or advertising.

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

DAS - Department of Administration Budgeted Positions				
Title Code	2014 Budget	2015 Budget	Variance	Explanation
Administrator Cert Compl	0	1	1	2014 Current Year Action
Administrator Contract Compl	0	1	1	2014 Current Year Action
Analyst Business Development-	0	2	2	2014 Current Year Action
Certification & Compliance Adm	1	0	-1	2014 Current Year Action
Contract Compliance Mgr Dbe	1	0	-1	2014 Current Year Action
Contract Coordinator	3	0	-3	2014 Current Year Action
Coordinator Contracts-	0	2	2	2014 Current Year Action
Director Business Development	0	1	1	2014 Current Year Action
Exdir1-Adsec-DirDbd	1	0	-1	2014 Current Year Action
Admin Spec - Procurement	1	1	0	
Analyst Business Systems	0	1	1	Create
Buyer 2	2	2	0	
Contracts Administrator	2	3	1	Create
Procurement Director	1	1	0	
Purchasing Manager	1	0	-1	Abolish
Adm Sec Emp Access Coord	1	1	0	
Asst Dir Off Handic	1	1	0	
Disabilities Rec Mgr	1	0	-1	2014 Current Year Action
Disabilities Recreation Mgr	0	1	1	2014 Current Year Action
Exdir1-Dir Opd	1	1	0	
Accountant 3	1	2	contra	Business Office*
Accounting Coord - DPW	1	2	1	Business Office*
Adm Asst 3- Fac Mgmt NR	1	2	1	Business Office*
Adm Coord Reimbursement	0.2	0	-0.2	Abolished in 2014
Admin Spec - Fiscal Affairs NR	1	0	-1	Unfund
Analyst Budget and Mgmt	0	2	2	2014 Current Year Action
Associate Analyst Budget Mgmt	0	1	1	2014 Current Year Action
Contract Payment Spec	1	2	1	Business Office*
Coordinator Capital Budget	0	1	1	2014 Current Year Action
Cost Schedule Analyst	1	2	1	Business Office*

DAS - DEPARTMENT OF ADMINISTRATION (7300) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 7300
FUND: Various

Dir of Operations	1	1	0	
Director Budget and Mgmt	0	1	1	2014 Current Year Action
Ex Director Admin Services	0	1	1	2014 Current Year Action
Exdir3-Dir Doa	1	0	-1	2014 Current Year Action
Executive Assistant CHP	1	2	1	Business Office*
Fiscal & Strategic Asset Coord	1	0	-1	2014 Current Year Action
Fiscal Analyst - NR	2	0	-2	2014 Current Year Action
Fiscal And Budget Manager	1	2	1	Business Office*
Fiscal Mgt Analyst 1	1	0	-1	2014 Current Year Action
Fiscal Mgt Analyst 2	2	0	-2	2014 Current Year Action
Fiscal Mgt Analyst 3	1	0	-1	2014 Current Year Action
Grants Writer/Coordinator	0	1	1	Create
Office Supp Asst 1	1	2	1	Business Office*
Senior Exec Asst DAS	1	1	0	
Sr Analyst Budget and Mgmt	0	3	3	2014 Current Year Action
Support Services Manager	0	1	1	2014 Current Year Action
Business Analyst 4	4	4	0	
Business Solutions Manager	1	0	-1	2014 Current Year Action
Chief Information Officer	0	1	1	2014 Current Year Action
Clerical Spec IMSD	1	1	0	
Communications Spec 3 NR	1	1	0	
Exdir2-Chief Tech Offcr	1	1	0	
Exdir3-Chief Info Offcr	1	0	-1	2014 Current Year Action
Fiscal And Budget Manager	1	1	0	
Info Systems Intern	3.5	3.5	0	
IT Client Support Spec 1	1	0	-1	2014 Current Year Action
IT Client Support Spec 2	2	2	0	
IT Client Support Spec 4	0	1	1	2014 Current Year Action
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	0	-1	2014 Current Year Action
IT Manager - Service Desk	1	1	0	
IT Operations Mgr	1	1	0	
Manager Business Solutions	0	1	1	2014 Current Year Action
Network Appls Spec 3	1	1	0	
Network Appls Spec 4	13	13	0	
Network Tech Spec 3	3	3	0	
Network Tech Spec 4	8	8	0	
Network Tech Spec II - Zoo	1	1	0	
Office Supp Asst 2	1	1	0	
Overtime	0.3	0.3	0	
Project Analyst-HRIS	1	1	0	
Project Analyst-HRIS Int	1	1	0	
Technical Architect	1	2	1	2014 Current Year Action
Vacancy & Turnover	-2.8	-2.8	0	
Claims Technician	1	1	0	
Exdir2-Risk Manager	1	1	0	

DAS - DEPARTMENT OF ADMINISTRATION (7300) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 7300
FUND: Various

Human Res Spec FML	2	2	0	
Manager Claims & Safety	0	1	1	2014 Current Year Action
Safety Coordinator	1	0	-1	2014 Current Year Action
Vacancy & Turnover	-3.8	-2.8	1	
Accountant 2	1	1	0	
Adm Asst 4-Facil Mgmt	1	1	0	
Admin Spec - DHS-NR	1	1	0	
Admin Spec - DPW NR	1	1	0	
Airport Engineer	1	1	0	2014 Current Year Action
Architect	0	2	2	
Architectural Designer	1	1	0	
Asst Airport Engineer	1	1	0	
Bldg Systems Specialist	1	1	0	
Carpenter	6	6	0	
Carpenter Supv	3	2	-1	2014 Current Year Action
Clerical Asst 1	1	1	0	
Clerical Spec Arch/Eng	2	2	0	
Clerical Spec DPW	1	1	0	
Climate Control Lead	1	1	0	
Constr Cost Estimator	1	0	-1	2014 Current Year Action
Construction Coordinator	4	4	0	
Construction Cost Estimator	0	1	1	2014 Current Year Action
Disribution Assistant	2	2	0	
Electrical Mech	8	9	1	2014 Current Year Action
Electrical Mech Dot	1	1	0	
Electrical Mech Supv	2	2	0	
Elevator Constructor	3	0	-3	Abolish
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	0	-1	2014 Current Year Action
Exdir2-Dir Arch And Eng	1	1	0	
Exdir2-Facilities MgmtDir	0	1	1	2014 Current Year Action
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	3	3	0	
Facilities Wrkr 2	14	12	-2	2014 Current Year Action
Facilities Wrkr 3	0	1	1	2014 Current Year Action
Facilities Wrkr 4	12	12	0	
Facilities Wrkr 4 - In Charge	3	2	-1	2014 Current Year Action
Facilities Wrkr Secur	31	0	-31	Abolish
Facilities Wrkr Secur Hrly	1	0	-1	Abolish
Heating Equip Mech	2	1	-1	2014 Current Year Action
Machinist	3	3	0	
Machinist Lead	1	1	0	
Managing Architect	2	2	0	
Managing Eng Design	1	1	0	
Managing Eng Electrl	2	2	0	
Managing Eng Environ	1	0	-1	2014 Current Year Action

DAS - DEPARTMENT OF ADMINISTRATION (7300) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 7300
FUND: Various

Managing Eng Environment	0	1	1	2014 Current Year Action
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	1	1	0	
Mechanical Mtce Supt	1	1	0	
Mechanical Serv Mgr	2	0	-2	2014 Current Year Action
Mechanical Service Manager	0	2	2	
Office Supp Asst 2	3	3	0	
Operations Coord Sp	1	1	0	
Overtime	1.8	0	-1.8	2014 Current Year Action
Painter Bldgs	5	3	-2	Unfund
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	1	1	0	
Support Services Manager	1	1	0	
Sustainability and Environ Eng	1	1	0	
Sustainability Director	1	1	0	
Vacancy & Turnover	-8.6	-1.7	6.9	
Admin Spec - Econ Dev NR	1	0	-1	2014 Current Year Action
Associate Manager Project ED	0	2	2	2014 Current Year Action
Coordinator Administrative	0	1	1	2014 Current Year Action
Director Economic Development	0	1	1	2014 Current Year Action
Director of County Econ Dev	1	0	-1	2014 Current Year Action
Geographic Info Sys Sup	1	0	-1	2014 Current Year Action
GIS Specialist	2	1	-1	2014 Current Year Action
Manager GIS	0	1	1	2014 Current Year Action
Manager Project ED	0	1	1	2014 Current Year Action
Project Manager	3	0	-3	2014 Current Year Action
Senior Analyst GIS	0	1	1	2014 Current Year Action

* = As noted in the narrative for the Business Office, these positions are duplicated in the 2015 Requested Budget phase due to the timing of the request. The duplicate positions will be eliminated in the 2015 Recommended Budget.

DAS - DEPARTMENT OF ADMINISTRATION (7300) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 7300
FUND: Various

Legacy Health Care and Pension Expenditures				
2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
\$5,192,422	\$5,526,282	\$6,433,602	\$8,768,227	\$2,334,625

CIVIL SERVICE COMM (1110) BUDGET

DEPT: Civil Service Comm

UNIT NO. 1110
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$9,655	\$9,663	\$9,657	\$17,208	\$7,551
Operation Costs	\$4,055	\$3,687	\$4,055	\$26,500	\$22,445
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$1,804	\$1,802	\$1,920	\$2,127	\$207
Total Expenditures	\$15,514	\$15,152	\$15,632	\$45,835	\$30,203
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	\$15,514	\$15,152	\$15,632	\$45,835	\$30,203
Personnel					
Full-Time Pos. (FTE)		0	0	0	0
Seas/Hourly/Pool Pos.		5	5	5.2	0.2
Overtime \$		\$0	\$0	\$0	\$0

Department Mission: The Civil Service Commission serves the residents of Milwaukee County by conducting hearings and rendering decisions regarding alleged merit system violations and appeals of actions taken by the Director of Human Resources. In addition, the Civil Service Commission is responsible 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 with 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.

CIVIL SERVICE COMM (1110) BUDGET

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			
Item	2013 Actual	2014 Budget	2015 Budget
This service does not have activity data			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$15,514	\$15,152	\$15,632	\$45,835	\$30,203
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$15,514	\$15,152	\$15,632	\$45,835	\$30,203
FTE Positions		5	5	5.2	0.2

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Performance Measures have not yet been created for this service				

Strategic Implementation:

The 2015 Budget includes an increase of \$34,330. In 2014, through Act 203, the State of Wisconsin changed the reporting structure of the Behavioral Health Division (BHD). BHD is now governed by an independent Mental Health Board. Suspensions and/or discharges of BHD employees will now be heard before the Civil Service Commission instead of the Personnel Review Board (PRB). For the 2015 budget, \$16,000 was added for outside counsel legal fees, \$17,830 was added for an hourly clerical position & temporary staffing, and \$500 was added for office supplies.

Civil Service Comm Budgeted Positions				
Title Code	2014 Budget	2015 Budget	2015/2014 Variance	Explanation
Civil Serv Comm Member	5	5	0	
Clerical Asst 1 Hr	0	0.2	0.2	
TOTAL	5	5.2	0.2	

PERSONNEL REVIEW BOARD (1120) BUDGET

DEPT: Personnel Review Board

UNIT NO. 1120
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$203,370	\$186,405	\$213,803	\$243,996	\$30,193
Operation Costs	\$15,870	\$13,877	\$27,870	\$43,870	\$16,000
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$28,122	\$27,416	\$29,627	\$33,274	\$3,647
Total Expenditures	\$247,362	\$227,698	\$271,300	\$321,140	\$49,840
Revenues					
Direct Revenue	\$0	\$117	\$0	\$0	\$0
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$0	\$117	\$0	\$0	\$0
Tax Levy	\$247,362	\$227,581	\$271,300	\$321,140	\$49,840
Personnel					
Full-Time Pos. (FTE)		1.5	2.2	2.2	0
Seas/Hourly/Pool Pos.		5.8	5	5	0
Overtime \$		\$0	\$0	\$0	\$0

Department Mission:

The mission of the Milwaukee County Personnel Review Board (PRB) is to assure fair and impartial due process hearings for the suspension, demotion, or discharge of County employees in the classified service as provided by law.

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; ensures 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			
Item	2012	2013	2014 Projected
Number of Meetings	29	28	33
Number of Hearings	199	213	252
Number of Cases Pending Before the PRB	311	278	310
Number of BHD Cases Pending Before the PRB	48	53	51
Number of Determinations Appealed to the Circuit Court (Average number since 2000 = 2)	2	3	4
Number of Pending Cases at the Circuit Court (Average number since 2000 = 4)	5	5	7

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$247,362	\$227,698	\$271,300	\$321,140	\$49,840
Revenues	\$0	\$117	\$0	\$0	\$0
Tax Levy	\$247,362	\$227,581	\$271,300	\$321,140	\$49,840
FTE Positions		7.4	7.4	7.4	0

How Well We Do It: Performance Measures				
Performance Measure	2012	2013	2014 as of July	2015 Budget
Time from 1st Hearing to Matter Resolved	166	170	237	
Cases Closed in 90 Days	63 (20%)	94 (33%)	54 (32%)	

Strategic Implementation:

The 2015 staffing level maintains 3.0 FTE of support staff that charge 75% of their time to the PRB and 5.0 FTE PRB Member positions. Tax levy increases \$49,840 due to increased legacy costs and increased legal services required to carry out the PRB's mission.

Increased Legal Services

An additional \$16,000 (\$40,000 total) is budgeted for increased legal costs. As in 2014, 2015 will likely require additional legal services for the PRB. First, all of the current PRB members are relatively new to the board compared to the members in prior years, and thus the members require additional guidance on the law and procedures that govern PRB proceedings. Second, recent developments in state and municipal law have created uncertainties in the jurisdiction and operation of the PRB that will likely require outside assistance even as the current board members become familiar with PRB proceedings.

PERSONNEL REVIEW BOARD (1120) BUDGET

DEPT: Personnel Review Board

UNIT NO. 1120
FUND: General - 0001

Moreover, the PRB is on track to see an above average number of its decisions appealed to the Circuit Court in 2014, and this trend will likely continue in 2015 for the reasons discussed above. Individuals who litigate cases before the PRB may have more confidence they can overturn an unfavorable decision on appeal because the current PRB is less experienced than previous boards. Changes in state and county law may also increase the number of decisions appealed to the courts as parties seek to clarify and codify the new laws. Accordingly, the PRB will require additional assistance of outside counsel to defend its determinations and positions, as well as navigate the changing legal landscape that controls its proceedings.

Based on the PRB’s invoices for 2014, we estimate that each brief at circuit court costs about \$2,700 and a month of legal advice costs \$2,000. We estimate four appeals are likely to be filed in 2015 and the PRB will require 12 months of legal advice, for a total amount of \$34,800. This estimate assumes that no cases are appealed to the Wisconsin Court of Appeals.

Another consequence of increased appeals is increased costs for court fees and transcripts. The PRB is required by law to pay the circuit court filing fees when certain parties appeal PRB determinations. The PRB also must pay for transcripts of hearings when any of its decisions are appealed. Based on our prior cases, hearing transcripts for appeals cost usually cost about \$1,250 per appeal. Thus, for four appeals, the cost would be about \$5,000.

Effect of 2013 Wisconsin Act 203

As of April 10, 2014, the PRB no longer has jurisdiction over cases related to Behavioral Health and Development (BHD) employees, which may help relieve some of the pressure on the PRB’s operation costs. However, the increase in non-BHD cases over the past several years indicates that, even without hearing BHD proceedings, the PRB is likely continue to see increased an increased caseload in 2015. From 2006 to 2013, the number of BHD cases has increased by about 18 percent, while the number of cases from other departments (the “non-BHD cases”) has increased by 139 percent. Year over year, the average percent change in BHD cases is -2.4 percent, while the average percent change for non-BHD cases is +9.7 percent. Although BHD cases have generally been about 20 percent of the PRB’s docket, if all other cases still increase by 10 percent, the removal of BHD cases may not have an appreciable effect on the PRB’s operating costs. The PRB will revisit how the removal of BHD cases from its docket affects its operating costs after we have more information and data about the change.

Personnel Review Board Budgeted Positions				
Title Code	2014 Budget	2015 Budget	2015/2014 Variance	Explanation
Adm Asst NR	0.8	0	-0.8	
Administrator PRB Ethics Board	0	0.8	0.8	
Assistant Administrative	0	0.8	0.8	
Clerical Spec PRB (NR)	0.8	0.8	0	
PRB Member	5	5	0	
PRB Secretary	0.8	0	-0.8	
TOTAL	7.4	7.4	0	

Legacy Health Care and Pension Expenditures				
2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
\$28,954	\$30,583	\$38,117	\$55,589	\$17,472

CORPORATION COUNSEL (1130) BUDGET

DEPT: Corporation Counsel

UNIT NO. 1130
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$2,580,611	\$2,404,691	\$2,608,070	\$2,998,413	\$390,343
Operation Costs	\$188,652	\$208,746	\$207,852	\$143,350	(\$64,502)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	(\$1,121,136)	(\$996,420)	(\$1,115,526)	(\$869,392)	\$246,134
Total Expenditures	\$1,648,127	\$1,617,017	\$1,700,396	\$2,272,371	\$571,975
Revenues					
Direct Revenue	\$120,000	\$198,355	\$150,000	\$120,000	(\$30,000)
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$120,000	\$198,355	\$150,000	\$120,000	(\$30,000)
Tax Levy	\$1,528,127	\$1,418,662	\$1,550,396	\$2,152,371	\$601,975
Personnel					
Full-Time Pos. (FTE)		19	20	20	0
Seas/Hourly/Pool Pos.		0	0	0	0
Overtime \$		\$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.

CORPORATION COUNSEL (1130) BUDGET

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	2013 Actual	2014 Budget	2015 Budget
This Service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,648,127	\$1,617,017	\$1,700,396	\$2,272,371	\$571,975
Revenues	\$120,000	\$198,355	\$150,000	\$120,000	(\$30,000)
Tax Levy	\$1,528,127	\$1,418,662	\$1,550,396	\$2,152,371	\$601,975
FTE Positions		19	20	20	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Performance Measures have not yet been created for this Service				

Strategic Implementation:

The 2015 budget maintains the same level of service as 2014. Tax levy increases by \$601,975 primarily due to an increase in personnel costs. Revenue is decreased by \$30,000 to \$120,000 to reflect a more realistic amount. This office has not included any V&T in this budget since we do not anticipate any vacancies in 2015.

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. 2015 crosscharges are reduced by \$201,731 to reflect a more realistic charge, as indicated in the following table.

	2014	2015	Increase
Employee Benefits	\$ 35,000	\$ 55,653	\$ 20,653
Child Support	\$ 2,500	\$ 4,243	\$ 1,743
Airport	\$ 295,338	\$ 269,035	\$ (26,303)
Highways	\$ 10,000	\$ 3,705	\$ (6,295)
Behaviorial Health	\$ 700,000	\$ 498,079	\$ (201,921)
Aging	\$ 150,000	\$ 88,220	\$ (61,780)
Family Care	\$ 100,000	\$ 123,325	\$ 23,325
Health and Human Services	\$ 90,000	\$ 138,847	\$ 48,847
TOTAL	\$ 1,382,838	\$ 1,181,107	\$ (201,731)

CORPORATION COUNSEL (1130) BUDGET

DEPT: Corporation Counsel

UNIT NO. 1130
 FUND: General - 0001

Corporation Counsel Budgeted Positions				
Title Code	2014 Budget	2015 Budget	2015/2014 Variance	Explanation
Assistant Corporation Counsel	0	10	10	
Chief Corporation Counsel	0	1	1	
Dep Corp Counsel	1	2	1	
Exdir3-Corp Counsel	1	0	-1	
Executive Assistant Corp Couns	1	1	0	
Legal Secretary Nr	2	2	0	
Office Coord Corporation Couns	1	1	0	
Paralegal-Corp Counsel	3	3	0	
Princ Asst Corp Counsel	11	0	-11	
Vacancy & Turnover	-1	0	1	
TOTAL	19	20	1	

Legacy Health Care and Pension Expenditures				
2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
\$455,553	\$492,452	\$525,736	\$697,591	\$171,855

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$5,880,827	\$5,308,228	\$5,710,284	\$6,839,364	\$1,129,080
Operation Costs	\$325,915	\$273,036	\$284,245	\$676,595	\$392,350
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$42,397	\$0	\$0	\$0
Interdept. Charges	\$675,249	\$676,637	\$543,074	\$628,764	\$85,690
Total Expenditures	\$6,881,991	\$6,300,298	\$6,537,603	\$8,144,723	\$1,607,120
Revenues					
Direct Revenue	\$1,483,690	\$1,294,282	\$1,427,062	\$1,560,375	\$133,313
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,483,690	\$1,294,282	\$1,427,062	\$1,560,375	\$133,313
Tax Levy	\$5,398,301	\$5,006,016	\$5,110,541	\$6,584,348	\$1,473,807
Personnel					
Full-Time Pos. (FTE)		51	56	57	1
Seas/Hourly/Pool Pos.		0	0.5	0	-0.5
Overtime \$		\$9,156	\$5,076	\$12,072	\$6,996

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, improve internal communications, and reward employees for their service and results. 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 lead employees to success. DHR maintains an appropriate balance between employee and management rights, and strives to 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, Health Benefits, and Employee Retirement Services (ERS).

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
 FUND: General - 0001

Strategic Program Area 1: Directors Office

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
TBD	N/A	N/A	N/A

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$2,455,211	\$2,703,798	\$1,031,157	\$1,352,280	\$321,123
Revenues	\$6,200	(\$246)	\$6,200	\$6,200	\$0
Tax Levy	\$2,449,011	\$2,704,044	\$1,024,957	\$1,346,080	\$321,123
FTE Positions		21	4.5	4	-0.5

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
TBD	N/A	N/A	N/A	N/A

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, leading key County initiatives, and assisting County departments in identifying strategies for training and staff development. This office partners with executive leaders on developing human capital solutions for Milwaukee County, including overall workforce planning and talent management. In addition, this office is responsible for the HR staff’s achievement of goals, professional development, and overall service to the County. Managing the regular flow of visitors through the lobby, and maintenance of personnel files, are also functions of this office.

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

Strategic Program Area 2: Compensation/HRIS

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Number of Compensation Requests	N/A	N/A	TBD
Number of positions reviewed in Job Analysis project	531	3,635	TBD
Recommended compensation adjustments	74	231 YTD	TBD

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$377,931	\$390,767	\$468,159	\$696,522	\$228,363
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$377,931	\$390,767	\$468,159	\$696,522	\$228,363
FTE Positions		1	4	5	1

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
TBD	N/A	N/A	N/A	N/A

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 division also manages HR Systems and confidential employee data for Milwaukee County. This service is maintained with 6.0 FTE. The increase of 2.0 FTE over 2014 is due to the centralization of the HRIS data entry function in Human Resources, approved by the FPA Committee in 2014, to ensure improved data integrity and mitigate risk by securing confidential employee data. The Division continues to execute a County-wide evaluation of all jobs including, but not limited to titles, content, descriptions, market competitive pay, internal equity, and compliance.

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

Strategic Program Area 3: Employee Relations

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Number of grievances	37	45	45
Number of employment investigations	32	30	30

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,143,436	\$653,836	\$1,964,225	\$2,293,780	\$329,555
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,143,436	\$653,836	\$1,964,225	\$2,293,780	\$329,555
FTE Positions		5	20	21	1

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Respond to all employee issues within 24 hours	N/A	N/A	N/A	100%

Strategic Implementation:

The Employee Relations service area is committed to enhancing workplace relationships, improving the overall work environment, maintaining productive working relationships with labor unions, mitigating employment-related risk for Milwaukee County, and ultimately helping business units achieve results. This is achieved by balancing the needs of employees with the responsibilities of management to effectively lead teams to successful outcomes. Key functions include conducting investigations, coaching managers on employee matters, providing tools and resources to employees and managers, consulting on employee and manager performance management, addressing workplace conflict or concerns, collaborating with Corporation Counsel on legal matters, and connecting employees and managers with a wide array of HR services. This area is also responsible for labor negotiations and EEO reporting.

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

Strategic Program Area 4: Employment

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Job Requisitions	450	467	450
Applications Processed	45,136	47,000	45,000

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$722,126	\$664,760	\$748,027	\$1,149,225	\$401,198
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$722,126	\$664,760	\$748,027	\$1,149,225	\$401,198
FTE Positions		7	7	6	-1

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Cycle Time	N/A	N/A	N/A	45 days

Strategic Implementation:

The Employment area develops, administers, and monitors employee selection processes for all positions in the Milwaukee County Classified Service, as well as many positions in the unclassified service. This effort includes recruitment, posting job vacancies, assessment of applicant qualifications, the development and administration of applicant examinations, and the certification of qualified candidates to department heads and appointing authorities.

The Employment Division continues to seek ways to provide high quality candidates for County departments in a competitive market. Recruiting systems will be upgraded for better applicant qualifying and better interaction with applicants and departments. Background checks of job finalists will be centralized at a projected cost of \$21,500 to establish consistent practices and enhance quality control, as well as increase county-wide efficiency. Additionally, the contract for pre-employment physical assessments, vaccination management and drug testing is centralized in the Employment Division from Risk Management at a budget amount of \$250,000. An RFP for these services was released in the 3rd quarter of 2014, for implementation January 1, 2015.

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

Strategic Program Area 5: Training, Development and Diversity

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Training Sessions	212 (3 programs)	200 (11 programs)	220
Training Participants	2,993	1,600	2,500

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$0	\$0	\$266,778	\$392,520	\$125,742
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$0	\$0	\$266,778	\$392,520	\$125,742
FTE Positions		0	3	3	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
TBD	N/A	N/A	N/A	N/A

Strategic Implementation:

Training and Development is committed to building a learning environment at Milwaukee County, for employees and leaders to develop their skills and abilities, paving the way for career growth and opportunity at Milwaukee County. 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, New Supervisor training, Customer Service training, Title VII, etc).

In 2015, training and development plans to further boost current efforts with the addition of a learning management system (LMS) to optimize our employee capabilities and talents by delivering highly targeted customized learning and development experiences. Training solutions within the system will actively address core competencies, performance gaps, and efficiency. The 2015 budget includes \$50,000 for development and implementation of the Leadership Excellence leadership development program to engage high-potential managers and build skill and administrative excellence through experiential learning. Through these efforts, training and development will build competence, build a more engaged workforce, and position Milwaukee County to be an employer of choice.

This area also leads Milwaukee County’s diversity efforts, striving to honor inclusiveness, advocating for education, awareness, acceptance, and outreach in the workplace and community. The Milwaukee County Diversity Committee is composed of department teams representing the many functional areas throughout Milwaukee County. Currently, there are approximately forty-five individual members.

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

Strategic Program Area 6: Health Benefits

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Life Status Events Processed	NA	950	950
Customer Service Calls	NA	5,500	5,500
Customer Service Emails	NA	500	500

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$705,797	\$606,113	\$638,395	\$706,221	\$67,826
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$705,797	\$606,113	\$638,395	\$706,221	\$67,826
FTE Positions		5	5	5	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Wellness Participation	N/A	N/A	63%	70%
Response to initial Benefit inquiries within 1 business day	N/A	N/A	NA	95%

Strategic Implementation:

The Health 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.

Health 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. The division also executed a number of key contracts in 2014, including Wellness, Medical, Pharmacy, and FSA administration. The fiscal impact of these contracts is reflected in org. 1950, non-departmental fringe.

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

Strategic Program Area 7: Employee Retirement Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Number of retirees receiving benefits	7,928	7,998	8,150
Retirements Processed	352	286	276
Process out Deceased Members	275	235	269
Customer Service Calls	6832	7283	10,000
Customer Service Emails	1720	4300	3500
Research Legal Issues / Compliance	147	82	110
Respond to Open Records Requests	16	9	20

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,477,490	\$1,281,024	\$1,420,862	\$1,554,175	\$133,313
Revenues	\$1,477,490	\$1,294,528	\$1,420,862	\$1,554,175	\$133,313
Tax Levy¹	\$0	(\$13,504)	\$0	\$0	\$0
FTE Positions		12	13	13	0

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.

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Pension fund rate of return	N/A	15.2%	8%	TBD

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

Strategic Implementation:

The Employee Retirement Services Division is responsible for transitioning active members to retirement and includes conducting individual retirement sessions, 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.

The Retirement service area will continue to streamline opportunities to improve operational effectiveness, and will continue to utilize the co-development concept aimed at reducing ongoing reprogramming and maintenance fees incurred using a hosted pension system. Due to revenue offsets in ERS, savings from this effort are realized in the annual ERS funding request.

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

Human Resources Budgeted Positions				
Title Code	2014 Budget	2015 Budget	2015/2014 Variance	Explanation
Admin Spec - Retirement	5	0	-5	
Analyst Compensation	0	2	2	
Assistant Compensation/HRIS	0	2	2	
Assistant Human Resources	0	1	1	
Business Manager	1	0	-1	
Chief Human Resources Officer	0	1	1	
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	2	-1	
Compensation Analyst	2	0	-2	
Compensation Specialist	1	0	-1	
Coordinator Wellness	0	1	1	
Director Benefits	0	1	1	
Director Compensation HRIS	0	1	1	
Director Employee Relations	0	1	1	
Employee Develop Coord	0	1	1	
EmployeeDevelopmentCoordinator	2	0	-2	
Employmt Relations Mgr	1	0	-1	
Employmt Staffing Mgr	1	0	-1	
ERS Coord	1	1	0	
Exdir1-Retirementsysmgr	1	1	0	
Exdir2-Dep Dir Human Re	1	1	0	
ExDir2-Employee Ben Admin	1	0	-1	
ExDir2-Hum Res Comp Mgr	1	0	-1	
Exdir3-Dirhumanresource	1	0	-1	
Fiscal Officer Assistant	1	1	0	
Fiscal Officer-Ers	1	1	0	
Generalist Human Resources	0	1	1	
Human Res Analyst 1	2	2	0	
Human Res Analyst 1 - Bil/Span	1	1	0	
Human Res Analyst 2 - Emp Ben	2	2	0	
Human Res Analyst 3	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 Parks	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	-0.5	
Human Res Mgr	1	0	-1	
Human Res Mgr DSS	1	1	0	
Human Res Spec	1	1	0	
Labor Relations Spec 3	1	0	-1	
Manager Benefits	0	1	1	

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

Manager Employment	0	1	1	
Manager Training Development	0	1	1	
Mgmt Asst - Human Res	6	5	-1	
Office Supp Asst 2	1	1	0	
Office Supp Asst 2 NR	0	1	1	
Overtime	0.1	0.2	0.1	
Retirement Info System Spec	0	1	1	
Retirement Info Systems Spec	1	0	-1	
Salary Adjustment	0.6	0	-0.6	
Senior Exec Asst DHR-Em Bnfs	1	1	0	
Specialist Compensation	0	1	1	
Specialist Retirement	0	5	5	
Sr Analyst Pension	0	1	1	
Sr Employment Relations Spec	1	0	-1	
Sr Generalist Human Resources	0	1	1	
Sr Pension Analyst	1	0	-1	
Sr Specialist EmployeeRelation	0	1	1	
Sr Specialist Labor Relations	0	1	1	
Vacancy & Turnover	-3.3	-1.5	1.8	
Wellness Coordinator	1	0	-1	
TOTAL	53.9	57.7	3.8	

Legacy Health Care and Pension Expenditures				
2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
\$889,791	\$943,492	\$1,193,227	\$1,727,510	\$534,283

ETHICS BOARD (1905) BUDGET

DEPT: Ethics Board

UNIT NO. 1905
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$59,078	\$62,032	\$62,545	\$74,726	\$12,181
Operation Costs	\$17,455	\$20,590	\$22,505	\$22,505	\$0
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$983	\$727	\$809	\$976	\$167
Total Expenditures	\$77,516	\$83,349	\$85,859	\$98,207	\$12,348
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	\$77,516	\$83,349	\$85,859	\$98,207	\$12,348
Personnel					
Full-Time Pos. (FTE)		0.5	0.8	0.8	0
Seas/Hourly/Pool Pos.		0.2	0	0	0
Overtime \$		\$0	\$0	\$0	\$0

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

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; responding to requests for advisory opinions regarding various activities as they pertain to the Ethics Code; assessing potential areas of risk with respect to violations of the Ethics Code; providing periodic applied ethics education in relationship to the Ethics Code; examining requests for investigation and verified complaints; and enforcing the Ethics Code through the hearing and resolution process.

ETHICS BOARD (1905) BUDGET

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			
Item	2013 Actual	2014 Projected	2015 Budget
Opinion Requests – Written	22	20	25
Opinion Requests - Oral	22	Unknown	8
Meetings	4	6	4

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$77,516	\$83,349	\$85,859	\$98,207	\$12,348
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$77,516	\$83,349	\$85,859	\$98,207	\$12,348
FTE Positions		0.6	0.6	0.6	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Performance Measures have not yet been developed for this Service Area				

Strategic Implementation:

The 2014 Budget maintains the same level of service and includes minor cost-to-continue increases due to legacy health care and pension expenditures. This service maintains three support staff members that charge 25 percent 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	2014 Budget	2015 Budget	2015/2014 Variance	Explanation
Adm Asst NR	0.2	0.2	0	
Administrator PRB Ethics Board	0	0.2	0.2	
Clerical Spec PRB (NR)	0.2	0.2	0	
PRB Secretary	0.2	0	-0.2	
TOTAL	0.6	0.6	0	

2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
\$9,569	\$10,036	\$12,562	\$18,273	\$5,711

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 199
FUND: General - 0001

Strategic Program Area 1: Fund for the Arts

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	2013 Actual	2014 Budget	2015 Budget
Number of Agencies receiving Community/Cultural Events CAMPAC Funding	4	6	4
Number of Agencies receiving Matching Grants CAMPAC Funding	35	36	36

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2014/2013 Var
Expenditures	\$321,000	\$321,646*	\$321,000	\$321,000	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$321,000	\$321,646	\$321,000	\$321,000	\$0
FTE Positions	0	0	0	0	0

*Includes carryover \$5,048 from the 2012 fiscal year minus \$1,771 returned by Milwaukee Choral Artists which closed in 2013.

How Well We Do It: Performance Measures	
Sales tax growth*	

***Please note:** During the application process for 2014 funding, information regarding sales taxes paid was requested from all applicant groups. CAMPAC funding assisted these organizations in generating over \$662,000.00 in sales tax payments in a single fiscal year. The overall revenues generated by these arts groups total over \$50,000,000.00 annually. In subsequent years, CAMPAC will collect supportive data for number of full-time equivalent employees.

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.

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 199
 FUND: General - 0001

III. ADMINISTRATIVE SERVICES

This program is administered by a consultant. The budget for CAMPAC administrative services is under 4% of the overall budget.

The 2015 tax levy requested contribution is \$321,000.

BUDGET SUMMARY

	<u>2013 Actual</u>	<u>2014 Budget</u>	<u>2015 Budget</u>
<u>Expenditures</u>			
Community/Cultural Event Programming	\$ 22,000	\$ 22,000	\$ 22,000
Matching Grants Program	289,277	286,000	286,000
Program Administration	10,369	13,000	13,000
Other	-	-	-
<i>Total Expenditures</i>	<u>321,646</u>	<u>321,000</u>	<u>321,000</u>
<u>Revenues</u>			
<i>Milwaukee County Contribution</i>	<u>321,646</u>	<u>321,000</u>	<u>321,000</u>
<i>Total Revenue</i>	<u>\$ 321,646</u>	<u>321,000</u>	<u>321,000</u>
<i>Budget Surplus/(Deficit):</i>	-	-	-

June 1, 2014

The Hon. Chris Abele, County Executive
Milwaukee County Courthouse
901 N. 9th St.
Milwaukee, WI 53233

Dear County Executive Abele:

The Milwaukee County Federated Library System (MCFLS) includes herein a formal 2015 budget request in the amount of \$125,000. As in previous years, requested funds would be incorporated into general revenues and allocated to satisfy state mandates and other priorities.

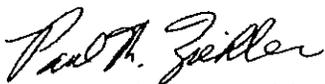
Recent MCFLS funded projects and initiatives have been very successful, resulting in increased usage and heightened demand for additional materials, particularly those related to electronic books and other digital sources.

Please note that for 2015, State Aid to library systems will remain flat.

MCFLS and the other 16 library systems in Wisconsin are examples of governmental funding at its smartest and most efficient. Library systems engage in cooperative activities that benefit all public libraries. Developing services on a larger scale results in savings to all due to economies of scale.

Thank you for your consideration.

Sincerely,



Paul M. Ziehler, President
Milwaukee County Federated Library System Board of Trustees

REQUESTED 2015 BUDGET

DEPT: FEDERATED LIBRARY SYSTEM

UNIT NO. 1966
FUND: General - 0001

BUDGET SUMMARY			
	2013 Actual	2014 Budget	2015 Budget
Federated Library System	\$ 66,650	\$ 166,650	\$ 125,000

The 2015 budget request is \$125,000. This request is \$41,650 less than the County allocation in 2014. The requested amount is to be used by the Federated Library System to offset program costs at its discretion.

MISSION

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

OBJECTIVES

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

2015 BUDGET HIGHLIGHTS

- The 2015 budget request for MCFLS is \$125,000.

UNIT NO. 1966

BUDGET SUMMARY

	2013 Actual	2014 Budget	2015 Request
Federated Library System	\$66,650	\$166,650	\$125,000

The Milwaukee County Federated Library System (MCFLS) requests from Milwaukee County government a 2014 operating budget allocation of \$125,000. The county contribution will be incorporated into general revenues and allocated to satisfy state mandates and other priorities, as approved by the MCFLS Board of Trustees.

June 2014

Enclosed please find materials related to the Milwaukee County Federated Library System's 2015 Milwaukee County Government Budget Request.

The Milwaukee County Federated Library System members include:

Brown Deer Public Library
Cudahy Public Library
Franklin Public Library
Greendale Public Library
Greenfield Public Library
Hales Corners Public Library
Milwaukee Public Library (Central and 12 Neighborhood Libraries)
North Shore Library (Bayside, Fox Point, Glendale and River Hills)
Oak Creek Public Library
St. Francis Public Library
Shorewood Public Library
South Milwaukee Public Library
Wauwatosa Public Library
West Allis Public Library
Whitefish Bay Public Library

(Also serving the residents of the Village of West Milwaukee)

2013 Outcomes

Department Name: **Milwaukee County Federated Library System**

	Outcome	Indicator	Learning Target	Result
1.	Milwaukee County residents enjoy High level of library services	1a Number of items accessible 1b Number of libraries accessible 1c Number of registered borrowers 1d Number of items circulated	1a 4.3 million 1b 27 1c 550,000 1d 8,000,000	1a 4.3 million 1b 27 1c 565,000 1d 7,552,150
2.	Milwaukee County library citizens utilize computer technology in order to access enhanced library services.	2a Number of electronic workstations available to users 2b Number of electronic searches conducted by users in library buildings 2c Number of electronic searches conducted by users from remote (non-library) locations (home, office, school, etc.) 2d Number of User Requests (holds) 2e Number of ebook and audiobook downloads	2a 1900 2b 7,700,000 2c 5,100,000 2d 1,300,000 2e 125,000	2a 1950 2b 7,625,000 2c 5,000,000 2d 1,310,500 2e 193,408

2014 Outcomes

Department Name: **Milwaukee County Federated Library System**

	Outcome	Indicator	Learning Target	Result
1.	Milwaukee County residents enjoy High level of library services	1a Number of items accessible 1b Number of libraries accessible 1c Number of registered borrowers 1d Number of items circulated	1a 4.4 million 1b 27 1c 570,000 1d 7,600,000	
2.	Milwaukee County library citizens utilize computer technology in order to access enhanced library services.	2a Number of electronic workstations available to users 2b Number of electronic searches conducted by users in library buildings 2c Number of electronic searches conducted by users from remote (non-library) locations (home, office, school, etc.) 2d Number of User Requests (holds) 2e Number of ebook and audiobook downloads	2a 1950 2b 7,700,000 2c 5,200,000 2d 1,350,000 2e 220,000	

2015 Outcomes

Department Name: **Milwaukee County Federated Library System**

	Outcome	Indicator	Learning Target	Result
1.	Milwaukee County residents enjoy High level of library services	1a Number of items accessible 1b Number of libraries accessible 1c Number of registered borrowers 1d Number of items circulated	1a 4.4 million 1b 27 1c 560,000 1d 7,700,000	
2.	Milwaukee County library citizens utilize computer technology in order to access enhanced library services.	2a Number of electronic workstations available to users 2b Number of electronic searches conducted by users in library buildings 2c Number of electronic searches conducted by users from remote (non-library) locations (home, office, school, etc.) 2d Number of User Requests (holds) 2e Number of ebook and audiobook downloads	2a 2000 2b 8,000,000 2c 5,100,000 2d 1,300,000 2e 250,000	

REQUESTED 2015 BUDGET

DEPT: MARCUS CENTER FOR THE PERFORMING ARTS

UNIT NO. 1916
FUND: General - 0001

BUDGET SUMMARY			
	2013 Actual	2014 Budget	2015 Budget
Marcus Ctr for the Performing Arts	\$ 1,088,000	\$ 1,088,000	\$ 1,088,000

MISSION

As a bridge between cultures, the Marcus Center for the Performing Arts offers facilities and services of the highest quality, makes available a wide range of the performing arts, and acts as an energizing force for effective collaboration and advocacy in the community.

OBJECTIVES

- Provide Marcus Center patrons with a high level of customer service and entertainment value from Marcus Center events.
- Enhance Milwaukee County residents' quality of life through the Marcus Center's diverse offerings of performing arts, culture and entertainment in a variety of ticket price ranges.
- Grow the Center's role as a regional destination, enabling it to broaden its positive economic impact to the County.
- Promote diversity and audience development to appropriately serve a multi-cultural community.
- Manage operations in a fiscally responsible manner, as stewards of a County facility.
- Pursue long-term strategies (e.g. parking structure redevelopment) that can reduce the Center's reliance on County property tax support.

OPERATING HISTORY

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

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

In 2004, Milwaukee County's contribution was reduced to \$1,380,000. This included \$880,000 from tax levy, \$400,000 of debt forgiveness, and a \$100,000 major maintenance allocation. The County's contribution to the Center in 2005 was \$1,303,000, in 2006 the County's contribution was set at \$1,280,000 and remained at that level until 2011. In 2012 the County contribution to the Center was reduced to \$1,088,000, a 15% decrease.

The Center closed the 2012 calendar year with its 43rd consecutive year of balanced budgets.

BUDGET HIGHLIGHTS

- The budgeted 2015 tax levy contribution to the Marcus Center remains at the 2014 level of \$1,088,000. This comprises 21% of the Center's projected 2015 Operating Fund revenue.

REQUESTED 2015 BUDGET

DEPT: MARCUS CENTER FOR THE PERFORMING ARTS

UNIT NO. 1916

FUND: General - 0001

- The Marcus Center will continue to provide quarterly reports of current financial status and projections through the fiscal year in accordance with past practice.
- The County issued a total of \$5,802,000 in General Obligation Bonds during 1994 and 1995 for the purpose of renovating the interior of the Marcus Center for the Performing Arts. The Marcus Center instituted a facility fee on tickets for the initial purpose of repaying the County bonds. The debt was restructured in 2009 to allow a one-year extension until 2011, enabling the Center to accelerate work on needed major maintenance projects. The final payment made in 2011 was \$243,253. Since the debt retirement, facility fees continue to fund the Center's major maintenance expenses.

ACTIVITY AND STATISTICAL SUMMARY						
	2013 Actual		2014 Budget		2015 Budget	
	<u>Events</u>	<u>Attend</u>	<u>Events</u>	<u>Attend</u>	<u>Events</u>	<u>Attend</u>
All Events Public & Private	1,675	575,529	1,800	575,000	1,800	570,000

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

MARCUS CENTER FOR THE PERFORMING ARTS			
	2013 <u>Operating Actual</u>	2014 <u>Operating Revised Budget</u>	2015 <u>Operating Budget</u>
<u>Expenditures</u>			
Personnel Services	\$ 3,611,426	\$ 3,834,723	\$ 3,634,714
Professional Fees	341,995	370,822	365,910
Advertising and Promotion	141,903	156,001	168,000
Meetings, Travel and Auto Allowance	12,767	11,514	13,750
Space	341,280	367,200	399,440
Telephone & Utilities	481,193	512,229	502,650
Office and Administrative Supplies	79,472	79,105	78,440
New & Replacement Equipment	0	0	0
<i>Total Marcus Center Expenditures</i>	<u>\$ 5,010,036</u>	<u>\$ 5,331,594</u>	<u>\$ 5,162,904</u>
<u>Revenues</u>			
Hall Rental	\$ 1,262,970	\$ 1,121,973	\$ 1,181,110
Office Rental	46,230	27,420	27,420
Equipment Rentals	211,792	217,369	215,115
Reimbursement Income	1,639,179	1,801,246	1,619,246
Concession Income	184,289	180,000	188,500
Facility Support	516,424	812,463	767,992
Misc. Income	78,156	90,275	78,851
Milwaukee County Contribution	1,088,000	1,088,000	1,088,000
<i>Total Marcus Center Revenues</i>	<u>\$ 5,027,040</u>	<u>\$ 5,338,746</u>	<u>\$ 5,166,234</u>

REQUESTED 2015 BUDGET

DEPT: MARCUS CENTER FOR THE PERFORMING ARTS

UNIT NO. 1916

FUND: General - 0001

BUDGET SUMMARY			
	2013 Actual	2014 Budget	2015 Budget
Marcus Ctr for the Performing Arts	\$ 1,088,000	\$ 1,088,000	\$ 1,088,000

MISSION

As a bridge between cultures, the Marcus Center for the Performing Arts offers facilities and services of the highest quality, makes available a wide range of the performing arts, and acts as an energizing force for effective collaboration and advocacy in the community.

OBJECTIVES

- Provide Marcus Center patrons with a high level of customer service and entertainment value from Marcus Center events.
- Enhance Milwaukee County residents' quality of life through the Marcus Center's diverse offerings of performing arts, culture and entertainment in a variety of ticket price ranges.
- Grow the Center's role as a regional destination, enabling it to broaden its positive economic impact to the County.
- Promote diversity and audience development to appropriately serve a multi-cultural community.
- Manage operations in a fiscally responsible manner, as stewards of a County facility.
- Pursue long-term strategies (e.g. parking structure redevelopment) that can reduce the Center's reliance on County property tax support.

OPERATING HISTORY

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

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

In 2004, Milwaukee County's contribution was reduced to \$1,380,000. This included \$880,000 from tax levy, \$400,000 of debt forgiveness, and a \$100,000 major maintenance allocation. The County's contribution to the Center in 2005 was \$1,303,000, in 2006 the County's contribution was set at \$1,280,000 and remained at that level until 2011. In 2012 the County contribution to the Center was reduced to \$1,088,000, a 15% decrease.

The Center closed the 2012 calendar year with its 43rd consecutive year of balanced budgets.

BUDGET HIGHLIGHTS

- The budgeted 2015 tax levy contribution to the Marcus Center remains at the 2014 level of \$1,088,000. This comprises 21% of the Center's projected 2015 Operating Fund revenue.

REQUESTED 2015 BUDGET

DEPT: MARCUS CENTER FOR THE PERFORMING ARTS

UNIT NO. 1916

FUND: General - 0001

- The Marcus Center will continue to provide quarterly reports of current financial status and projections through the fiscal year in accordance with past practice.
- The County issued a total of \$5,802,000 in General Obligation Bonds during 1994 and 1995 for the purpose of renovating the interior of the Marcus Center for the Performing Arts. The Marcus Center instituted a facility fee on tickets for the initial purpose of repaying the County bonds. The debt was restructured in 2009 to allow a one-year extension until 2011, enabling the Center to accelerate work on needed major maintenance projects. The final payment made in 2011 was \$243,253. Since the debt retirement, facility fees continue to fund the Center's major maintenance expenses.

ACTIVITY AND STATISTICAL SUMMARY						
	2013 Actual		2014 Budget		2015 Budget	
	<u>Events</u>	<u>Attend</u>	<u>Events</u>	<u>Attend</u>	<u>Events</u>	<u>Attend</u>
All Events Public & Private	1,675	575,529	1,800	575,000	1,800	570,000

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

MARCUS CENTER FOR THE PERFORMING ARTS			
	2013 Operating <u>Actual</u>	2014 Operating <u>Revised Budget</u>	2015 Operating <u>Budget</u>
<u>Expenditures</u>			
Personnel Services	\$ 3,611,426	\$ 3,834,723	\$ 3,634,714
Professional Fees	341,995	370,822	365,910
Advertising and Promotion	141,903	156,001	168,000
Meetings, Travel and Auto Allowance	12,767	11,514	13,750
Space	341,280	367,200	399,440
Telephone & Utilities	481,193	512,229	502,650
Office and Administrative Supplies	79,472	79,105	78,440
New & Replacement Equipment	0	0	0
<i>Total Marcus Center Expenditures</i>	<u>\$ 5,010,036</u>	<u>\$ 5,331,594</u>	<u>\$ 5,162,904</u>
<u>Revenues</u>			
Hall Rental	\$ 1,262,970	\$ 1,121,973	\$ 1,181,110
Office Rental	46,230	27,420	27,420
Equipment Rentals	211,792	217,369	215,115
Reimbursement Income	1,639,179	1,801,246	1,619,246
Concession Income	184,289	180,000	188,500
Facility Support	516,424	812,463	767,992
Misc. Income	78,156	90,275	78,851
Milwaukee County Contribution	1,088,000	1,088,000	1,088,000
<i>Total Marcus Center Revenues</i>	<u>\$ 5,027,040</u>	<u>\$ 5,338,746</u>	<u>\$ 5,166,234</u>

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

Strategic Program Area 5: Museum

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Attendance-Museum*	277,699	275,027	224,000
Attendance-Theater/Planetarium*	95,026	133,500	92,500
Attendance-Exhibitions*	102,318	196,000	89,000

*Total attendance for 2012 was 523,763; 2013 was 475,043; 2014 Budget is 604,527; 2015 Budget is 405,500.

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$3,502,376	\$5,861,853	\$3,500,000	\$3,500,000	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$3,502,376	\$5,861,853	\$3,500,000	\$3,500,000	\$0
FTE Positions		0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Annual Attendance Over/(Under) the 400,000 Base Level*	70,798	75,043	204,527	5,400
Unrestricted Endowments Assets Over/(Under) the \$2,000,000 Base Level*	\$750,000	761,244	\$400,000	871,700
Generate Positive Unrestricted Operating Earnings* ¹	(\$809,418)	462,061	\$417,899	485,000

*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:²

¹ Positive Unrestricted Operating Earning is defined by unrestricted operating net income plus depreciation being greater than zero.

² 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

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

- 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

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 2015 tax levy contribution for operating support is \$3,500,000.³

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.

³ The Capital Budget includes funding of \$1,677,977 in 2014.

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

BUDGET SUMMARY

	2013 <u>Actual</u>	2014 <u>Budget</u>	2015 <u>Budget</u>
<u>Expenditures</u>			
Wages and Benefits	\$ 7,024,828	\$ 7,768,977	\$ 7,560,646
Maintenance	563,007	734,244	766,883
Utilities	1,011,274	990,556	1,097,144
Other Operating Expenses	3,769,523	3,375,279	3,428,933
Interest	218,892	85,558	84,000
Depreciation	1,215,805	1,196,361	1,174,876
Subtotal Operating Expenses	13,803,329	14,150,975	14,112,482
Other non-Operating Expenses	(1,110,055)	554,345	375,000
Investment (Income)/Loss	(701,396)	-	-
Net Restricted Contributions	<u>(1,558,512)</u>	<u>(3,807,000)</u>	<u>(1,400,000)</u>
Total Expenditures	<u>10,433,366</u>	<u>10,898,320</u>	<u>13,137,482</u>
<u>Revenues</u>			
Contributions/Membership/FOM Event	4,194,561	3,788,789	4,100,000
Admissions Museum/Theater/Exhibitions	2,918,729	3,553,793	2,580,428
Other Earned Income	1,470,046	2,529,931	2,335,173
Net Assets Released from Restriction	4,084,507	1,193,000	1,600,000
Milwaukee County Contribution	6,502,376	3,500,000	3,500,000
Total Revenue	\$ <u>19,170,219</u>	<u>14,565,513</u>	<u>14,115,601</u>
Budget Surplus/(Deficit):	8,736,853	3,667,193	978,119

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

Strategic Program Area 6: Villa Terrace/Charles Allis Museums

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	2013 Actual	2014 Budget	2015 Budget
Attendance-Public (General)	6,982	9,500	8,000
Attendance-Public (Programming)	4,245	5,000	4,500
Attendance-Private (Events/Rental)	19,458	18,000	22,000
Attendance-Other	1,823	2,200	2,000

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$600,608	\$678,751	\$616,608	\$690,000	\$73,392
Revenues	\$393,500	\$369,964	\$409,500	\$426,000	\$16,500
Tax Levy	\$207,108	\$207,108	\$207,108	\$264,000	\$56,892
FTE Positions		5	5	5	5

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Level of customer satisfaction with the facility	5.0	5.0	5.0	5.0

Mission

The mission of the Charles Allis and Villa Terrace Art Museums is to fully utilize both museums, gardens, and art collections for community education and cultural enrichment.

Objectives

Contribute to the wellbeing and quality of life of Milwaukee County residents through collaborative educational programs, exhibits, and a variety of events and creative arts and history programming that cater to the larger community. (Public programming includes six changing art exhibitions featuring local and regional artistic production, regularly scheduled concerts, films, family art making workshops, lectures, tours and special events. The museums work annually with the VA hospital to provide art therapy workshops for veterans overcoming PTSD, with at risk youth, and with County-wide public grade schools. 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.)

Support local and regional artistic production and thought, in a way larger institutions are unable to serve.

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

Honor the gifts of Charles and Sarah Allis (1946) and Lloyd and Agnes Smith (1967) through the preservation of their architecturally significant homes, world class art collections, and gardens while telling the story of the founding of the city of Milwaukee as a city of industry and entrepreneurship through each family's contributions in these areas.

Operating History

The Charles Allis mansion and world class art collection was bequeathed by Sarah Allis in 1946 to the citizens of Milwaukee to inspire, delight and educate. Operated until 1979 by the Milwaukee Library System, it was transferred to Milwaukee County under the auspices of the War Memorial Center to be operated in the public trust maximizing educational opportunities and access to its world class art, all within the original setting of its collector, Charles Allis.

The Villa Terrace Decorative Arts Museum was received by Milwaukee County in 1967 from its original owner, Ms. Agnes Smith Curtis. Renowned for its uniqueness to the Midwest and beyond, the museum was first operated by the Milwaukee Art Center under the auspices of the WMC as their decorative arts wing. In 1973 the Milwaukee Art Center Garden club took over management of the museum culminating in the public private partnership raising 1.5 million dollars in 2003 to restore the museum's Renaissance Garden.

In 1984 the Villa Terrace's board of directors was merged with the board of the Charles Allis Art Museum. Full merger of management and programming occurred in 2004, with the creation of the Charles Allis and Villa Terrace Museums (CAVT) Bi-Board. The original management groups became friends groups at both museums. At the urging of the War Memorial Center and Milwaukee County, CAVT Museums became its own 501(c)3 non-profit corporation in 2012.

Budget Highlights

Operating now as our own nonprofit will give us greater ability to engage the community in our fundraising and community outreach initiatives. While building this fundraising capacity, we have the immediate need to cover \$55,000 in annual costs associated with this transition. These costs are for increased insurance premiums, bookkeeping services, payroll services, and administrative manpower previously handled by the WMC. In 2013 we ran a deficit that was covered with earnings from our Legacy Fund. We have already withdrawn additional earnings in 2014 to backfill a projected deficit again this year. As a result we are requesting a budget increase for 2015 of \$56,892 for a total tax levy disbursement of \$264,000.

We view this as a temporary increase. We have had a change in leadership and are currently in the search for a new Museums Director. Once hired in the fourth quarter of 2014, the CAVT Bi-Board, in consultation with the new Museums Director will implement a reorganization plan, maximizing the fundraising advantages of being our own non-profit organization and revamping our programming to increase revenues and attendance while operating leaner to achieve long-term sustainability. Without this increase we will be hobbled in our efforts to achieve an orderly and deliberate reorganization that maximizes service to both our constituents and internal customers.

We continue to be aggressive at growing revenues in 2015 while maintaining realistic and achievable goals in these areas.

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

	2013 <u>Actual</u>	2014 <u>Budget</u>	2015 <u>Budget</u>
<u>Expenditures</u>			
Personnel Services	\$ 376,389	\$ 350,000	\$ 377,000
Professional Fees	37,660	47,000	40,000
Advertising and Promotion	47,818	60,000	50,000
Space and Utilites	202,568	118,000	200,000
Office and Admin Supplies	8,177	25,000	10,000
Conference & Travel	4,219	3,608	3,000
Major Maintenance	-	13,000	10,000
New & Replacement Equipment	1,920	-	-
Total Expenditures	678,751	616,608	690,000
<u>Revenues</u>			
Friends Direct Support	25,604	26,500	30,000
Private Support	32,572	30,000	40,000
Membership	21,676	28,000	25,000
Admissions	38,300	30,000	40,000
Rental Revenue	237,177	239,000	250,000
Program Sponsorship	8,303	10,000	10,000
Grants	5,918	45,000	30,000
Interest Trust Account	414	1,000	1,000
Milwaukee County Contribution	207,108	207,108	264,000
Total Revenue	\$* 577,072	616,608	690,000
Budget Surplus/(Deficit):	(101,679)	-	-
County Contribution as % of Total Revenue:	36%	34%	38%

*Deficet in 2013 was brought current to expense by withdrawals from the museums' Legacy Fu

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

Strategic Program Area 7: War Memorial Center

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	2013 Actual	2014 Budget	2015 Budget
Attendance-Public (General)	11,550	12,000	15,000
Attendance-Public (Programming for Veterans)	7,358	6,000	10,000
Attendance-Private (Events/Rental)	113,9496	87,610	87,610

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,491,405	\$1,491,405	\$486,000	\$486,000	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,491,405	\$1,491,405	\$486,000	\$486,000	\$0
FTE Positions		0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
TBD*				

*War Memorial Center staff is developing performance measures for inclusion in the 2016 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, Dryhooch of America, USO of Wisconsin, AMVETS State headquarters, Chipstone Foundation, International Association for Orthodontics, World Trade Center Wisconsin, 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.¹ The new Agreements provide for the following:

¹ 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.

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

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 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 2015 tax levy contribution for operating support is \$486,000.

BUDGET SUMMARY

	2013 Actual	2014 Budget	2015 Budget
Expenditures			
Personal Services	\$ 648,285	\$ 575,000	\$ 715,000
Professional Fees	172,454	141,250	125,000
Advertising and Promotion	43,010	62,000	75,000
Meeting and Auto Allowance	5,983	7,500	7,500
Facility Expenses (includes Utilities)	1,128,264	444,900	453,400
Office and Administrative Supplies	18,505	24,350	24,100
Milwaukee Art Museum Bldg Services	28,749	-	-
Total Expenditures	\$ 2,045,250	\$ 1,255,000	\$ 1,400,000
Revenues			
Parking	\$ 382,687	\$ 315,000	\$ 330,000
Hall & Plaza Rental	205,096	165,000	165,000
Meeting Room Rental	9,895	10,000	10,000
Office Rental	197,811	190,000	194,000
Catering Commission	32,428	27,000	27,000
Liquor Commission	19,667	13,000	13,000
Miscellaneous	103,721	49,000	50,000
Earned Revenues	951,305	769,000	789,000
Fundraising	-	-	125,000
Normal Tax Levy	881,445	486,000	486,000
Additional Tax Levy	212,500	-	-
Milwaukee County Contribution	1,093,945	486,000	486,000
Total Revenues	\$ 2,045,250	\$ 1,255,000	\$ 1,400,000
Excess (Deficit)	-	-	-

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

Strategic Program Area 8: Milwaukee Art Museum

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	2013 Actual	2014 Budget	2015 Budget
Attendance-Public (General)	294,320	261,000	206,888
Attendance-Public (Programming)	58,905	60,000	27,500
Attendance-Private (Events/Rental)	33,283	25,000	24,000

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$0	\$0	\$1,100,000	\$1,100,000	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$0	\$0	\$1,100,000	\$1,100,000	\$0
FTE Positions		0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
# of Milwaukee County Visitors	81,395	181,918	87,620	100,000
Number of non-Milwaukee County Visitors	246,943	210,716	258,380	158,388
Customers Satisfaction with Events	4.75 out of 5	4.8 out of 5	4.5 out of 5	4.5 out of 5
Customers Satisfaction with the Facility	4.7 out of 5	4.7 out of 5	4.0 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 2014-2017.¹

¹ The 2014 Adopted Capital Budget includes an appropriation of \$5,672,705. 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.

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

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 2015 tax levy contribution for operating support is \$1,100,000.²

² The Capital Budget includes funding of \$2,725,000 in 2015.

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

BUDGET SUMMARY

	<u>2013 Actual</u>	<u>2014 Budget</u>	<u>2015 Budget</u>
<u>Expenditures</u>			
Personnel expenses	\$ 8,003,337	\$ 8,328,819	\$ 7,892,666
Professional services	310,380	345,621	399,597
Supplies	411,116	461,245	375,270
Equipment rental/maintenance	671,476	386,185	334,840
Building repairs/maintenance	1,069,505	597,121	643,752
Insurance	177,226	185,000	181,700
Utilities	472,126	1,067,613	1,021,913
Advertising and marketing	931,287	827,607	817,077
Postage/shipping/printing	252,487	311,178	292,610
Education program	213,712	236,685	151,099
Exhibitions	1,036,339	1,640,811	1,574,876
Other	871,792	450,892	237,380
Fundraising/donor/volunteer	160,655	208,450	357,400
Bank fees	157,406	164,810	123,190
Total Expenditures	14,738,834	15,212,037	14,373,370
<u>Revenues</u>			
Annual campaign and membership	4,710,012	4,954,000	-4,690,000
Grants and sponsorships	2,912,164	2,497,182	1,783,861
Admissions	1,453,366	1,821,169	1,043,671
Exhibition revenue	275,703	272,729	315,446
Facility rental	510,460	553,625	486,285
Parking	409,167	369,950	275,000
Tours	181,487	200,000	96,000
Store gross margin	708,535	716,438	474,789
Café gross margin	1,247,526	1,179,225	1,102,927
Other	297,781	300,219	1,395,391
Distribution from endowment	1,173,108	1,220,500	1,610,000
Milwaukee County War Memorial in kind	655,336	0	-
Milwaukee County Contribution	212,500	1,100,000	1,100,000

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

Total Revenue	\$ 14,747,145	15,212,037	14,373,370
Budget Surplus/(Deficit):	8,311	-	-
County Contribution as % of Total Revenue:	1%	7%	8%

COURTS (2000) BUDGET

DEPT: Courts

UNIT NO. 2000
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	26,560,973	26,084,829	27,020,675	30,427,582	3,406,907
Operation Costs	8,043,977	8,209,991	8,319,003	8,804,820	485,817
Debt & Depreciation	0	0	0	0	0
Capital Outlay	15,750	14,936	15,000	26,300	11,300
Interdept. Charges	4,130,327	4,003,647	6,380,372	7,117,429	737,057
Total Expenditures	38,751,027	38,313,403	41,735,050	46,376,131	4,641,081
Revenues					
Direct Revenue	4,039,252	3,288,042	3,654,200	3,272,976	(381,224)
Intergov Revenue	5,181,326	5,576,296	7,946,671	8,250,405	303,734
Indirect Revenue	0	0	0	0	0
Total Revenues	9,220,578	8,864,338	11,600,871	11,523,381	(77,490)
Tax Levy	29,530,449	29,449,065	30,134,179	34,852,750	4,718,571
Personnel					
Full-Time Pos. (FTE)	288	288	289	289	0
Seas/Hourly/Pool Pos.	9	9	9	9	0
Overtime \$	2,448	1,645	0	0	0

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. 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

COURTS (2000) BUDGET

DEPT: Courts

UNIT NO. 2000
FUND: General - 0001

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.

COURTS (2000) BUDGET

DEPT: Courts

UNIT NO. 2000
FUND: General - 0001

Strategic Program Area 1: Administration

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	5,560,950	5,452,559	5,761,899	6,721,731	959,832
Revenues	222,058	51,774	158,620	46,893	(111,727)
Tax Levy	5,428,892	5,400,785	5,603,279	6,674,838	1,071,559
FTE Positions	38.5	38.5	39.5	39.5	0

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 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 2015 Budget largely reflects the cost to continue of existing service levels.

Line item material variance amounts (exceeding \$50,000):

- Expenditures
 - Central Services allocation (2811) -- Increase of \$233,738 as dictated by another department
 - Attorney wages (2854) – Increase of \$120,076 mainly due to the addition of another attorney at the request of the Chief Judge
 - Legacy pension (2811) – Increase of \$83,936 as dictated by DAS
- Revenues
 - Interest on investments (2811) – Decrease of \$113,000 to align with actual activity due to low rates of return

The following contracts are being included in the 2015 Budget in lieu of review and approval by the County Board during the 2015 fiscal year:

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

COURTS (2000) BUDGET

DEPT: Courts

UNIT NO. 2000
FUND: General - 0001

Strategic Program Area 2: Criminal Court

Strategic Outcome: Personal Safety

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	9,857,484	9,422,000	9,578,917	10,795,596	1,216,679
Revenues	2,804,819	2,568,046	2,420,002	2,320,349	(99,653)
Tax Levy	7,158,915	6,853,954	7,158,915	8,475,247	1,316,332
FTE Positions	88	88	84	84	0

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 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. The Criminal Court program area provides expenditure authority for 24 total court rooms, including 14 felony courtrooms, four misdemeanor, and three domestic violence courtrooms.

Line item material variance amounts (exceeding \$50,000):

- Expenditures
 - Legacy Pension (5423)– Increase of \$130,859 as dictated by DAS
 - Courthouse complex rental (2831) – Increase of \$103,715 as dictated by another department
 - Legacy health care (2836) – Increase of \$95,208 as dictated by DAS
 - Courthouse complex rental (2834) – Increase of \$90,917 as dictated by another department
 - Legacy Pension (2831) – Increase of \$88,930 as dictated by DAS
 - Legacy Pension, (2834) – Increase of \$67,916 as dictate by DAS
 - Salaries, Org Unit (2834) – Increase of \$61,962 for current staffing levels
 - Psychiatrist fees (2831) – Increase of \$60,000 based upon recent history
 - Employee health care (2836) – Increase of \$58,356 as dictated by DAS
 - Legacy health care (2831) – Increase of \$52,350 as dictated by DAS
- Revenues
 - Bail forfeiture (1322) – Decrease of \$75,000 due to the success of the Alternatives to Incarceration program.

COURTS (2000) BUDGET

DEPT: Courts

UNIT NO. 2000
FUND: General - 0001

Strategic Program Area 3: Children's Court

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	20145Budget
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	7,904,364	7,548,929	7,896,660	8,053,626	156,966
Revenues	1,134,894	1,142,419	1,227,981	1,132,437	(95,544)
Tax Levy	6,769,470	6,406,510	6,668,679	6,921,189	252,510
FTE Positions	35.5	35.5	34.5	34.0	(0.5)

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 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. This program area is responsible for 11 total courtrooms.

Line item material variance amounts (exceeding \$50,000):

- Expenditures
 - Adversary Counsel fees (2861) – Increase of \$150,000 based upon recent trends
 - Salaries (2863) – Increase of \$147,101, see related offsetting decrease below
 - Employee health care (2863) – Increase of \$78,579 as dictated by DAS
 - Legacy pension (2863) – Increase of \$67,052 as dictated by DAS
 - Legacy pension (2861) -- Increase of \$57,766 as dictated by DAS
 - Children’s Court rent (2863) – Decrease of \$56,633 as dictated by another department
 - Salaries (2861) – Decrease of \$175,012, see related offsetting increase above
 - Children’s Court rent (2861) – Decrease of \$214,338 as dictated by another department
- Revenues
 - State grants (2861) -- Decrease of \$99,224 due to projected decreases in Guardian ad Litem and Court Support payments from the State of Wisconsin.

COURTS (2000) BUDGET

DEPT: Courts

UNIT NO. 2000
FUND: General - 0001

Strategic Program Area 4: Civil Court

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	8,397,387	8,442,839	9,331,002	10,510,989	1,179,987
Revenues	3,023,118	2,739,366	3,574,610	3,483,136	(91,474)
Tax Levy	5,374,269	5,703,473	5,756,392	7,027,853	1,271,461
FTE Positions	76	76	81	79	(2)

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 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. This program area provides services in 16 total courtrooms, including nine large claims courtrooms and five small claims courtrooms.

Line item material variance amounts (exceeding \$50,000):

- Expenditures
 - Courthouse complex rental (2841) – Increase of \$140,395 as dictated by another department
 - Legacy pension (2843) – Increase of \$121,507 as dictated by DAS
 - Legacy pension (2841) – Increase of \$106,400 as dictated by DAS
 - Legacy health care (2843) – Increase of \$99,374 as dictated by DAS
 - Legacy pension (2853) – Increase of \$98,986 as dictated by DAS
 - Legacy health care (2841) – Increase of \$60,920 as dictated by DAS
 - Employee health care (2843) – Increase of \$52,326 as dictated by DAS
 - Courthouse complex rental (2843) – Increase of \$51,874 as dictated by another department
- Revenues
 - General action large claims (3160) – Decrease of \$125,000 based upon decreasing numbers of foreclosure filings

COURTS (2000) BUDGET

DEPT: Courts

UNIT NO. 2000
FUND: General - 0001

Strategic Program Area 5: Family Court

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	3,316,906	3,316,209	5,081,791	5,741,216	659,425
Revenues	785,760	745,362	2,668,720	2,919,831	251,111
Tax Levy	2,531,146	2,570,847	2,413,071	2,821,385	408,314
FTE Positions	32	32	32	33	1

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 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 Family Court program area supports a total of 14.5 courtrooms staffed by Judges and Commissioners.

This program area contains the Family Court Mediation Services cost of \$302,801, which is offset with revenues collected from filing fees in certain family cases, user fees for mediation and custody study services, and from a portion of marriage license. If, during 2015, 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 2015, a contribution of \$68,801 from the reserve is budgeted. As of December 31, 2013, the total balance in the reserve account was \$337,326.

Line item material variance amounts (exceeding \$50,000):

- Expenditures
 - Legacy pension (2422) – Increase of \$85,512 as dictated by DAS
 - While there are no additional expenditure accounts that increased by \$50,000, the next eight accounts that exceed \$25,000 have a total increase of \$282,852.
- Revenues
 - Collection cost Child Support (2422) – Increase of \$188,425 primarily attributed to the large legacy costs and other department charges that were dictated to our department.

COURTS (2000) BUDGET

DEPT: Courts

UNIT NO. 2000
FUND: General - 0001

Strategic Program Area 6: Probate

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	2,652,001	2,693,846	2,747,542	3,137,977	390,435
Revenues	419,656	366,481	366,755	373,262	6,507
Tax Levy	2,232,345	2,327,365	2,380,787	2,764,715	383,928
FTE Positions	21	21	21	21	0

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 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.

Line item material variance amounts (exceeding \$50,000):

- Expenditures
 - Legacy pension (2690) – Increase of \$90,365 as dictated by DAS
 - Guardian ad Litem fees (6108) – Increase of \$65,000 as per the verbal direction from the Chief Judge’s office to increase the GAL attorney fees from \$60/hour to \$70/hour to be consistent with both the Civil and Criminal area attorney fees.
- Revenues
 - No individual revenue account had a variance of more than \$4,107.

COURTS (2000) BUDGET

DEPT: Courts

UNIT NO. 2000
FUND: General - 0001

Strategic Program Area 7: Family Drug Treatment Court

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	216,000	219,979	220,953	218,000	(2,953)
Revenues	216,000	241,530	218,000	218,000	0
Tax Levy	0	(21,551)	2,953	0	(2,953)
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 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.

There were no material variances in any account between the two years.

These contracts are included in the 2015 Budget in lieu of separate review and approval from the County Board during the fiscal year:

Contracts		
Description	Vendor	Amount
Group Moderator	Meta House	\$5,000
Evaluator	Planning Council	\$45,000
Coordinator	Rebecca Foley	\$65,000
Sustainability Consultant	Jan Wilberg	\$10,000
Total		\$125,000

COURTS (2000) BUDGET

DEPT: Courts

UNIT NO. 2000
FUND: General - 0001

Strategic Program Area 8: Permanency Plan Review

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	614,273	596,215	605,183	668,328	63,145
Revenues	614,273	648,361	605,183	668,328	63,145
Tax Levy	0	(52,416)	0	0	0
FTE Positions	5	5	5	5.5	0.5

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 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 \$668,328, which is offset by matching State revenues. Overall grant expenditure authority is increased by \$63,145 from the 2014 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 2015 was increased by 0.5 FTEs as compared to the 2014 level.

For expenditure accounts, there were no account variances between 2015 and 2014 that exceeded \$13,000.

COURTS (2000) BUDGET

DEPT: Courts

UNIT NO. 2000
FUND: General - 0001

Strategic Program Area 9: Self Help

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	141,662	620,827	511,103	528,668	17,565
Revenues	0	361,000	361,000	361,145	145
Tax Levy	141,662	259,827	150,103	167,523	17,420
FTE Positions	1	2	1	2	1

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 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 2015 budget.

This program area is also responsible for the Foreclosure Mediation project. The Department of Justice is anticipated to continue to award this pass-through grant and Metro Milwaukee Foreclosure Mediation Services, Inc. is the vendor awarded through the grant process. There is no tax levy involved with the foreclosure mediation project.

There were no individual expenditure accounts where the variances between 2015 and 2014 exceeded \$10,000.

The following contract is being included in the 2015 Budget in lieu of review and approval by the County Board during the 2015 fiscal year:

Contracts		
Description	Vendor	Amount
Foreclosure Mediation	Metro Milwaukee Foreclosure	\$361,000

COURTS (2000) BUDGET

DEPT: Courts

UNIT NO. 2000
FUND: General - 0001

Courts Budgeted Positions				
Title Code	2014 Budget	2015 Budget	2015/2014 Variance	Explanation
Accountant 1				Because of (a) the implementation of the county-wide job analysis and evaluation project, and (b) the County Board not approving the changes to the Combined Courts staff in June 2015, this section is not being updated by the Clerk of Courts office.
Accountant 2				
Accountant 3				
Accounting Coord - Courts				
Adm Asst 2-FCC				
Adm Asst 3-Courts				
Adm Asst 3-Crt Admin NR				
Adm Asst NR				
Adm Crt Comm				
Admin Spec - Courts NR				
Asst Chief Depclk Civad				
Asst Chief Depclk Divad				
Asst Chief Depclk Sradm				
Asst Chief Dpty Clrk Prob				
Asst Fam Ct Comm				
Audiovisual Technician				
Cert Interpreter BI Sp				
Chief Dep Clk Circt Crt				
Clerical Asst 1				
Clerical Asst 1 BI Sp				
Clerical Asst 2				
Clerical Spec Courts				
Clerical Spec FCC				
Clerk Circuit Crt				
Court Researcher Coord				
Dep Clrk Crt Jud Asst				
Dep Fmly Crt Commissnr				
Dep Register Probate				
Executive Assistant Courts				
Family Court Commissnr				
Felony Court Coord				
Fiscal Asst 1				
Fiscal Asst 1 Bil Span				
Fiscal Asst 2				
Fiscal Operations Adm - Courts				
Fulltime Court Comm				
Human Res Mgr Courts				
Intake Court Coord				

COURTS (2000) BUDGET

DEPT: Courts

UNIT NO. 2000
FUND: General - 0001

Interpreter Coordinator				
Judicial Info Systms Mg				
Judicial Rev Coord (Child Ct)				
Jury Services Coord				
Justice Cntr Coord				
Legal Cnsl 1 Adoptions				
Legal Cnsl Courts				
Legal Cnsl Criminal				
Legal Research Intern				
Mgmt Asst - Courts				
Network Tech Spec				
Office Supp Asst 1				
Office Supp Asst 2				
Paralegal				
Paralegal-Courts				
Probat Ct Commissioner				
-RC-Fiscal Asst 1				
Secretarial Asst				
Secretarial Asst Nr				
Vacancy & Turnover				
TOTAL				

Legacy Health Care and Pension Expenditures				
2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
5,518,799	5,820,370	6,378,590	8,227,436	1,848,846

CHILD SUPPORT SERVICES (2430) BUDGET

DEPT: Child Support Services - 2015

UNIT NO. 2430
FUND: General - 0001**Budget Summary**

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$12,914,407	\$11,905,388	\$13,333,063	\$14,750,032	\$1,416,969
Operation Costs	\$3,153,891	\$2,759,739	\$2,975,273	\$3,325,540	\$350,267
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$28,850	\$1,885	\$28,850	\$28,857	\$7
Interdept. Charges	\$4,231,753	\$4,324,382	\$2,118,642	\$2,375,225	\$255,984
Total Expenditures	\$20,328,901	\$18,991,395	\$18,455,828	\$20,479,054	\$2,023,227
Revenues					
Direct Revenue	\$911,375	\$852,386	\$777,275	\$774,295	(\$2,980)
Intergov Revenue	\$18,088,904	\$17,144,879	\$16,475,714	\$17,792,186	\$1,316,472
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$19,000,279	\$17,997,265	\$17,252,989	\$18,566,481	\$1,313,492
Tax Levy	\$1,328,622	\$994,129	\$1,202,839	\$1,912,573	\$709,735
Personnel					
Full-Time Pos. (FTE)	140.5	140.5	150	145	5.0
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime \$	\$8,928	\$1,623	\$24,996	\$0	(\$24,996)

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.

CHILD SUPPORT SERVICES (2430) BUDGET

DEPT: Child Support Services - 2015

UNIT NO. 2430
FUND: General - 0001

The Case Management Division monitors approximately 126,000 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.

Strategic Program Area 1: Child Support Services

Service Provision: Mandated

Strategic Outcome: Self Sufficiency

Child Support Services has continued its track record of performance improvements in 2014, but recognizes that some of the challenges that have faced the Milwaukee County Child Support program will continue to be a challenge for 2015 and beyond. Despite performance in all key Child Support metrics going up for the third straight year thus far, CSS continues to be squeezed between state and county funding issues that will present an ongoing challenge to our continued high performance going forward. On the state level, the Walker administration's Department of Children and Families continues to make changes to the state Child Support Funding Formula that disadvantage high population, high poverty areas like Milwaukee County and move funding resources to higher income counties. On the county side, the increasing legacy costs that are a challenge to all county services also impact the CSS budget. The risk in the Child Support area stems from our performance funded status: reduced funding begets staff reductions, staff reductions beget reduced performance, and reduced performance creates more reductions in funding.

Concern over this potential downward spiral motivates CSS to address these challenges efficiently and effectively, seeking to maintain our performance gains with available resources for 2015. CSS has been the recipient of one of the County Innovation Grant awards, which is allowing us to update our call center services, utilizing the privately run Child Support Trust Fund call center, and avoiding an imminent million dollar-plus replacement of an antiquated, decade-old call center application. This project will also involve a detailed workflow analysis throughout CSS systems in the coming year, and CSS anticipates restructuring the agency in order to maximize both services provided to the public and performance as required by the DCF performance-driven funding formula.

CHILD SUPPORT SERVICES (2430) BUDGET

DEPT: Child Support Services - 2015

UNIT NO. 2430
FUND: General - 0001

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Total IV-D Cases	124,938	125,000	126,000
Court Orders Established	9,835	9,400	9,400
Paternities Established	10,718	9,100	9,100
Call Volume to Call Center	125,660	135,000	0
Office Walk-Ins	30,457	31,500	33,500
Case Load Per FTE Employee	879	833	869

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$20,328,901	\$18,991,395	\$18,455,828	\$20,479,054	\$2,023,227
Revenues	\$19,000,279	\$17,997,265	\$17,252,989	\$18,566,481	\$1,313,492
Tax Levy	\$1,328,622	\$994,129	\$1,202,838	\$1,912,573	\$709,735
FTE Positions	140.5	140.5	150.	145.	5.0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Paternity Establishment Rate	93.75%	95.29%	94.00%	80.0 plus *
Order Establishment Rate**	80.75%	81.58%	81.00%	80.0 plus *
Support Collection Rate	57.00%	59.18%	57.25%	60.0
Arrears Collection Rate	49.00%	50.88%	49.25%	50.9

* When Paternity and Order Establishment Rate are 80.0% or more we receive 100% of our allocated funding available for these two measures. Due to the State's funding formula, once we have reached our goal in these two measures we will allocate our resources to improve our Support and Arrears Collection Rate.

** 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.

CHILD SUPPORT SERVICES (2430) BUDGET

DEPT: Child Support Services - 2015

UNIT NO. 2430
FUND: General - 0001

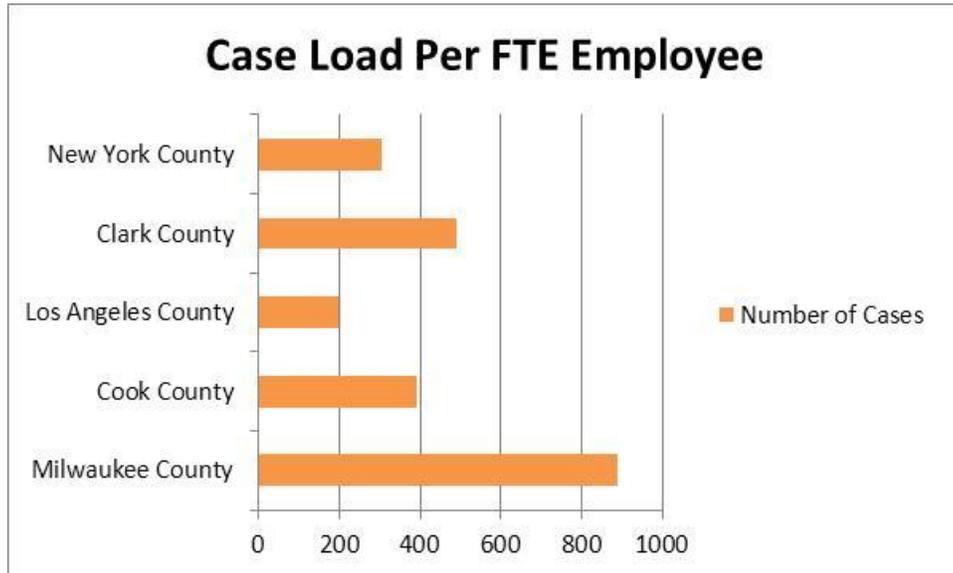


Table data is based on 2012 information

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 126,000 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.

CHILD SUPPORT SERVICES (2430) BUDGET

DEPT: Child Support Services - 2015

UNIT NO. 2430
FUND: General - 0001

Child Support Services Budgeted Positions				
Title Code	2014 Budget	2015 Budget	2015/2014 Variance	Explanation
Assistant Administrative-	0	2	2	County Action Reclassified positions
Child Supp Asst	12	7	-5	Positions Unfunded
Child Supp Asst BI Sp	1	1	0	
Child Supp Coord	4	3	-1	County Action Reclassified position
Child Supp Spec Bil SP	0	1	1	Position name change
Child Supp Specialist	14	14	0	
Child Supp Splst BI Sp	1	0	-1	Position name change
Child Supp Supv	5	6	1	County Action Reclassified position
Clerical Asst 1	15	12	-3	County Action Reclassified positions
Clerical Asst 2	2	2	0	
Comm Programs & Grants Mgr	1	1	0	
Ex Director Child Support Serv	0	1	1	Position name change
Exdir3-Dir Child Sup En	1	0	-1	Position name change
Executive Assistant Child Supp	1	1	0	
Fiscal & Budget Manager - CSE	1	1	0	
Fiscal Asst 1	2	2	0	
Fiscal Asst 2	12	12	0	
Fiscal Coordinator	1	1	0	
Legal Cnsl Chld Supp 1	13	13	0	
Legal Counsel Admin - CSS	0	1	1	Position name change
Legal Counsel Asst - Admin	1	1	0	
LegalCounAdmin-ChildSupSer	1	0	-1	Position name change
Mgr Operations Chldsprr	1	1	0	
Office Supp Asst 1	2	2	0	
Office Supp Asst 2	25	24	-1	County Action Reclassified position
Overtime	0.5	0	-0.5	
Paralegal Spec CSE	0	1	1	Position name change
Paralegal-Child Sup	32	32	0	
Paralegal-Child Sup B/L SP	1	1	0	
Paralegal-Spec CSE	1	0	-1	Position name change
Salary Adjustment	0	5.3	5.3	
Sr Assistant Clerical	0	2	2	County Action Reclassified positions
Vacancy & Turnover	0	-1.5	-1.5	
TOTAL	150.5	148.8	-1.7	

CHILD SUPPORT SERVICES (2430) BUDGET

DEPT: Child Support Services - 2015

UNIT NO. 2430
FUND: General - 0001

Legacy Health Care and Pension Expenditures				
2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
\$2,683,105	\$2,823,441	\$3,126,808	\$4,014,994	\$888,186

PRETRIAL SERVICES (2900) BUDGET

DEPT: Pretrial Services

UNIT NO. 2900
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2014/2015 Variance
Expenditures					
Personnel Costs	\$120,104	\$116,897	\$125,427	\$151,374	\$25,947
Operation Costs	\$4,765,911	\$4,022,884	\$3,779,498	\$4,212,181	\$432,683
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$18,921	\$0	\$0	\$0
Interdept. Charges	\$185,649	\$172,293	\$371,364	\$372,047	\$683
Total Expenditures	\$5,071,664	\$4,330,995	\$4,276,289	\$4,735,602	\$459,313
Revenues					
Direct Revenue	\$0	\$0	\$0	\$0	\$0
Intergov Revenue	\$598,101	\$602,143	\$542,378	\$717,289	\$174,911
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$598,101	\$602,143	\$542,378	\$717,289	\$174,911
Tax Levy	\$4,473,563	\$3,728,852	\$3,733,911	\$4,018,313	\$284,402
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 Pretrial Services is to enhance public safety and the processing and adjudication of criminal cases, reduce unnecessary jail bed utilization, and safely maintain in the community those individuals who are deemed appropriate for pretrial release by monitoring their compliance with release conditions and ensuring defendants' appearance in court.

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.

PRETRIAL SERVICES (2900) BUDGET

DEPT: Pretrial Services

UNIT NO. 2900
FUND: General - 0001

Strategic Program Area 1: Pretrial Services

Strategic Outcome: Self-Sufficiency

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Activity data is in the process of being tracked			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2014/2015 Var
Expenditures	5,071,664	4,330,994	4,276,289	4,735,602	463,313
Revenues	598,101	602,143	542,378	717,289	174,911
Tax Levy	4,473,563	3,728,851	3,733,911	4,018,313	284,402
FTE Positions	1	1	1	1	0

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Performance measures have been created. The new Pretrial Services Application is required in order to accurately and completely monitor and report department activities and progress. The division is currently working with IMSD on development of the new system and its use will be implemented in 2015.			

Important departmental changes from the prior year's budget:

- Tax levy for 2015 is increased by \$295,052 as compared to the prior year.
- Personal Services expenditures are increased by \$25,947 or 20.7% as compared to the prior year. Of this amount, \$18,037 or 14.4% relates to legacy (i.e. retiree) health and pension costs.
- The Milwaukee County Early Intervention Program operated by JusticePoint began operation in 2014, but was not included in the adopted budget for 2014. The program continues in 2015 with \$46,000 in federal grants and \$300,000 in related expenditures to JusticePoint, Inc.
- Cross charges for the maintenance and management of the new Milwaukee County Pretrial Services Application by IMSD was increased by an additional \$15,000 to pay for Microsoft cloud service licenses.
- The development process for the new Milwaukee County Pretrial Services Application began in 2014 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 2016 budget.

Strategic Implementation:

Alternatives to Incarceration (Org Unit 2911)

\$450,996

This Department is responsible for Pretrial Services, Universal Screening and Early Intervention programs 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, impact of Universal Screening and Early Interventions on the jail population and expand pretrial services, drug treatment court and early intervention program capacity by actively seeking state and federal grants.

PRETRIAL SERVICES (2900) BUDGET

DEPT: Pretrial Services

UNIT NO. 2900
FUND: General - 0001

Universal Screening (Org. Unit 2939)

\$1,024,432

In 2015, the Office of the Chief Judge, JusticePoint and the Milwaukee County Office of the Sheriff will continue to cooperate in operation of the Universal Screening program. In 2013, 18,982 individuals were booked into the Milwaukee County Jail who were subject to Universal Screening. 17,116 (90.2%) were screened by the program. Funding is provided for continuing operational costs of the program and for sufficient contract staff to screen arrestees in the County Jail. The program will continue to screen arrestees 24 hours per day, 7 days per week, utilizing the Milwaukee County Pretrial Risk Assessment Instrument, Milwaukee County Pretrial Services Intake Interview and application of the Milwaukee County Pretrial Praxis. The target screening population will include all arrestees subject to a bail/release determination. The program is designed to determine an arrestee's risk level for pretrial misconduct (failure to appear/re-arrest) and to provide the results of the assessment electronically for consideration in making bail recommendations, diversion, deferred prosecution agreement and pretrial release decisions.

Universal Screening is a critical criminal justice system component for ensuring that the pretrial release/detention decision and ordering of pretrial conditions are evidence-based and employ research supported best practices. Universal Screening is critical to Milwaukee County's Justice Reinvestment Initiative Early Interventions/Central Liaison Unit Programs. The program provides Milwaukee County with data that is essential to effectively monitor and manage pretrial population trends and to target available pretrial services and alternative interventions in a cost-effective manner.

Based on the experience of other County criminal justice systems nationwide that have implemented a comprehensive screening process, this program will generate additional long-term savings due to reduced jail bed utilization, reduced recidivism, and substantial efficiencies in court operations. The 2015 budget includes approval to contract with JusticePoint for operation of this program in an amount not to exceed \$1,024,432.

TAD Grant (Org. Unit 2938)

\$111,300

The total expenditure amount of \$445,200 for the TAD program will be offset by funding from the State Office of Justice Assistance in the amount of \$333,900. The Wisconsin Office of Justice Assistance requires a local match of 25 percent. This funding supports eligibility screening, community supervision services and drug testing for diversion/deferred prosecution of defendants with substance abuse problems. The local match requirement is absorbed because in 2013 the program saved an estimated 7,829 local jail bed days. The 2007-2013 State Office of Justice Assistance Statewide TAD Program Evaluation Report demonstrates that 68% of Milwaukee County TAD participants successfully complete the program. The 2007-2010 TAD evaluation data also demonstrates that the TAD model effectively reduces recidivism. For Milwaukee County's TAD program, 78% of TAD participants are not convicted of a new offense after discharge from the program. In 2013, 847 defendants were assessed by the program, 169 defendants were supervised in the program and 1,169 drug tests were conducted by the program. The 2015 budget includes approval to contract with JusticePoint for operation of this program in an amount not to exceed \$371,200.

Drug Treatment Court Coordinator (Org. Unit 2933)

\$102,230

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

A) The 2015 Drug Treatment Court Coordinator budget continues funding in the amount of \$113,774 (inclusive of benefits) for 1.0 FTE Drug Treatment Court Coordinator.

B) The 2015 Drug Treatment Court Coordinator budget provides funding in the amount of \$10,410 to expand participant drug testing to 6 days per week using oral swabs. Participants in the Milwaukee County Drug Treatment Court are currently drug tested Monday-Friday only. This leaves a significant gap in monitoring and ensuring sobriety and accountability for program participants. This monitoring is a critical component for participant success. A 2013 survey of other Wisconsin drug/OWI treatment court programs showed that the

PRETRIAL SERVICES (2900) BUDGET

DEPT: Pretrial Services

UNIT NO. 2900
FUND: General - 0001

majority of programs test participants 6 days per week. Expansion of testing can be accomplished cost-effectively using oral swabs. It is estimated that 125 ten-panel tests will be conducted each month at a cost of \$6.94 per test. No additional staff is necessary as existing program staff will conduct weekend testing and adjust their weekday schedule accordingly.

In 2013, the program admitted 70 individuals, served a total of 139 individuals and had 20 graduates. The 2015 budget includes approval to contract with JusticePoint for provision of these services in an amount not to exceed \$102,230.

OWI/SCRAM Program (Org. Unit 2936) **\$212,599**

This program provides intensive pretrial supervision and monitoring of defendants charged with their second or subsequent OWI. Secure Continuous Remote Alcohol Monitoring (SCRAM) is also a component of this program. Funding in the amount of \$432,599 is provided for the Operating While Intoxicated (OWI) Intensive Supervision/Secure Continuous Remote Alcohol Monitoring (SCRAM) program. Revenue from the Wisconsin Department of Transportation for the program is \$220,000. In 2013, 845 defendants were supervised by the program. The 2015 budget includes approval to contract with Wisconsin Community Services to operate the OWI/SCRAM program in an amount not to exceed \$432,599.

Pretrial Drug Testing (Org Unit 2937) **\$170,500**

The program provides drug testing services for all pretrial supervision programs as well as weekday testing for Milwaukee County Drug Treatment Court participants. In 2013, the program conducted 18,717 drug tests for the pretrial programs. The 2015 budget includes approval to contract with Wisconsin Community Services to operate the Pretrial Drug Testing program in an amount not to exceed \$170,500.

Pretrial Services/GPS Monitoring/Release Preparation (Org. Unit 2934) **\$1,692,256**

Services in these contracts include pretrial supervision, GPS monitoring and release preparation. This program provides community supervision for approximately 1,200 pretrial and Drug Treatment Court defendants on a daily basis. Included in this provision is approval to contract with JusticePoint, Inc. and Wisconsin Community Services, Inc., private non-profit vendors selected through a competitive request for proposals process to provide these services. In 2013, 4,709 defendants were supervised by these programs. The 2015 budget includes approval to contract with JusticePoint for provision of these services in an amount not to exceed \$1,692,256.

Bureau of Justice Assistance Justice Reinvestment Grant-Central Liaison Unit (2940) **\$254,000**

In 2013, Milwaukee County was awarded a \$300,000, federal grant from the Bureau of Justice Assistance (BJA)-Justice Reinvestment Initiative to support the Milwaukee County Early Intervention (EI) Strategy. The EI Strategy represents the collaborative efforts of the Milwaukee Community Justice Council and the Early Intervention Workgroup formed through the Evidence-Based Decision Making Initiative. The goal of the EI Strategy and programs is to reduce long-term recidivism of individuals involved in the criminal justice system while at the same time ensuring public safety and the efficient and effective allocation of criminal justice resources. EI programming includes diversion, deferred prosecution and the EI Preferred Provider Network.

The \$300,000 BJA grant is intended as start-up funding for expansion of diversion and deferred prosecution agreement capacity through formation of the Milwaukee County Central Liaison Unit (CLU). The CLU will provide coordination, management, screening/assessment and case management services for an additional 600 diversions and 100 deferred prosecution agreements annually. On August 12, 2013 the Office of the Chief Judge issued competitive RFP #6858 for these services. JusticePoint, Inc. was the sole bidder and was subsequently awarded a professional services contract. The program employs 4.0 FTE positions, provides drug testing and other supportive services for participants. The program became fully operational in March of 2014.

Grant funding for the CLU is scheduled to end on February 28, 2015. The 2015 budget includes funding in the amount of \$254,000 for continuation of the CLU through December 31, 2015. The 2015 budget includes approval to contract with JusticePoint for provision of these services in a total amount not to exceed \$300,000.

Bureau of Justice Assistance Adult Drug Court Discretionary Grant-Trauma Informed **\$ Zero**

PRETRIAL SERVICES (2900) BUDGET

DEPT: Pretrial Services

UNIT NO. 2900
FUND: General - 0001

Care/Cognitive Behavioral Programming-JusticePoint

In 2013, Milwaukee County was awarded a two-year Bureau of Justice Assistance Adult Drug Court Discretionary grant (2013-DC-BX-0034) in the amount of \$156,848 to provide Trauma Informed Care and Cognitive Behavioral Therapy to participants in the Milwaukee County Drug Treatment Court. Provision of these services is intended to improve the program’s successful completion and participant recidivism rates.

On January 27, 2014, the Office of the Chief Judge issued competitive RFP #6888 for these services. JusticePoint, Inc. was the sole bidder and was subsequently awarded a two-year, \$124,766 professional services contract. These services are 100% grant funded. The 2015 budget includes approval to continue this contract with JusticePoint at \$93,273 for provision of these services at the amount estimated not being spent during 2014.

Bureau of Justice Assistance Adult Drug Court Discretionary Grant-Trauma Informed Care/Cognitive Behavioral Programming-UW-Milwaukee **\$ Zero**

In 2013, Milwaukee County was awarded a two-year Bureau of Justice Assistance Adult Drug Court Discretionary grant (2013-DC-BX-0034) in the amount of \$156,848 to provide Trauma Informed Care and Cognitive Behavioral Therapy to participants in the Milwaukee County Drug Treatment Court. Provision of these services is intended to improve the program’s successful completion and participant recidivism rates.

The Office of the Chief Judge executed a two-year, \$32,082 contract with the University of Wisconsin-Milwaukee for provision of grant/program evaluation services. These services are 100% grant funded. The 2015 budget includes approval to continue this contract with UW-Milwaukee at \$24,116 for provision of these services at an amount estimated not being spent during 2014.

The following contracts are included in the 2015 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	\$102,230
OWI/Scram Program	Wisconsin Community Services	\$432,599
Pre-Trial Drug Testing	Wisconsin Community Services	\$170,500
GPS Monitoring/Release Preperation	JusticePoint	\$1,692,256
Early Interventions Central Liaison Unit	JusticePoint	\$300,000
BJA DTC Grant-Trauma Informed Care/CBT	JusticePoint	\$93,273
BJA DTC Grant-Trauma Informed Care/CBT	UW-Milwaukee	\$24,116
Total		\$4,210,606

PRETRIAL SERVICES (2900) BUDGET

DEPT: Pretrial Services

UNIT NO. 2900
FUND: General - 0001

Pretrial Services Budgeted Positions				
Title Code	2014 Budget	2015 Budget	2014/2015 Variance	Explanation
Judicial Rev Coord (Courts)	1	1	0	
TOTAL	1	1	0	

Legacy Health Care and Pension Expenditures				
2013 Budget	2013 Actual	2014 Budget	2015 Budget	2014/2015 Variance
\$7,417	\$7,966	\$17,786	\$35,823	\$18,037

ELECTION COMMISSION (3010) BUDGET

DEPT: Election Commission

UNIT NO. 3010
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$287,961	\$270,274	\$274,047	\$284,594	\$7,547
Operation Costs	\$302,880	\$455,271	\$643,940	\$367,880	(\$276,060)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$65,111	\$64,258	\$74,808	\$78,138	\$3,330
Total Expenditures	\$655,952	\$789,803	\$992,795	\$730,612	(\$265,183)
Revenues					
Direct Revenue	\$80,500	\$53,814	\$50,750	\$52,750	\$1,850
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$80,500	\$53,814	\$50,750	\$52,750	\$1,850
Tax Levy	\$942,758	\$1,560,066	\$605,202	\$677,862	\$334,993
Personnel					
Full-Time Pos. (FTE)		3.5	3.2	1	-2.2
Seas/Hourly/Pool Pos.		3	3	3	0
Overtime \$		\$21,684	\$6,312	\$3000	(\$3,312)

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.

ELECTION COMMISSION (3010) BUDGET

DEPT: Election Commission

UNIT NO. 3010
FUND: General - 0001

Strategic Program Area 1: Election Commission

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Elections	2	4	2
Special Elections	8	0	6
Recounts	0	0	0
State/City/Muni/SchBd Referendum	1	2	2
Campaign Finance Statements	150	195	175
Nomination Papers	8	4	9

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$655,952	\$789,803	\$992,795	\$730,612	(\$262,183)
Revenues	\$50,750	\$70,405	\$52,600	\$52,750	\$150
Tax Levy	\$605,202	\$719,398	\$940,195	\$677,862	(\$262,333)
FTE Positions		6.5	6.2	4	-2.2

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
N/A	N/A	N/A	N/A

Strategic Implementation:

The Election Commission seeks to maintain 2015 service levels by decreasing appropriations for services due to the decreased 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 2015 is decreased by 28% over the 2014 Adopted Budget from \$940,195 to \$674,862. The decrease of \$265,333 is primarily related to the decrease in the number of funded elections from four in 2014 to two in 2015. Revenues in the department remain largely unchanged with a slight increase of \$150, 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. Personal services costs are increased by \$7,547 for 2015.

ELECTION COMMISSION (3010) BUDGET

DEPT: Election Commission

UNIT NO. 3010
 FUND: General - 0001

Election Commission Budgeted Positions				
Title Code	2014 Budget	2015 Budget	2015/2014 Variance	Explanation
Election Clerk	1.2	0	-1.2	Unfund
Election Comm Adm Asst	1	0	-1	2014 Action
Election Comm Asst	1	1	0	
Election Comm Member	3	3	0	
Director Election Commission	0	1	1	2014 Action
Overtime	0.2	0.1	-0.1	Unfund
TOTAL	6.4	5.1	-1.3	

Legacy Health Care and Pension Expenditures				
2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
\$50,774	\$53,492	\$55,740	\$72,650	\$16,910

COUNTY TREASURER (3090) BUDGET

DEPT: County Treasurer

UNIT NO. 3090
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$726,204	\$696,766	\$720,976	\$817,266	\$96,290
Operation Costs	\$895,827	\$430,214	\$800,727	\$866,627	\$65,900
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$5,907	\$0	\$0	\$0
Interdept. Charges	\$107,128	\$105,974	\$104,178	\$121,379	\$17,201
Total Expenditures	\$1,729,159	\$1,238,861	\$1,625,881	\$1,805,272	\$179,391
Revenues					
Direct Revenue	\$5,116,661	\$5,758,268	\$5,116,411	\$4,826,000	(\$290,411)
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$5,116,661	\$5,758,268	\$5,116,411	\$4,826,000	(\$290,411)
Tax Levy	(\$3,387,502)	(\$4,519,407)	(\$3,490,530)	(\$3,020,728)	\$469,802
Personnel					
Full-Time Pos. (FTE)		8	5	7.5	2.5
Seas/Hourly/Pool Pos.		0.5	0.5	0	-0.5
Overtime \$		\$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.

COUNTY TREASURER (3090) BUDGET

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	2013 Actual	2014 Budget	2015 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	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,469,159	\$1,001,662	\$1,365,881	\$1,545,272	\$179,391
Revenues	\$3,405,250	\$4,359,430	\$3,405,000	\$3,505,000	\$100,000
Tax Levy	(\$1,936,091)	(\$3,357,768)	(\$2,039,119)	(\$1,959,728)	\$79,391
FTE Positions		8.5	5.5	7.5	2

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 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 2015 budget for this service area maintains the same level of service. Tax levy decreases \$79,391 in 2015 primarily due to a decrease of personal property tax refunds based on actual experience and a reduction in banking fees.

COUNTY TREASURER (3090) BUDGET

DEPT: County Treasurer

UNIT NO. 3090
FUND: General - 0001

Strategic Program Area 2: Investment Management

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data			
Item	2013 Actual	2014 Budget	2015 Budget
This Service Area has no Activity Data			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$260,000	\$237,199	\$260,000	\$260,000	\$0
Revenues	\$1,711,411	\$1,398,838	\$1,711,411	\$1,321,000	(\$390,411)
Tax Levy	(\$1,451,411)	(\$1,161,639)	(\$1,451,411)	(\$1,061,000)	\$390,411
FTE Positions		0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Return on Investment	0.45%	0.46%	0.49%	0.53%
Investment Income per dollar spent on Investment Advisory Services	6.58	8.85	6.58	5.08

How Well We Do It: Performance Measures			
Performance Measure	2014 Budget	2015 Budget	2015/2014 Variance
Accountant 1 - Treasury Serv	2	0	-2
Accountant 4 - Treasury Ser NR	1	0	-1
Accountant Treasury-	0	1	1
Assistant Accounting Treasury-	0	1.5	1.5
Assistant Administrative	0	1	1
Associate Accountant Treasury-	0	1	1
County Treasurer	1	1	0
Exec Asst Treas Svcs	1	0	-1
Manager Accounting Treasury	0	1	1
Sr Accountant Treasury	0	1	1
Student Intern	0.5	0	-0.5
Investment Income per dollar spent on Investment Advisory Services	5.5	7.5	2

COUNTY TREASURER (3090) BUDGET

DEPT: County Treasurer

UNIT NO. 3090
FUND: General - 0001

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 2014 Budget.

Statistical Reporting Data	2013 Actual	2014 Budget	2015 Budget
Earnings on all Funds (net of Mark-to-Market)	\$917,639	\$2,347,071	\$1,877,000
Earnings on Trust Fund Reserves and other Deferred Interest Liabilities	(\$415,296)	(\$400,660)	(\$347,000)
Earnings on Bonds Allocated to Capital Fund and Debt Service Fund	(\$286,576)	(\$235,000)	(\$209,000)
General Fund Earnings	\$215,767	\$1,711,411	\$1,321,000

COUNTY TREASURER (3090) BUDGET

DEPT: County Treasurer

UNIT NO. 3090
FUND: General - 0001

County Treasurer Budgeted Positions				
2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
\$160,578	\$168,969	\$172,886	\$217,001	\$44,115
TOTAL				

Legacy Health Care and Pension Expenditures				

COUNTY CLERK (3270) BUDGET

DEPT: County Clerk

UNIT NO. 3270
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$650,553	\$724,938	\$1,040,062	\$1,195,599	\$155,537
Operation Costs	\$36,660	\$34,887	\$117,439	\$115,309	(\$2,130)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$133,305	\$133,967	\$121,897	\$142,283	\$20,386
Total Expenditures	\$820,518	\$893,792	\$1,279,398	\$1,454,161	\$173,793
Revenues					
Direct Revenue	\$475,325	\$482,185	\$474,295	\$469,450	(\$4,845)
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$475,325	\$482,185	\$474,295	\$469,450	(\$4,845)
Tax Levy	\$345,193	\$411,607	\$805,103	\$984,711	\$178,638
Personnel					
Full-Time Pos. (FTE)		7	12	12	0
Seas/Hourly/Pool Pos.		0	0	0	0
Overtime \$		\$0	\$0	\$0	\$0

Department Mission: To support the legislative activities of the Milwaukee County Board of Supervisors, the election activities of the Milwaukee County Election Commission, 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. 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. The County Clerk also serves as executive director of the Milwaukee County Election Commission and provides support services to the Election Commission

COUNTY CLERK (3270) BUDGET

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	2013 Actual	2014 Budget	2015 Budget
Marriage Licenses Issued	4,684	4,689	4,681
Duplicate Marriage License/Domestic Partnership	81	90	90
Marriage License/ Domestic Partnership Waivers	354	340	350
Marriage Civil Ceremonies	1,093	1,040	1,050
Domestic Partnership Declarations Issued	64	61	62
Domestic Partnership Terminations	10	5	7
County Board Files Maintained	962	1,000	1,000
County Ordinances Published	14	25	19
County Board Proceedings Published	15	13	13
Contractor Lien Notices/Vendor Levies	29	50	25
Contractor Qualification Statements	93	150	110
Claims Processed	226	300	240
Summons and Complaints Processed	182	225	185
Construction Bid Notices Processed	89	100	100
New Contracts Assigned to Files	55	100	55
Lobbying Registrations	50	60	55
Oaths of Office Administered	145	150	150
Wisconsin DNR Licenses Sold	387	600	400
Passport Applications Processed	1,247	1,000	1,100
Passport Photos Taken	735	500	655
MCTS Tickets Sold	2,063	3,500	3,000
Documents Notarized	5,256	5,000	5,265

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$820,518	\$893,792	\$1,279,398	\$1,454,161	\$173,793
Revenues	\$475,325	\$482,185	\$474,295	\$469,450	(\$4,845)
Tax Levy	\$345,193	\$411,607	\$805,103	\$984,711	\$178,638
FTE Positions		7	12	12	0

COUNTY CLERK (3270) BUDGET

DEPT: County Clerk

UNIT NO. 3270
FUND: General - 0001

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Customer satisfaction with service as measured by customer satisfaction survey. Goal: 90% "completely satisfied" or "excellent" rating by customers.	N/A	N/A	N/A	90% "Completely Satisfied" or "Excellent" Rating

County Clerk Budgeted Positions				
Title Code	2014 Budget	2015 Budget	2015/2014 Variance	Explanation
Adm Asst	1	0	-1	
Adm Sec 2-Comm Clk	0	1	1	
Adm Sec 2-Office Coord	1	1	0	
Adm Sec 3-Comm Clk	1	0	-1	
Adm Sec 4-Support Servs	1	1	0	
Adm Sec Asst Chief Comm Clk	1	1	0	
Adm Sec Chief Comm Clk 2	1	1	0	
Assistant Administrative-	0	1	1	
Clerical Asst 1	3	0	-3	
County Clerk	1	1	0	
Deputy County Clerk	1	1	0	
Specialist Accounting-	1	1	0	
Sr Assistant Clerical- B	0	3	3	
TOTAL	12	12	0	

Legacy Health Care and Pension Expenditures				
2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
\$132,333	\$139,237	\$153,549	\$247,954	\$94,405

REGISTER OF DEEDS (3400) BUDGET

DEPT: Register of Deeds

UNIT NO. 3400
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$2,681,418	\$2,645,269	\$2,599,829	\$2,903,701	\$303,872
Operation Costs	\$1,347,637	\$1,299,878	\$1,176,480	\$523,820	(\$652,660)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$455,811	\$450,209	\$387,634	\$558,696	\$171,062
Total Expenditures	\$4,484,866	\$4,395,356	\$4,163,943	\$3,986,217	(\$177,726)
Revenues					
Direct Revenue	\$5,401,536	\$5,108,079	\$4,976,470	\$3,833,000	(\$1,143,470)
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$5,401,536	\$5,108,079	\$4,976,470	\$3,833,000	(\$1,143,470)
Tax Levy	(\$916,670)	(\$712,723)	(\$812,527)	\$153,217	\$965,744
Personnel					
Full-Time Pos. (FTE)		33.9	27.9	30	2.1
Seas/Hourly/Pool Pos.		0	0	0	0
Overtime \$		\$81,792	\$80,280	\$83,772	\$3,492

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, and Land Records Modernization. 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.

REGISTER OF DEEDS (3400) BUDGET

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	2013 Actual	2014 Budget	2015 Budget
DOC (WI Dept. of Commerce) Recordings	1,088	800	800

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$678,214	\$676,190	\$640,026	\$827,334	\$187,308
Revenues	\$536	\$283	\$231	\$0	(\$231)
Tax Levy	\$677,678	\$675,907	\$639,795	\$827,334	\$187,539
FTE Positions		5	4	4	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Performance Measures have not yet been created for this Service				

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 Safety and Professional Services 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. Expenditure increase due mainly to the change in legacy fringe benefit costs.

REGISTER OF DEEDS (3400) BUDGET

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	2013 Actual	2014 Budget	2015 Budget
Real Estate Searches	322	400	400
Termination of Joint Tenancy	1,508	1,500	1,500

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,109,645	\$1,147,855	\$1,117,114	\$1,174,449	\$57,335
Revenues	\$4,050,000	\$3,819,382	\$3,862,000	\$3,420,000	(\$442,000)
Tax Levy	(\$2,940,355)	(\$2,671,527)	(\$2,744,886)	(\$2,245,551)	\$499,335
FTE Positions		9.9	7.9	7	-1

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Percent of time that recorded paper documents were scanned into the imaging system within 2 business days after the recorded date	86%	100%	90%	100%
Percent of indexed data verified within 10 business days after the indexed date.	0%	6%	50%	50%
Percent of time that inquiries for Real Estate Research are responded to within 1 business day of receipt	93.5%	96.6%	95%	96%

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 significantly due to the continued decline in the real estate market. To better service our

REGISTER OF DEEDS (3400) BUDGET

DEPT: Register of Deeds

UNIT NO. 3400

FUND: General - 0001

customers one records clerk position is moved to 3420 with a title change (same pay range -3P) Expenditure increase due mainly to the change in legacy fringe benefit costs

REGISTER OF DEEDS (3400) BUDGET

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	2013 Actual	2014 Budget	2015 Budget
Vital Statistics Placed on File	29,374	30,000	28,000
Cert Copies: Birth, Death, Marriage	98,758	95,000	95,000
Vital Statistics Correct, No Fee	3,253	4,000	3,500
Vital Statistics No Fee – Veterans	170	200	200
Marriage Registration	4,377	4,500	4,000
Genealogy	309	400	400

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$794,556	\$768,742	\$780,223	\$805,978	\$25,755
Revenues	\$387,000	\$417,022	\$413,800	\$408,500	(\$5,300)
Tax Levy	\$407,556	\$351,720	\$366,423	\$397,478	\$31,055
FTE Positions		8	8	8	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Percent of time that death records and marriage records were examined and processed within 2 business days of receipt	99%	100%	100%	100%
Percent of mail requests for the purchase of vital records sent out within 2 business days of receipt	97%	100%	100%	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. The free birth certificate program will continue in 2015. Since the implementation of the program in 2012, this area has given out 1,825 birth certificates. Once the limit (5,000 birth certificates @ \$20.00 each) is reached, no additional free

REGISTER OF DEEDS (3400) BUDGET

DEPT: Register of Deeds

UNIT NO. 3400

FUND: General - 0001

birth certificates will be provided unless authorized and funded by the County Board. Expenditure increase due mainly to the change in legacy fringe benefit costs

REGISTER OF DEEDS (3400) BUDGET

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	2013 Actual	2014 Budget	2015 Budget
Recordings	125,206	137,000	105,000
Transfer Tax	12,806	9,000	9,000

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$617,428	\$597,849	\$602,838	\$713,702	\$110,864
Revenues	\$0	(\$191)	\$0	\$0	\$0
Tax Levy	\$617,428	\$598,040	\$602,838	\$713,702	\$110,864
FTE Positions		7	6	7	1

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Percent of time that electronic documents were recorded within 2 business days of receipt	97.6%	98%	99%	99%
Percent of time that paper documents were recorded within 2 business days of receipt	49%	48%	70%	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. To better service our customers one records clerk position is moved from 3430 with a title change (same pay range -3P) Expenditure increase due mainly to the change in legacy fringe benefit costs

REGISTER OF DEEDS (3400) BUDGET

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	2013 Actual	2014 Budget	2015 Budget
This Service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$326,023	\$308,451	\$321,936	\$346,600	\$24,664
Revenues	\$5,000	\$5,033	\$5,000	\$4,500	(\$500)
Tax Levy	\$321,023	\$303,418	\$316,936	\$342,100	\$25,164
FTE Positions		3	3	3	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Number of times when previous month's assessor information was sent to each municipality by the 15 th of each month	4 months of 12	All 12 months	7 of 12 months	All 12 months

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. Expenditure increase due mainly to the change in legacy fringe benefit costs

REGISTER OF DEEDS (3400) BUDGET

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	2013 Actual	2014 Budget	2015 Budget
This Service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$274,000	\$233,031	\$6,367	\$118,154	\$111,787
Revenues	\$274,000	\$247,800	\$0	\$0	\$0
Tax Levy	\$0	(\$14,769)	\$6,367	\$118,154	\$111,787
FTE Positions		1	0	1	1

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Performance Measures have not yet been created for this Service				

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. One position of GIS Specialist (1.0 FTE) will remain in the Register of Deeds and is crosscharged to the MCAMLIS program.

REGISTER OF DEEDS (3400) BUDGET

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 Actual	2015 Budget
Number of documents redacted	235,340	618,808	1,200,000

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$685,000	\$663,238	\$695,439	\$0	(\$695,439)
Revenues	\$685,000	\$618,750	\$695,439	\$0	(\$695,439)
Tax Levy*	\$0	\$44,488	\$0	\$0	\$0
FTE Positions		0	0	0	0

*Prior to the implementation of the Redaction program, the Register of Deeds received redaction revenue that was kept in a special fund until the program began. 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.

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Performance Measures have not yet been created for this Service				

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.

Pursuant to Section 59.43, as of 2015 a \$5 surcharge on recording fees that previously was retained by Register of Deeds for a redaction program is instead sent to the State of Wisconsin for its statewide parcel mapping project. The redaction program can continue to make expenditures from funds collected in previous years with zero effect on the tax levy.

REGISTER OF DEEDS (3400) BUDGET

DEPT: Register of Deeds

UNIT NO. 3400
FUND: General - 0001

Register of Deeds Budgeted Positions				
Title Code	2014 Budget	2015 Budget	2015/2014 Variance	Explanation
Adm Asst	4	0	-4	
Admin Spec - Reg/Deeds	1	0	-1	
Analyst GIS-	0	1	1	
Analyst Real Property-	0	2	2	
Clerical Asst 1	10.9	0	-10.9	
Clerical Asst 2	1	0	-1	
Clerical Spec Reg/Deed	4	0	-4	
Clerk Document Imaging-	0	1	1	
Clerk Records-	0	3	2	
Clerk Register of Deeds-	0	0	0	
Clerk Vital Records-	0	7	7	
Coordinator Register of Deeds-	0	1	1	
Dep Register Of Deeds	1	1	0	
Document Recorder	1	0	-1	
Examiner Document-	0	5	5	
Fiscal Asst 1	4	0	-4	
Overtime	2	2	0	
-RC-Clerical Asst 2-	0	1	1	
-RC-Clerical Spec Reg/Deed-	0	1	1	
Register Of Deeds	1	1	0	
Supervisor Document Indexing-	0	1	1	
Supervisor Real Property-	0	1	1	
Supervisor Register of Deeds-	0	2	2	
Supervisor Vital Records-	0	1	1	
Technician Document Imaging-	0	1	1	
Vacancy & Turnover	0	0.2	0.2	
TOTAL	29.9	32.2	2.2	

Legacy Health Care and Pension Expenditures				
2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
\$625,433	\$653,708	\$675,026	\$831,935	\$156,909

COMPTROLLER (3700) BUDGET

DEPT: Comptroller

UNIT NO. 3700
FUND: General - 0001

Budget Summary 2015 REQUEST

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$4,700,758	\$4,266,811	\$5,882,639	\$6,825,548	\$942,909
Operation Costs	\$576,440	\$588,703	\$599,622	\$580,872	(\$18,750)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$501,090	\$485,978	\$682,044	\$592,428	(\$89,616)
Total Expenditures	\$5,778,288	\$5,341,492	\$7,164,305	\$7,998,848	\$834,543
Revenues					
Direct Revenue	\$74,700	\$81,531	\$174,700	\$196,793	\$22,093
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$74,700	\$81,531	\$174,700	\$196,793	\$22,093
Tax Levy	\$5,703,588	\$5,259,961	\$6,989,605	\$7,802,055	\$812,450
Personnel					
Full-Time Pos. (FTE)	43	0	57	60.67	3.67
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime \$	\$0	\$1,243	\$0	\$0	\$0

Department Mission:

The independently elected Milwaukee County Comptroller derives his responsibilities from: Wisconsin State Statute 59.255, 2011 Wisconsin Act 62 and 2013 Wisconsin Act 14 and Wisconsin Statute 59.255.

The Comptroller is the Chief Financial Officer of the County and the administrator of the County's financial affair, prior to 2012, the Chief Financial Officer of the County was an appointed Controller reporting to the Director of the Department of Administrative Services.

In November 2011, Wisconsin passed 2011 Wisconsin Act 62 that required Milwaukee County to elect a County Comptroller who would act as the Chief Financial Officer of the County. In June of 2012, the Office of the Comptroller was created through County Board action, which included the transfer of 41 existing positions from other County departments to meet the responsibilities of the new position.

In June of 2013, Wisconsin passed 2013 Wisconsin Act 14 that allowed the County Board to establish a Research Services Division within the Office of the Comptroller. In September of 2013, four positions were established by the County Board in the Office of the Comptroller to perform this function.

The Comptroller performs the following core functions:

- Oversees all of the County's debt, payroll, accounts payable and central accounting functions.

COMPTROLLER (3700) BUDGET

DEPT: Comptroller

UNIT NO. 3700
FUND: General - 0001

- Reports monthly to the County Board and County Executive, the condition of outstanding contracts and of each of the County's funds related to the fiscal status of Milwaukee County.
- The Office of the Comptroller verifies for all contracts that the County has the necessary funds to pay the liability that may be incurred under the contract.
- The Office monitors the Treasurer's accounts monthly.
- Whenever requested by the County Executive and County Board, provides an independent fiscal analysis of any matter affecting the County, and provides these bodies with a review of fiscal notes for all proposed legislation.
- Prepares a written 5-year financial condition forecast for distribution to the County Executive and County Board.
- Administers and oversees all shared services contracts.
- Submits the annual pension obligation bond report to the requisite state bodies.
- Provides research on policy as requested by elected County officials.
- Conduct audits designed to evaluate the effectiveness, efficiency and regulatory compliance of various County programs and operations and reports the results to policy and administrative decision-makers.
- Ensures the compilation of accounting transactions and the issuance of payments due employees and vendors are accurate and timely.

The responsibilities of the Comptroller are delegated to one of seven divisions within the office. A short description is provided below.

Administration/Fiscal Analysis is responsible for the overall management and coordination of the Office of the Comptroller. Administration includes staff to perform the review of fiscal notes and special fiscal studies.

Central Accounting is responsible for the timely and accurate preparation of countywide monthly financial reports, publication of the Comprehensive Annual Financial Report (CAFR), the State of Wisconsin Financial Report Reform, the Single Audit Report, and development of the indirect Cost Allocation Plan (CAP). In addition, Accounting is responsible for adherence to Generally Accepted Accounting Principles (GAAP), the development and maintenance of the Advantage financial information system, the fixed-asset system, the grant system, conducting budget performance reviews on an ongoing basis to identify potential year-end deficits so that problems can be resolved in a timely manner, and ongoing training and technical assistance to departments.

Accounts Payable is responsible for the establishment of countywide payment procedures, coordination with the Procurement Division, encumbrances of purchases, payment of vendor invoices, development and maintenance of the accounts payable system, and technical assistance to departments. In addition, Accounts Payable monitors payments to ensure that purchasing regulations have been followed by departments and also monitors unencumbered appropriation balances to ensure that the County has sufficient appropriations available for each payment.

Central Payroll is responsible for establishment of Countywide payroll procedures, coordination with the Department of Human Resources, monitoring the preparation of payroll checks and maintenance of all earnings and deductions records, ensuring that County payroll practices meet Federal, State and contractual requirements, and filing all required Federal and State reports on a timely basis.

Audit Services is responsible for post auditing the fiscal concerns of Milwaukee County, which can include the examination of records and procedures of County offices and departments to reach a conclusion as to economy and efficiency, program effectiveness, and compliance with regulatory authority; monitoring the propriety of departmental recordkeeping throughout the County related to cash receipts and disbursements, cost accounting procedures, assets held in trust, and supplies and equipment inventories; determining the adequacy of internal control; auditing, when warranted, agencies receiving County funds or providing services to the County. Audit also is responsible for reconciling the County's checking accounts and maintaining custody of the cancelled checks; monitoring contracts with vendors of goods and services for compliance with affirmative action requirements; and contracting for the annual audit of the financial statements of Milwaukee County and the Single Audit of Federal and State grants required by Federal OMB Circular A-133 and State Single Audit Guidelines. Additionally, Audit

COMPTRROLLER (3700) BUDGET

DEPT: Comptroller

UNIT NO. 3700
FUND: General - 0001

Services maintains a hotline service to receive information regarding waste, fraud and abuse of Milwaukee County resources.

Capital/Debt Monitoring is responsible for creating County Board resolutions for the issuance of debt and for monitoring departmental capital programs financed with debt.

Research Services Division is responsible for analyzing and drafting resolutions and ordinances. Per State statute, research staff provides independent and nonpartisan research services for the County Board and the County Executive.

Departmental Notes

Fringe Benefits increase \$468,481 or 20.05% from \$2.3 million in 2014 to \$2.8 million in 2015.

The staffing for the Office of the Comptroller increased from 2013 to 2014 due to the creation of the research division with 4.0 FTE positions and the centralization of payroll staff for the County which resulted in a transfer of 8.0 FTE to the Comptroller from other county departments.

COMPTROLLER (3700) BUDGET

DEPT: Comptroller

UNIT NO. 3700
FUND: General - 0001

Strategic Program Area 1: Auditing Services

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
This Service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$2,644,024	\$2,425,527	\$2,607,597	\$2,914,102	\$306,505
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$2,644,024	\$2,425,527	\$2,607,597	\$2,914,102	\$306,505
FTE Positions	16		16	18.87	2.87

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Performance Measures have not yet been created for this Service				

Strategic Implementation:

Staffing levels for this service increase by 2.87 FTE from 16.0 FTE in 2014 to 18.87 FTE in 2015 as detailed below.

To reflect a current year action approved by the County Board, 1.0 FTE of Lead Auditor and 2.0 FTE of Performance Evaluator are created a cost of \$246,798 to monitor the implementation of the Living Wage Ordinance.

1.0 FTE of Supervisor Audit Forensic is funded at a cost of \$101,530 offset with vacancy turnover savings of \$63,168 for a total net cost of \$38,362 to address a resource loss due to retirement.

Fringe Benefits costs, after accounting for personnel changes, increase \$169,681.

Operating costs decline by \$750 due to the elimination of the expenditure authority for minor office equipment.

To continue to recover outside revenue, abatements for auditing services remain at \$50,141 reflecting charges to DOT-Airport of \$22,286 and to DOT-Transit of \$27,855.

Internal Service charges decrease \$163,290 primarily due to a decrease of \$178,020 due to the elimination of the Courthouse Space Rental charge.

COMPTROLLER (3700) BUDGET

DEPT: Comptroller

UNIT NO. 3700
FUND: General - 0001

Strategic Program Area 2: Administration

Service Provision: Mandated

Strategic Outcome: High-Quality, Responsive Services

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
This Service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$792,797	\$773,365	\$1,094,261	\$1,306,525	\$212,264
Revenues	\$50,000	\$56,815	\$50,000	\$50,000	\$0
Tax Levy	\$742,797	\$716,550	\$1,044,261	\$1,256,525	\$212,264
FTE Positions	5		6	5.9	(0.1)

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Performance Measures have not yet been created for this Service				

Strategic Implementation:

Staffing levels for this service decrease 0.1 FTE from 6.0 in 2014 to 5.9 FTE in 2015.

Personal Services increase by \$101,149 partially due to the budgeting of merit awards of \$65,804 for the department in this program area. Increased costs of \$26,722 results from the full year funding of 1.0 FTE of Senior Budget and Management Analyst in 2015. This position was created in April of 2014.

Fringe benefits after accounting for personnel changes increase \$64,639.

Internal service charges increase by \$48,120 over 2014 to \$313,471 mainly due to increased space rental costs and charges for Worker's Compensation from Risk Management.

Operating costs remain unchanged from 2014 at \$36,500.

COMPTROLLER (3700) BUDGET

DEPT: Comptroller

UNIT NO. 3700
FUND: General - 0001

Strategic Program Area 3: Central Capital

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
This Service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$277,482	\$231,782	\$275,318	\$328,437	\$53,119
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$277,482	\$231,782	\$275,318	\$328,437	\$53,119
FTE Positions	2		2	2	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Performance Measures have not yet been created for this Service				

Strategic Implementation:

Staffing levels remain unchanged from 2014 with 2.0 FTE positions.

Fringe benefits increase \$39,873.

Operating costs remain at \$2,600.

Charges to Capital projects for administration of capital finance is eliminated at a cost of \$10,000 to reflect fiscal sustainability and the best practice of not debt financing staff time.

COMPTROLLER (3700) BUDGET

DEPT: Comptroller

UNIT NO. 3700
 FUND: General - 0001

Strategic Program Area 4: Research Services

Service Provision: Discretionary

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
This Service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$0	\$0	\$449,443	\$427,646	(\$21,797)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$0	\$0	\$449,443	\$427,646	(\$21,797)
FTE Positions	0		4	4	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Performance Measures have not yet been created for this Service				

Strategic Implementation:

Staffing levels for this service remain unchanged at 4.0 FTE.

This program area was created in 2013 through County Board Resolution 13-643, which created 4.0 FTE positions. Salary costs increase \$25,194 to reflect actual costs.

Fringe benefits decrease \$30,980.

Operating costs decrease \$18,000 due to funding provided in 2014 for the creation and startup costs for the new division.

COMPTROLLER (3700) BUDGET

DEPT: Comptroller

UNIT NO. 3700
FUND: General - 0001

Strategic Program Area 5: Central Payroll

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
This Service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$445,082	\$476,224	\$1,070,486	\$1,109,130	\$38,644
Revenues	\$24,700	\$24,716	\$24,700	\$24,700	\$0
Tax Levy	\$420,382	\$451,508	\$1,045,786	\$1,084,430	\$38,644
FTE Positions	4		12	12	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Performance Measures have not yet been created for this Service				

Strategic Implementation:

Staffing levels for this service remain unchanged at 12.0 FTE.

To reflect a current year action approved by the County Board, 1.0 FTE of Payroll Systems Coordinator is created and 1.0 FTE of Payroll Assistant is abolished at a cost of \$35,280. These costs are partially offset by a general salary reduction of \$5,928.

Fringe Benefits costs, after accounting for personnel changes, decrease \$17,703.

Operating costs remain at \$6,476. Internal Services Crosscharges increase \$27,420 mainly due to an increase from the Information Management Services Division (DAS-IMSD).

COMPTROLLER (3700) BUDGET

DEPT: Comptroller

UNIT NO. 3700
FUND: General - 0001

Strategic Program Area 6: Central Accounting

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
This Service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$692,884	\$509,359	\$727,525	\$900,709	\$173,184
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$692,884	\$509,359	\$727,525	\$900,709	\$173,184
FTE Positions	6		7	7.9	0.9

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Performance Measures have not yet been created for this Service				

Strategic Implementation:

Staffing levels for this service increase 0.9 FTE from 7 FTE in 2014 to 7.9 FTE in 2015.

One 1.0 FTE position of Financial Systems Coordinator is created at a cost of \$87,440 to begin the process of reviewing the Advantage Financial system as the Comptroller strives for staffing efficiencies by removing the system from the Mainframe.

Fringe Benefits costs, after accounting for personnel changes, increase \$79,140.

Operating costs remain unchanged from 2013 at \$3,900.

COMPTROLLER (3700) BUDGET

DEPT: Comptroller

UNIT NO. 3700
FUND: General - 0001

Strategic Program Area 7: Central Payables

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
This Service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$926,019	\$925,235	\$939,675	\$1,012,299	\$72,624
Revenues	\$0	\$0	\$100,000	\$122,093	\$22,093
Tax Levy	\$926,019	\$925,235	\$839,675	\$890,206	\$50,531
FTE Positions	10		10	10	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Performance Measures have not yet been created for this Service				

Strategic Implementation:

Staffing levels for this service remain unchanged at 10.0 FTE.

Fringe Benefits costs increase \$95,938.

Operating costs remain unchanged from 2014 at \$1,850. Internal service charges decrease by \$18,582 to \$52,140 mainly due to decreased 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 was 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 \$122,093 in revenue in 2015 an increase of \$22,093 from 2014.

COMPTROLLER (3700) BUDGET

DEPT: Comptroller

UNIT NO. 3700
FUND: General - 0001

Comptroller Budgeted Positions				
Title Code	2014 Budget	2015 Budget	2015/2014 Variance	Explanation
Accountant	0	1	1	
Accountant	0	2	2	
Accountant-	1	1	0	
Accountant 3	1	0	-1	
Accountant 4 - Treasury Ser NR	1	0	-1	
Accountant 4-NR	1	0	-1	
Accountant 5	1	0	-1	
Sr Accountant	0	1	1	
Supervisor Accounting	1	1	0	
Accting Manager	2	0	-2	
Manager Accounting	0	1	1	
Manager Accounts Payable	0	1	1	
Manager Payroll	0	1	1	
Accting Manager DOA	1	0	-1	
Accts Payable Supv Fa	1	0	-1	
Supervisor Accounts Payable	0	1	1	
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	5	1	
Admin Spec - Fiscal Affairs NR	1	1	0	
Admin Spec - Payroll	1	0	-1	
Supervisor Payroll-	0	1	1	
Analyst Research	0	3	3	
Research & Policy Analyst Sr	1		-1	
Research and Policy	2	0	-2	
Assistant Accounts Payable-	0	5	5	
Fiscal Asst 2	5	0	-5	
Assistant Clerical-	0	1	1	
Office Supp Asst 1	1	0	-1	
Assistant Payroll	8	7	-1	
Auditor Asst 1	0	1	1	

COMPTROLLER (3700) BUDGET

DEPT: Comptroller

UNIT NO. 3700
FUND: General - 0001

Auditor Asst 3	2	1	-1
Capital Finance Mgr	1	0	-1
Manager Finance Capital	0	1	1
Clerical Asst 2 Nr	1	1	0
Comptroller	1	1	0
Coordinator Budget and Mgmt	3	3	0
Dep Dir Audits	1	1	0
Deputy Comptroller	1	1	0
Dir Audits	1	1	0
Fiscal Mgt Analyst 3	1	0	-1
Sr Analyst Budget and Mgmt	0	1	1
Payroll Systems Coordinator	0	1	1
Financial Systems Coordinator	0	1	1
Perform Evaluator 1	3	3	0
Perform Evaluator 3	0	2	2
Research and Policy Director	1	1	0
Secretary Nr	1	1	0
Specialist Payroll-	2	2	0
Sr Assistant Clerical- A	0	1	1
Office Supp Asst 2	1	0	-1
Supervisor Audit Forensic	0	1	1
Vacancy & Turnover	0	-1.33	-1.33
TOTAL	57	60.67	3.67

Legacy Health Care and Pension Expenditures

2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
\$861,889	\$917,867	\$1,236,179	\$1,456,831	\$220,652

SHERIFF (4000) BUDGET

DEPT: Sheriff

UNIT NO. 4000
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$72,481,292	\$72,740,542	\$68,046,835	\$90,911,960	\$22,865,125
Operation Costs	\$5,965,363	\$5,077,171	\$5,351,960	\$6,845,591	\$1,493,631
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$96,000	\$254,884	\$166,267	\$1,327,678	\$1,161,411
Interdept. Charges	\$6,326,493	\$5,563,540	\$5,146,577	\$6,202,549	\$1,055,971
Total Expenditures	\$84,869,148	\$83,636,137	\$78,711,639	\$105,287,778	\$26,576,138
Revenues					
Direct Revenue	\$6,020,581	\$5,610,043	\$5,988,123	\$4,878,250	(\$1,109,873)
Intergov Revenue	\$6,429,960	\$6,382,042	\$6,062,814	\$5,392,660	(\$670,154)
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$12,450,541	\$11,992,085	\$12,050,937	\$10,270,910	(\$1,780,027)
Tax Levy	\$72,418,607	\$71,644,052	\$66,660,702	\$95,016,868	\$28,356,165
Personnel					
Full-Time Pos. (FTE)	732	683	666	847	181
Seas/Hourly/Pool Pos.	7.8	7.2	7.2	7.2	0
Overtime \$	\$3,360,936	\$5,884,845	\$4,017,864	\$4,829,772	\$811,908

Office of the Sheriff 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 the citizens. Performance matters here.

Office of the Sheriff Description: The Office of the Sheriff is comprised of four Bureaus covering various service areas. The four Bureaus are Administration, Detention, Police Services, and Countywide Services. The Administration Bureau includes: management and support services, the Internal Affairs Division that investigates all incidents involving Sheriff's Office personnel, community interaction and dignitary protection, open records, and Central Records including the Traffic Desk. The Detention Bureau includes: inmate housing in the County Jail, Centralized Booking, Court Liaison, visitation, Jail Records, inmate transportation, health and food services. The Police Services Bureau includes: Airport Security, the Targeted Enforcement Unit, Expressway Patrol, Criminal Investigation Division, special operations units (SWAT, Bomb Squad Disposal, Dive Unit) and Drug Enforcement including HIDTA. Countywide Services Bureau includes: Emergency Management, Communications, the Training Academy, Bailiff Services in Courts/Court Staging, Civil Process Unit that services state-mandated civil writs and TROs, and the Community Policing Division and Honor Guard.

SHERIFF (4000) BUDGET

DEPT: Sheriff

UNIT NO. 4000
FUND: General - 0001

2014 Budget Summary

The 2015 budget provides the resources for the Sheriff to perform expected and established law enforcement services at current levels of performance in cooperation with and providing mutual aid to County municipalities while ensuring public safety for Milwaukee County residents. This budget seeks to resolve the critical manpower shortage and return to adequate staffing levels for sworn and correction officers that will reduce reliance on requested and involuntary overtime resulting in increased officer stress levels and unconventional time off such as Family Medical Leave. Additions and increases to Deputy staffing levels will not produce immediate relief to the manpower and overtime constraints that is currently being experienced as training of new deputies requires a minimum of 12 months before they are adequately prepared to assume law enforcement responsibilities. The current staff of Deputies has a minimum of 10 years experience and a significant number are eligible for retirement. Funds are also requested to replace needed, out-dated and inoperable equipment in official vehicles including cameras, mobile data units, and computers and interrogation room equipment to provide necessary evidentiary documentation required by the Courts in legal proceedings. Cameras and surveillance systems are needed to increase security in and around the Criminal Justice Facility and will improve the security and efficiency of the Circuit Court System.

SHERIFF (4000) BUDGET

DEPT: Sheriff

UNIT NO. 4000
FUND: General - 0001

Strategic Program Area 1: Administration

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data	
Activity	2013 Actual
Open Records Requests	5,544

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$6,494,129	\$6,329,445	\$5,817,970	\$10,229,487	\$4,411,517
Revenues	\$748,193	\$648,225	\$706,200	\$534,000	(\$172,200)
Tax Levy	\$5,745,936	\$5,681,220	\$5,111,770	\$9,695,487	\$4,583,717
FTE Positions	34	35	32	47	15

Strategic Implementation:

The 2015 Budget provides an efficient, effective management team with 2.0 FTE Inspectors and 4.0 FTE Deputy Inspector positions assisting the Sheriff. The Adjutant Inspector manages the Administrative Services Bureau while the Senior Inspector oversees the Detention, Police Services and Countywide Services Bureaus with the Deputy Inspectors managing the daily operations of Detention, Police Services and Countywide Services Bureaus. Administration also includes the Law Enforcement Analytics Division (LEAD) that supports the operational elements and administration of the Office of the Sheriff by conducting systematic, analytical processes directed at providing timely and pertinent information relative to crime patterns and trends, planning the deployment of resources for the prevention and suppression of criminal activities, aiding the investigative process, and increasing apprehensions and the clearance of cases.

The budget requests the additional funding of 1.0 Inspector from 1.0 to 2.0 FTE, 3.0 Deputy Inspectors from 2.0 to 5.0 FTE, create 4.0 FTE Deputy Sheriff Captains for Night Command and 1.0 FTE Corrections Lieutenant for Internal affairs. The Law Enforcement Analytics Division requests 1.0 FTE Network Applications Specialist 4 and 5.0 FTE Law Enforcement Analysts to expand the effectiveness of the Division and increase mutual aid with other agencies and municipalities.

Funds requested include a remote video camera system that enables the ability to remotely view and record live video from anywhere in the world that is based on open standards and can connect to existing camera systems such as the Milwaukee Police Department. The system allows for an entire array of needs for securing the safety of Milwaukee residents by remotely monitoring property and facilities utilizing less personnel resources.

SHERIFF (4000) BUDGET

DEPT: Sheriff

UNIT NO. 4000
FUND: General - 0001

Strategic Program Area 2: Training Academy

Service Provision: Mandated

Strategic Outcome: Personal Safety

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$219,059	\$138,299	\$217,650	\$267,393	\$49,743
Revenues	\$216,650	\$208,678	\$217,650	\$267,405	\$49,755
Tax Levy	\$2,409	(\$70,379)	\$0	-\$12	-\$12
FTE Positions	7	6	5	8	3

Strategic Implementation:

The Training Academy is responsible for providing recruit training, firearms training and in-service training for Sheriff and HOC personnel as well as outside agencies. On March 25, 2014 a Memorandum of Understanding was signed between the Milwaukee County Sheriff's Office and the Milwaukee County House of Correction for the use of the Training Academy. According to the agreement the Sheriff administers and manages the Training Academy while the House of Correction will utilize the facility for training purposes in exchange for services as defined.

Funding is requested for 1.0 FTE Deputy Sheriff Captain and 2.0 FTE Deputy Sheriff Lieutenant positions. One Lieutenant is responsible for the firearms and weapons program, maintaining inventories of equipment and weapons and staffing issues. The second lieutenant is responsible for the facilitation of the recruit classes and in-service instruction.

SHERIFF (4000) BUDGET

DEPT: Sheriff

UNIT NO. 4000
FUND: General - 0001

Strategic Program Area 3: Emergency Preparedness & Communications

Service Provision: Committed

Strategic Outcome: Personal Safety

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$4,591,602	\$4,388,414	\$4,299,495	\$5,591,224	\$1,291,729
Revenues	\$536,687	\$508,506	\$507,591	\$562,311	\$54,720
Tax Levy	\$4,054,915	\$3,879,908	\$3,791,904	\$5,028,913	\$1,237,009
FTE Positions	30	29	29	35	6

Strategic Implementation:

Emergency Management coordinates countywide disaster preparedness, response and recovery efforts for severe weather, hazardous material incidents, and homeland security. A 24/7-response capability is maintained to assist in notification of response agencies, local government units and provide information on response and recovery resources. It can also provide a mobile emergency response command post, communications equipment, and assistance with resource coordination. The Communications Division is a Public Safety Answering Point (PSAP) for Milwaukee County and responsible for answering and dispatching calls to an emergency number for the Police, Fire and EMS services. Dispatchers are also responsible for dispatching sworn staff to emergencies on the Milwaukee County Expressways, Airport, Institutions, and throughout Milwaukee County. The Communications Division provides a communication link between all agency personnel and the public they serve. It is the backbone of the countywide 800 MHZ radio system and maintains interoperability between the Sheriff's Office, Fire Departments, and law enforcement agencies within Milwaukee County.

Staffing and supervision of the Communications Division is critical and the following positions are requested: 2.0 FTE Dispatchers from 19.0 to 21.0. create 1.0 FTE Communications Supervisor, fund 1.0 FTE Deputy Sheriff Sergeant position, create 1.0 Deputy Sheriff Lieutenant and fund 1.0 FTE Deputy Sheriff Captain.

SHERIFF (4000) BUDGET

DEPT: Sheriff

UNIT NO. 4000
FUND: General - 0001

Strategic Program Area 4: Criminal Justice Facility

Service Provision: Mandated

Strategic Outcome: Personal Safety

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Bookings	35,868	40,000	40,000
Daily Population	937	840	920
Inmates Per Budgeted Correctional Officer	3.67	3.32	2.87

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$41,495,999	\$36,900,086	\$37,695,680	\$46,025,551	\$8,329,871
Revenues	\$3,414,646	\$3,232,367	\$2,765,894	\$1,770,750	(\$995,144)
Tax Levy	\$38,081,353	\$33,667,719	\$34,929,786	\$44,254,801	\$9,325,015
FTE Positions	352.7	316.0	335.7	399.7	64

Strategic Implementation:

The Criminal Justice Facility (CJF) is a secure detention facility with total bed space of 960 beds for holding accused felons and misdemeanants until they are released on a pretrial basis or are adjudicated, and a small number of sentenced offenders awaiting transfers or hearings of new charges. The 2015 budget is based on an average daily population of 920 inmates. 47.0 FTE Correction Officer 1 positions, 8.0 FTE Correction Officer Lieutenant positions, and 9 FTE Deputy Sheriff 1 positions are requested as previously budgeted staffing levels were at 2012 average inmate census levels of 804. Average inmate census for 2013 was 937. Capital funds are requested to repair and replace security cameras that have either failed or are at end of life. The inability to monitor CJF premises is a clear and imminent danger to the employees and inmates increases the probability of injury and lawsuits. Revenue has been budgeted to reflect actual experience as State of Wisconsin inmate housing revenue has been shifted to the HOC and U.S. Marshall inmates housing has significantly declined.

The following contract is being included in the 2015 Budget in lieu of review and approval by the County Board during the 2015 fiscal year:

Contracts		
Description	Vendor	Amount
Inmate Transportation	G4S Secure Services (USA), Inc.	\$2,250,000

SHERIFF (4000) BUDGET

DEPT: Sheriff

UNIT NO. 4000
FUND: General - 0001

Strategic Program Area 5: Expressway Patrol

Service Provision: Mandated

Strategic Outcome: Personal Safety

What We Do: Activity Data	
Activity	2013 Actual
Traffic Citations	35,597
Auto Accidents Reported/Investigated	3,970

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$9,386,971	\$9,725,608	\$10,038,189	\$14,560,218	\$4,522,029
Revenues	\$5,832,865	\$5,582,832	\$6,113,602	\$5,580,444	(\$533,158)
Tax Levy	\$3,554,106	\$4,142,776	\$3,924,587	\$8,979,774	\$5,055,187
FTE Positions	59	58	60	90	30

Strategic Implementation:

Expressway Patrol is responsible for policing the 158 miles of expressway within Milwaukee County and immediate 24-hour response to emergency situations involving protection, safety and law enforcement. General Transportation Aids received from the Department of Transportation to assist in funding have been reduced each year as has revenue from citations due to the inability to add new deputies and increase patrols. Grant funding for Enhanced Patrol, Bridge Repair and Zoo Interchange Reconstruction has contributed to revenue but has resulted in limited manpower and efforts to increase normal expressway patrol.

The budget requests the addition of 24.0 FTE Deputy Sheriff 1 positions to take the proper law enforcement action to ensure the safe movement of motor vehicles on the Milwaukee County Freeway System. 8.0 Deputy positions will be assigned to general patrol, 1.0 for truck enforcement, 9.0 for the OWI initiative and 6.0 for interdiction. 6.0 FTE Deputy Sheriff Sergeants are requested to provide the first line supervision with direct responsibilities over the Deputy Sheriffs. It is essential to have three sergeants assigned to each work shift.

Funds for capital equipment are requested to replace Mobile Data Computers and camera systems in squad cars and automatic license plate readers that are critical law enforcement equipment for recording and establishing evidence in criminal proceedings. In absence of this equipment and the permanent records and evidence that it can provide, the probability of fewer convictions and future lawsuits is greatly increased.

SHERIFF (4000) BUDGET

DEPT: Sheriff

UNIT NO. 4000
 FUND: General - 0001

Strategic Program Area 6: Court Security

Service Provision: Mandated

Strategic Outcome: Personal Safety

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Number of Baliff Posts	81	81	81

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$10,929,058	\$13,114,586	\$11,890,368	\$15,483,286	\$3,592,918
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$10,929,058	\$13,114,586	\$11,890,368	\$15,483,286	\$3,592,918
FTE Positions	103.5	85	101	123	22

Strategic Implementation:

It is part of the Sheriff's State Constitutional Authority to provide bailiff services in the various branches of the circuit courts in the Courthouse, Safety Building, Criminal Justice Facility and Children's Court Center to maintain safe and secure courtrooms.

21.0 FTE Deputy Sheriff 1 positions are requested to create 9.0 FTE Bailiff positions for adequate staffing levels and relief factor to fulfill the Court requested bailiff positions, additional positions for bullpen staffing and inmate transfers and 12.0 FTE positions are requested for Courthouse Security 1.0 FTE Deputy Sheriff Lieutenant is requested for Bailiff supervision.

SHERIFF (4000) BUDGET

DEPT: Sheriff

UNIT NO. 4000
FUND: General - 0001

Strategic Program Area 7: Airport Security/K9

Service Provision: Committed

Strategic Outcome: Personal Safety

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$257,000	\$281,095	\$367,936	\$478,496	\$110,560
Revenues	\$257,000	\$268,064	\$257,000	\$219,500	(\$37,500)
Tax Levy	\$0	\$13,031	\$110,936	\$258,996	\$148,060
FTE Positions	63	62	54	63	9

Strategic Implementation:

Airport Security has been a primary responsibility at General Mitchell International Airport (GMIA) since 1973 that includes safety and security of the airport complex, and patrols city streets surrounding the airport. Expenses are crosscharged to GMIA that are charged to the airlines and concessionaires in the form of landing fees, rent and other charges. The K-9 units comprise explosive detection teams used to deter and detect the introduction of explosive devices into the transportation system at GMIA, and they provide mutual aid to local, state and federal agencies throughout Wisconsin. A portion of the K-9 unit costs are reimbursed by a grant from the Transportation Safety Administration.

The budget requests 9.0 FTE positions. 7.0 FTE Deputy Sheriff 1s are required to adequately staff this division including a relief factor increasing the total Deputy positions from 43.0 to 50.0. 2.0 FTE Deputy Sheriff Sergeants are requested to provide adequate supervision for all shifts.

SHERIFF (4000) BUDGET

DEPT: Sheriff

UNIT NO. 4000
FUND: General - 0001

Strategic Program Area 8: Criminal Investigations

Service Provision: Mandated

Strategic Outcome: Personal Safety

What We Do: Activity Data	
Activity	2013 Actual
Background Checks	698
Criminal Complaints Issued	1,626
Crimes Investigated	311

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$3,036,318	\$3,564,491	\$2,289,691	\$3,632,368	\$1,342,677
Revenues	\$14,500	\$35,913	\$14,500	\$300,000	\$285,500
Tax Levy	\$3,021,818	\$3,528,578	\$2,275,191	\$3,332,368	\$1,057,177
FTE Positions	23.4	31.0	19.4	28.4	9

Strategic Implementation:

General Investigations is responsible for assisting the Office of the District Attorney, investigating a variety of criminal activity such as violent crimes, warrant sweeps, weapon offenses, battery, sexual predators, sudden death, stolen vehicles, witness intimidation, graffiti/tagging and background checks. A number of the sworn staff are assigned to special task forces such as the Joint Terrorism Task Force (JTTF), U.S. Marshals Fugitive Task Force, the ATF, FBI Cyber Crimes, State of Wisconsin Daycare Fraud, Internet Crimes Against Children (ICAC) and the U.S. Attorney’s Mortgage Fraud Task Force. The Apprehension Unit searches for subjects of outstanding warrants including Body Attachments issued by judges, offenders of Surrender Firearms Injunction Hearings and searches for absconders from the House of Correction. The Special Investigations Unit (SIU) investigates all allegations of criminal misconduct by employees county-wide. These investigations are extremely sensitive in nature and generally longer due to the way in which they must be investigated. A Criminal Investigations Fraud Unit is requested to investigate fraud allegations committed within Milwaukee County to government funded programs such as Daycare, Group Homes and FoodShare. No Law Enforcement agency within Milwaukee County targets such investigations. Civilian investigators within CID perform background investigations with the assistance of human resources to meet the County demand of filling critical vacancies.

The budget requests funding for 1.0 FTE Deputy Sheriff Captain to manage the Criminal Investigations Unit, 1.0 FTE Deputy Sheriff Sergeant to supervise the detectives and 7.0 Deputy Sheriff 1s to staff the Apprehension Unit, Fraud Unit, Evidence/Property Room and Special Investigations.

SHERIFF (4000) BUDGET

DEPT: Sheriff

UNIT NO. 4000
FUND: General - 0001

Strategic Program Area 9: Civil Process

Service Provision: Mandated

Strategic Outcome: Personal Safety

Activity	2013 Actual
Writs of Restitution (Evictions)	3,261
Writs of Assistance (Foreclosures)	947
Temporary Restraining Orders Received	4,649
Civil Process Papers Served	21,437

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$3,049,697	\$2,359,136	\$1,759,923	\$3,007,722	\$1,247,799
Revenues	\$630,000	\$645,032	\$688,000	\$320,000	(\$368,000)
Tax Levy	\$2,419,697	\$1,714,103	\$1,071,923	\$2,687,722	\$1,615,799
FTE Positions	19	18	8	20	12

Strategic Implementation:

Civil Process and Warrants are part of the Sheriff’s State Constitutional Authority. Civil Process must serve in a timely manner state-mandated civil writs such as subpoenas, temporary restraining orders, injunctions, summons, complaints, commitments to mental health, body attachments, Writs of restitution/assistance, executions, evictions, etc. Some civil process papers are served utilizing State Process Service where appropriate. Warrants are orders of arrest issued by judges and served by deputies. Revenues are budgeted based upon current experience. A significant portion of the decrease is due to the shortage of Deputies to serve warrants.

12.0 FTE positions are requested to return to previously budgeted levels. 1.0 FTE Sergeant will provide supervision to the Deputy Sheriff 1s serving the various civil papers and 11.0 FTE Deputy Sheriff 1s are requested to maintain the workload of process serving, warrants and evictions.

SHERIFF (4000) BUDGET

DEPT: Sheriff

UNIT NO. 4000
FUND: General - 0001

Strategic Program Area 10: County Grounds Security

Service Provision: Committed

Strategic Outcome: Personal Safety

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,275,141	\$1,456,736	\$1,251,622	\$1,418,051	\$166,429
Revenues	\$620,000	\$586,342	\$623,000	\$576,500	(\$46,500)
Tax Levy	\$655,141	\$870,394	\$628,622	\$841,551	\$212,929
FTE Positions	10.2	11.2	10.2	10.2	0

Strategic Implementation:

County Grounds Security is responsible for providing a safe and secure environment on the County Grounds. Officers provide complete police services including but not limited to response and investigations into complaints of theft, sexual assault, and domestic violence issues. There are frequent calls to Mental Health to deal with patients exhibiting out of control behavior and requiring restraint. Officers also respond to Children's Detention and St. Charles for runaways and those not returning for leave. There is an existing agreement since 2001 that MCSO provides one officer 24/7 to the Froedtert Emergency Room as police presence and emergency response. All other entities on the Grounds receive police services and pay into a group that contracts for these services. During 2014 Children's Hospital of Wisconsin requested the services of MCSO to provide an additional presence 24/7 in the Emergency Room to deal with disturbances and disorderly behavior.

SHERIFF (4000) BUDGET

DEPT: Sheriff

UNIT NO. 4000
FUND: General - 0001

Strategic Program Area 11: Parks/TEU

Service Provision: Discretionary

Strategic Outcome: Personal Safety

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$3,607,960	\$3,950,294	\$2,585,322	\$3,961,147	\$1,375,825
Revenues	\$92,000	\$88,873	\$69,500	\$52,000	(\$17,500)
Tax Levy	\$3,515,960	\$3,861,421	\$2,515,822	\$3,909,147	\$1,393,325
FTE Positions	28	30	17	28	11

Strategic Implementation:

Park Patrol is responsible for providing law enforcement services for the 155 urban and suburban parks, parkways, golf courses, and aquatic centers. During the late spring and summer months the “downtown” lakefront becomes densely populated with pedestrian and cruising traffic. This occurs not only on weekends, but also during the weekday nights when the temperature gets above 80 degrees. TEU has full or partial responsibility to provide law enforcement services for major events at the lakefront that include but are not limited to: Memorial Day, Kite Festival, Miller Ride for the Arts, Big Bang, Park and Ride Security during Summerfest, July 3rd Fireworks, July 4th Parks, South Shore Frolics, Air and Water Show, Summerfest Rock & Sole, NML Roots and Wings Run, Malibu Open Pro-Ski Show, Labor Day, Komen Race for the Cure, and the Milwaukee Lakefront Marathon.

The request is being made to reinstate TEU to the 2013 level as overtime continues to significantly increase. Overtime hours in 2012 were 6,770 and increased to 11,616 hours in 2013. With the positions eliminated in the 2014 budget overtime hours continue to escalate. 10.0 FTE Deputy Sheriff 1s are requested and 1.0 FTE Deputy Sheriff Sergeant as a first line supervisor in the field.

SHERIFF (4000) BUDGET

DEPT: Sheriff

UNIT NO. 4000
FUND: General - 0001

Strategic Program Area 12: Specialized Units

Service Provision: Mandated

Strategic Outcome: Personal Safety

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$203,693	\$476,889	\$189,845	\$280,920	\$91,075
Revenues	\$0	\$86,190	\$0	\$0	\$0
Tax Levy	\$203,693	\$390,699	\$189,845	\$280,920	\$91,075
FTE Positions		0	0	0	0

Strategic Implementation:

The Bomb Disposal Unit, Dive Unit and SWAT are utilized on an as needed basis and have specially trained and certified officers that are called upon from their regular duties as needed. Bomb Disposal Unit safeguards life and property by successfully identifying and rendering safe any Improvised Explosive Device (IED) or incendiary device located in Milwaukee County, and the EOD technicians assist local, state, or federal law enforcement agencies in these specialize areas. Dive Unit rescues human beings and recovers human bodies in Milwaukee County waters. The SWAT/GRIP Unit responds to calls for services from Milwaukee County Sheriffs and from regional Police Departments to increase the margin of safety in critical incidents.

SHERIFF (4000) BUDGET

DEPT: Sheriff

UNIT NO. 4000
FUND: General - 0001

Strategic Program Area 13: High Intensity Drug Trafficking Area (HIDTA)

Service Provision: Committed

Strategic Outcome: Personal Safety

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$322,521	\$305,410	\$307,948	\$351,915	\$43,967
Revenues	\$88,000	\$95,697	\$88,000	\$88,000	\$0
Tax Levy	\$234,521	\$209,713	\$219,948	\$263,915	\$43,967
FTE Positions	2	2	2	2	0

Strategic Implementation:

HIDTA Drug Unit is the High Intensity Drug Trafficking Areas (HIDTA) multi-jurisdictional program designed to target significant Drug Trafficking Organizations in Southeastern Wisconsin; and the Milwaukee County Sheriff personnel have been assigned to these various initiatives since 1998.

SHERIFF (4000) BUDGET

DEPT: Sheriff

UNIT NO. 4000
FUND: General - 0001

Administration Service Bureau Budgeted Positions				
Title Code	2014 Budget	2015 Budget	2015/2014 Variance	Explanation
Accountant 2	1	1	0	
Accountant 3	1	1	0	
Accounting Manager	1	1	0	
Adm Asst	1	1	0	
Adm Asst NR	2	2	0	
Clerical Asst 1	2	2	0	
Clerical Asst 2	4	4	0	
Corr Offcr Lt	0	1	1	Fund
Dep Sheriff 1	5	5	0	
Dep Sheriff 1 Bl Sp	0	0	0	
Dep Sheriff Lt	2	2	0	
Exdir1-Sheriffdepbudir	2	5	3	Fund
Exdir2-Facility Admnstr	0	1	1	Fund
Exdir2-Sherdeptadmnrtr	1	1	0	
Fiscal Asst 1	2	2	0	
Fiscal Asst 2	1	1	0	
Fiscal Spec	2	2	0	
Law Enforcement Analyst	0	5	5	Fund
Mapping System Splst	0	0	0	
Network Appls Spec 4	0	1	1	Fund
Office Coord Sheriff	1	1	0	
Overtime	0.68	0.67	-0.01	
Public Safety Fis Admin	1	1	0	
Public Safety Fisc Anls	2	2	0	
Sheriff	1	1	0	
Sheriff Sales Coordinator	1	1	0	
Sheriffs Dept Captain	1	5	4	Fund
Shift Differential	0.1	0.1	0.00	
Special Premium	3.07	1.71	-1.36	
Stores Clerk 3	1	1	0	
Vacancy & Turnover	-4	-2.96	1.04	
TOTAL	34.85	49.52	14.67	

SHERIFF (4000) BUDGET

DEPT: Sheriff

UNIT NO. 4000
FUND: General - 0001

Police Services Bureau Budgeted Positions				
Title Code	2014 Budget	2015 Budget	2015/2014 Variance	Explanation
Adm Asst	2	2	0	
Clerical Asst 1	3	3	0	
Clerical Asst 2 Nr	1	1	0	
Dep Sheriff 1	135	183	48	Fund
Dep Sheriff 1 Bl Sp	1	1	0	
Dep Sheriff Lt	5	5	0	
Dep Sheriff Sgt	10	20	10	Fund
Investigator Hr	2.4	2.4	0	
Overtime	34.37	39.36	4.98	
Parking Checker Hrly	1.15	1.15	0	
Sheriffs Dept Captain	2	3	1	Fund
Special Premium	4.54	4.48	-0.06	
Vacancy & Turnover	-3.00	-2.97	0.03	
TOTAL	198.46	262.41	63.95	

SHERIFF (4000) BUDGET

DEPT: Sheriff

UNIT NO. 4000
 FUND: General - 0001

Detention Service Bureau Budgeted Positions				
Title Code	2014 Budget	2015 Budget	2015/2014 Variance	Explanation
Adm Asst NR	3	3	0	
Clerical Asst 2	32	32	0	
Clerical Asst 2 Hrly	3.66	3.66	0	
Clerical Spec Sheriff	3	3	0	
Corr Manager	6	6	0	
Corr Offcr 1 DOT	2	2	0	
Corr Offcr 1 Sheriff	250	298	48	Fund
Corr Offcr Lt	13	21	8	Fund
Dep Sheriff 1	3	12	9	Fund
Fiscal Asst 1	4	4	0	
Overtime	34.26	40.89	6.63	
-RC-Correction Officer 1	1	0	-1	Reclass
-RC-Fiscal Asst 1	2	2	0	
Salary Adjustment	2.50	2.47	-0.03	
Shift Differential	3.65	3.60	-0.05	
Special Premium	7.65	7.55	-0.10	
Stores Clerk 1 Sheriff	9	9	0	
Stores Clerk 2	1	1	0	
Stores Clerk 3	0	0	0	
Vacancy & Turnover	-25.00	-20.75	4.25	
TOTAL	355.72	430.42	74.70	

SHERIFF (4000) BUDGET

DEPT: Sheriff

UNIT NO. 4000
 FUND: General - 0001

Countywide Services Bureau Budgeted Positions				
Title Code	2014 Budget	2015 Budget	2015/2014 Variance	Explanation
Asst Dir Emerg Mgmnt	1	1	0	
Clerical Asst 1	2	2	0	
Clerical Asst 2	2	2	0	
Comms & Hiway Saf Dispa	19	21	2	Fund
Comms & HiwaySafDisp-Lea	3	3	0	
Comms & HiwaysafDisp-Supvr	0	1	1	Fund
Corr Offcr 1 Sheriff	5	5	0	
Dep Sheriff 1	100	132	32	Fund
Dep Sheriff 1 BI Sp	1	1	0	
Dep Sheriff Lt	2	6	4	Fund
Dep Sheriff Sgt	2	4	2	Fund
Emer Govrmnt Coord SARA	1	1	0	
Mapping System Splst	1	1	0	
Municp Emerg Serv Coord	3	3	0	
Overtime	11.35	14.77	3.42	
Salary Adjustment	-2.50	-2.47	0.03	
Sheriffs Dept Captain	1	3	2	Fund
Shift Differential	0.36	0.36	0.00	
Special Premium	2.81	2.90	0.09	
Vacancy & Turnover	0.00	0.00	0.00	
TOTAL	155.02	201.56	46.54	

SHERIFF (4000) BUDGET

DEPT: Sheriff

UNIT NO. 4000
FUND: General - 0001

Legacy Health Care and Pension Expenditures				
2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
\$14,594,362	\$15,149,934	\$16,293,665	\$19,577,361	\$3,283,696

HOUSE OF CORRECTION (4300) BUDGET

DEPT: House of Correction

UNIT NO. 4300
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$45,214,713	\$43,059,470	\$41,283,002	\$43,514,400	\$2,231,398
Operation Costs	\$11,270,335	\$15,835,682	\$19,547,696	\$20,404,938	\$857,242
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$233,205	\$1,782,785	\$435,175	\$395,175	(\$40,000)
Interdept. Charges	\$1,585,342	\$2,866,983	\$2,644,329	\$3,057,968	\$413,639
Total Expenditures	\$58,303,595	\$63,544,920	\$63,910,202	\$67,372,481	\$3,462,279
Revenues					
Direct Revenue	\$3,185,957	\$4,785,519	\$3,377,851	\$4,060,750	\$682,899
Intergov Revenue	\$1,859,507	\$2,013,765	\$1,859,507	\$2,400,000	\$540,493
Indirect Revenue	\$50,000	\$66,178	\$0	\$66,000	\$66,000
Total Revenues	\$5,095,464	\$6,865,462	\$5,237,358	\$6,526,750	\$1,289,392
Tax Levy	\$53,208,131	\$56,679,458	\$58,672,844	\$60,845,731	\$2,172,887
Personnel					
Full-Time Pos. (FTE)		0	416.8	416.5	-0.3
Seas/Hourly/Pool Pos.		0	5.8	4	-1.8
Overtime \$		\$940,980	\$939,444	\$1,425,252	\$485,808

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 manage a safe and secure jail/correctional environment that incorporates programming activities aimed at addressing the criminogenic needs of inmates to facilitate the reintroduction of former inmates back into the Milwaukee 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, education, personal growth, recreation and job training; provides medical, dental and other necessary services in conjunction with the Detention branch of 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.

HOUSE OF CORRECTION (4300) BUDGET

DEPT: House of Correction

UNIT NO. 4300
FUND: General - 0001

The HOC is comprised of the following program areas: Administration, House of Correction, Inmate Medical and Mental Health, and HOC Inmate Programming.

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 2,104 – and consists of: 82 segregation beds/cells, 4 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 2015 budget is based on an inmate average daily population (ADP) of 1,600 inmates housed at the HOC Correctional Facilities.

Inmate Medical and Mental Health consists of the Medical Unit and Psychiatric Services. The 2015 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 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 is assigned to the administration of the HOC in order to give the HOC an expanded role in inmate programming as well as to facilitate and manage effective inmate participation in Day Reporting Center treatment options. The HOC continues to implement new inmate programs, evaluate and review current programming activities, expand the scope and objectives of current activities as well as searching for programming partners and resource options within the Milwaukee community. Inmate participation in programming activities is tracked and reported each month to the Milwaukee Criminal Justice Council (CJC) and is incorporated into the CJC statistical/data-tracking dashboard.

The Department is committed to operating efficiently and is dedicated to community safety, outreach and service.

HOUSE OF CORRECTION (4300) BUDGET

DEPT: House of Correction

UNIT NO. 4300
FUND: General - 0001

Strategic Program Area 1: Administration

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive and Efficient Services

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Number of Cost Saving Initiatives Implemented	NA	10	12

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$3,229,887	\$3,697,270	\$4,065,756	\$5,384,053	\$1,318,297
Revenues	\$408,792	\$58,148	\$408,792	\$352,150	(\$56,642)
Tax Levy	\$2,821,095	\$3,639,122	\$3,656,964	\$5,031,903	\$1,374,939
FTE Positions		0	28.2	28	-0.2

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Overtime Costs / Personal Services Costs*	4.6%	21.6%	4.7%	7.7%
Manage Revenues**	\$5,095,464	\$6,865,468	\$5,498,097	\$6,526,750
Manage Expenses***	\$58,303,595	\$60,677,955	\$61,874,444	\$64,314,513
Managing FTE Count	482.7	482.7	452.1	444.9

*Due to understaffing, the actual 2014 Overtime Cost / Personal Services Costs is anticipated to be 19.8%

**While attributed to other organizations, Administration manages & tracks all the above HOC rev & exp. Additionally, 2013 revenues are ~\$1,537,611 higher due to a one-time Performance Fund project.

***Less Cross charges that the HOC cannot directly impact.

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. This division also handles the monetary transactions and expenses in each inmate's account. This area is further responsible for inmate food and medical services and the budgets for the contract for food and medical services at the County Jail and HOC. 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. The Office of the Sheriff and the HOC are to work collaboratively to provide services to inmates, and therefore avoid cross charges and facilitate cooperation.

The 2015 tax levy is increased by \$1,374,939, which is predominantly attributed to other cross charges of \$422,143 from other County departments. Another large part of the increase in expenditure is the increase in countywide personal service costs (i.e. legacy & benefits \$240,577, merit \$380,000). The Capital Outlay was moved to our Inmate Food Services department, as it is primarily for maintenance projects in the HOC kitchen.

Revenues appear to be decreased due to a shift of \$60,000 in canteen revenues to our Canteen section. Therefore, revenues for this division are essentially flat for 2015 at \$352,150. Staffing for 2014 remains mostly unchanged from the 2014 adopted budget. One Budget Analyst is being requested to support the Fiscal Operations Manager with budget, accounting, and other fiscal related tasks, as the rest of the fiscal staff at the HOC supports Inmate Accounts and Accounts Payable activities. One Clerical Assistant 2 is also being requested, which will likely remain vacant, as it is being established for potential employee advancement and in

HOUSE OF CORRECTION (4300) BUDGET

DEPT: House of Correction

UNIT NO. 4300

FUND: General - 0001

anticipation of JEQ reclassifications (from Fiscal to Clerical). A full FTE of Vacancy & Turnover (V&T) eliminates the actual costs of this position since most the costs would be covered by the position being vacated if a promotion would occur. In addition, a Stores Clerk was transferred from an inactive Warehouse department into this Division.

HOUSE OF CORRECTION (4300) BUDGET

DEPT: House of Correction

UNIT NO. 4300
FUND: General - 0001

Strategic Program Area 2: House of Correction

Service Provision: Discretionary

Strategic Outcome: Safe, Secure, and Efficient Housing Units

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Oversee Average Daily Population & Maintain Facility	1572	1,600	1,600
Number of Preventive Maintenance Work Orders	N/A	N/A	N/A
Total Number of Work Order Performed*	N/A	N/A	N/A

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$41,703,668	\$39,135,383	\$34,259,128	\$37,159,457	\$2,900,329
Revenues	\$4,563,172	\$6,699,462	\$4,183,066	\$4,162,400	(\$20,666)
Tax Levy	\$37,140,496	\$32,435,921	\$30,076,062	\$32,997,057	\$2,920,995
FTE Positions		0	258	291	33

*A new work order system will be put into place to begin measuring the Maintenance department's workload.

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Average time to Complete Work Orders*	N/A	N/A	N/A	N/A
Emergency Work Order Percentage*	N/A	N/A	N/A	N/A
Water Usage by Gallon	N/A	56,438,440	56,000,000	54,000,000
Electric Usage per Watt**	N/A	7,260,105	8,000,000	8,200,000
Natural Gas Usage per Therm	N/A	748,282	740,000	725,000
K-9 Patrols	1,426	1,777	1,500	1,600
Facility Searches	353	491	510	550

*A new work order system will be put into place to begin measuring the Maintenance department's workload.

**The HOC was the 2013 "Kill-a-Watt" winner for best combination of total reduction and percentage reduction in electricity use. Electric Usage is projected to increase due to new A/C being installed in additional dorms that are being used.

The following table is listed to better show how the HOC has gained better energy efficiency over the years:

	<u>2012</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>
Water Usage (in Gallons)	57,597,010	52,274,730	65,591,620	82,685,210
Electric Usage (in watts)	8,206,743	8,060,761	8,595,956	8,541,256
Gas Usage (in Therms)	758,496	802,054	778,272	864,293

Strategic Implementation:

This Division is responsible for running the day-to-day operation of House of Correction facilities, including, but not limited to dormitories and segregation cells and the K9 unit. Overall tax levy is increased by \$2,920,995 in 2015 budget to a total tax levy of \$32,997,057. Expenditures are increased overall by \$2,900,329.

The increase in expenditures is partly a result of the creation or funding of 31 Correction Officer positions to bring the HOC back up to normal staffing levels. However, about \$1,962,024 of the increase in Personal Services is due to countywide legacy and benefit cost increases. The additional officers will make up for the reallocation of

HOUSE OF CORRECTION (4300) BUDGET

DEPT: House of Correction

UNIT NO. 4300

FUND: General - 0001

officer positions to the Sheriff's Office during the split of the two facilities in 2013. These new Correction Officers are necessary to fully staff operations and to reduce overtime. The staffing cost increase is less than current overtime costs, which are anticipated to total \$3,105,401 in 2014, and correcting the staffing level is estimated to reduce overtime by \$1,649,465 over 2014.

In an effort to improve staffing flexibility and shift coverage, 3.0 FTE Clerical Specialist-HOC, 1.0 FTE Clerical Specialist-Sheriff and 5.0 FTE Clerical Assistant 2 will be abolished. The Clerical Specialist-Sheriff position is currently vacant. These positions will be replaced with the creation of 6.0 FTE Correction Officers, so the HOC can operate more efficiently by including a rotation of officers already on shift for other duties. Not only does this help management ensure adequate coverage, it also results in overall Personal Services savings on overtime and salaries of \$226,461.

To help clean up the position records of the HOC, the HOC is requesting that 69.0 FTE of Correctional Officer 1 Sheriff, 1.0 FTE Clerical Admin Spec-Sheriff, 3.0 FTE Correctional Officer Agriculture be abolished. These improperly titled positions are vacant and unfunded, and therefore have no tax levy or employee impact. Also, 1.0 FTE Correctional Officer Bilingual is abolished due to many current officers being bilingual. This position is funded, but vacant.

Another factor in the expenditure increase is general price increases in commodities. The HOC continues to find ways to run more efficiently, but costs have been continuously rising. For example, the HOC was a 2013 "Kill-a-Watt" winner for best combination of total reduction and percentage reduction in electrical use, yet that budget was exceeded. The same trend applies to water usage, which the HOC has continued to reduce, including some new low-flow initiatives the HOC is implementing in 2014-2015.

While revenues appear stable, the HOC will actually have a significant increase in Department of Correction (DOC) revenues. Those increases are masked by a complete shortfall in the 4921 account, as it was budgeted to the HOC in 2014 at \$513,500 but actually by statute is solely under the Office of the Sheriff's authority to collect. The HOC has a new contract with the DOC, and the number of inmates and days of housing these sanction holds at the HOC has increased by about the same amount as the shortfall in the 4921 account.

Note: The expenditures, revenues, and HOC staff working with the Electronic Monitoring and Huber have been moved into a new Huber/EM department under Inmate Programming.

HOUSE OF CORRECTION (4300) BUDGET

DEPT: House of Correction

UNIT NO. 4300
FUND: General - 0001

Strategic Program Area 3: Inmate Medical & Mental Health

Service Provision: Mandated

Strategic Outcome: Inmate Medical and Mental Health Needs Addressed

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Oversee Average Daily Population (Both Facilities)	2505	2400	2400
Number of Intake Screenings	NA	39770	40000
Number of Psychiatric Visits	NA	30502	31000

How We Do It: Program Budget Summary					
Category	2013 Budget*	2013 Actual*	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$12,218,372	\$18,909,537	\$20,359,794	\$19,009,367	(\$1,350,427)
Revenues	\$40,000	\$1,185	\$40,000	\$39,200	(\$800)
Tax Levy	\$12,178,372	\$18,908,352	\$20,319,794	\$18,970,167	(\$1,349,627)
FTE Positions		0	91.4	54.5	-36.9

*\$5,350,000 per County Board file number 12-987 was not able to be cross-charged from the HOC to the Office of the Sheriff for the County Jail portion of inmate medical and mental health. Not being able to utilize the cross-charge caused the majority of the tax levy difference from the 2013 Budget to the 2013 Actual.

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
%Seen Within 10-Minute Timeframe*	NA	NA	TBD	TBD
Number of Inmate Movements**	NA	NA	2500	1300

*Metric and tracking mechanism is under development with new CORE EMR system.

**Reduction means fewer security risks and more efficiency.

Strategic Implementation:

This Division is responsible for the medical and mental health of the inmates at both the HOC and the County Jail that 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 medical and mental health programs. Oversight of this division’s operations and expenses is managed by the HOC Administration Division. In May 2013, the County was ordered by a court to enter into a contract with Armor Correctional Health Services, Inc. to provide inmate medical and mental health services in order for the County to fulfill the demands of the Christiansen Consent Decree. The model that was created 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 2015. The cost of the Armor contract is expected to rise while Personal Services costs will decline as Armor gains former County positions through attrition in the continuing years. The overall decrease of tax levy is \$1,349,627. The primary reason for the decrease in expenditure from 2014 is that, thus far, the increased cost of the Armor contract is less than the costs of the vacating County staff. In other words, the cost of the Armor contract is offset by a reduction of County inmate medical staff positions. The majority of the positions that are being unfunded were vacant but funded during the 2013-14 fiscal years. However, there is abolishment of 1.0 FTE of a Health Plan Specialist position. It is being abolished as those specific job duties no longer exist due to the expiration of a contract with WPS on 12/31/14. The other positions are now being staffed by Armor. The 2015 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.

HOUSE OF CORRECTION (4300) BUDGET

DEPT: House of Correction

UNIT NO. 4300
FUND: General - 0001

Strategic Program Area 4: HOC Inmate Programming

Service Provision: Discretionary

Strategic Outcome: Self-Sufficiency

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Daily number of Inmates actively using the Huber Program*	199	200	250
Daily average number of inmates working in the kitchen, bakery, laundry, print shop, maintenance crew programs**	371	339	375
Daily number of Inmates on Electric Monitoring or GPS***	207	338	340

*Economy is currently impacting the number of inmates able to find employment and participate in Huber.

**Success of Electronic Monitoring and Huber has reduced eligible number of inmates available for work programs.

***2014 is the figure through June input at an annualized estimate (times two).

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,151,668	\$1,802,730	\$5,225,524	\$5,819,605	\$594,081
Revenues	\$83,500	\$106,667	\$605,500	\$1,973,000	\$1,367,500
Tax Levy	\$1,068,168	\$1,696,063	\$4,620,024	\$3,846,605	(\$773,419)
FTE Positions		0	45	47	2

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Eligible offender education (i.e., ABE, GED, High School, Post Secondary) completions.*	N/A	244	100	150
Career and technical training certificates.	N/A	0	100	200
Substance abuse education/treatment completions.	N/A	42	50	150
Daily average number of jail bed days saved as a result of inmates participating in HOC work crews	N/A	718	1700	2000
Average daily GPS & SCRAM compliance rate	N/A	99.7%	99.8%	99.8%

* As of January 1st, 2014, the GED and HSED paper testing process was eliminated and replaced with electronic on-line testing that also required essay based responses to test queries. In short, the testing process became more difficult and required those being tested to have the ability to effectively navigate and use a keyboard. Keyboarding skills had to be taught to a significant number of inmates and this process reduced the number of inmates who were ready to be tested. Moreover, inmates close to completing the GED/HSED testing process prior to 01-01-2014 were targeted, prompted and encouraged to complete testing prior to the change in testing methodology.

HOUSE OF CORRECTION (4300) BUDGET

DEPT: House of Correction

UNIT NO. 4300
FUND: General - 0001

Strategic Implementation:

This Program area is responsible for providing inmates personal growth achievement options, education and vocational training and meaningful work experience in business and industrial operations, offsetting expenses with revenues earned by providing useful products and services to public and not-for-profit private agencies, and by charging the applicable inmates daily fees as required in State Statutes. The goals and objectives of inmate programming are to provide inmates the tools, skill and insights to address their criminogenic needs and to facilitate and/or assist them in their attempt to not re-offend once they are released from custody. The Programming division now also includes the Day Reporting Center (DRC) and the HOC Huber and Electronic Monitoring programs. The 2015 tax levy is reduced by \$773,419. Some of the reduction is due to the shift of Huber and EM revenues from the HOC Dorms Division into the new Huber/EM department under Programming.

Additionally, 1.0 FTE Correctional Officer position was moved into this organization to work directly with Electronic Monitoring and Huber inmates. This brings the total that has been transferred to this Program area from the HOC Division up to 32.0 FTE. The full cost of equipment rental for the Electronic Monitoring Units (EMU) is reduced in 2015 due to a recent RFP completed by the HOC, which reduces variable costs from about \$870,000 to \$760,000. The EM revenue will now be tracked in a separate revenue account (4926), and based on 2013 figures the HOC estimates these revenues will total \$1,064,000 in 2015. While variable, due to the number of inmates eligible and able to find work, the Huber revenue is increased from \$522,000 to \$708,000 based on 2013 actual revenue collection.

The Day Reporting Center, which was previously under the Department of Pretrial Services, was transferred to the HOC in the fall of 2013. The increase in tax levy in this program area was 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 essentially flat for 2015. The main oversight of the operations of the Day Reporting Center is addressed by the Assistant Superintendent-Programming.

This Program area also houses the HOC Graphics Shop and Laundry. The graphics shop provides professional print services to both internal and external entities. Internal charges for service in 2015 are based on 2013 actual expenditures for the graphics shop. The budget for the graphics shop remains relatively flat for 2015 but does show some modest expense reduction and revenue increase based on 2013 actual revenue collections. 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. As in 2014, the laundry facility will not charge the Office of the Sheriff for its share of inmate laundry per County Board file number 12-987. The 2015 budget for the Laundry does have a revenue reduction due to possible BHD closings.

In addition to the above the HOC initiated several processes to establish or re-establish programming activity options for inmates. These new (established) or re-established program options include:

- Establishing work preparedness/employability training that includes:
 - Culinary training - In2Work Program
 - Forklift driver certification
 - Employability soft-skills training for inmates soon to be release from custody
 - Expanding our graphics operation, which provides additional inmate employment training,
 - Re-establishing our recycling program and inmate jobs in this program.
- Establishing inmate re-entry programming for inmates soon to be released from custody that includes:
 - Re-entry planning and case management specifically designed for females inmates;
 - Re-entry planning and case management for male inmates
 - Educational and informational sessions of the Affordable Care Act health insurance options and enrollment requirements/methods for inmates soon to be release from custody.
- Establishing off site work crews that provides inmates labor to address:
 - Removing trash from County and State highways within Milwaukee County;
 - Working in 20 County Parks to assists park personnel in maintaining park grounds, equipment and facilities;

HOUSE OF CORRECTION (4300) BUDGET

DEPT: House of Correction

UNIT NO. 4300
FUND: General - 0001

- Maintaining (i.e., trash removal) 17 acres of County owned vacant lands;
- Maintaining the grounds, maintenance and landscaping of the House of Correction
- Working at the Hunger Task Force Farm and Fish Hatchery.
- Establishing in-house programming activities that includes:
 - AODA group and individual treatments;
 - Parenting and Nurturing classes;
 - Fatherhood classes;
 - Anger Management;
 - Mental health issues group and individual treatments.

HOUSE OF CORRECTION (4300) BUDGET

DEPT: House of Correction

UNIT NO. 4300
FUND: General - 0001

House of Correction Budgeted Positions				
Title Code	2014 Budget	2015 Budget	2015/2014 Variance	Explanation
Accountant 3	1	1	0	
Adm Asst	1	1	0	
Adm Asst NR	2	2	0	
Admin Spec - HOC	1	1	0	
Adv Prac Nurse Prescriber-Pool	0	1	1	Fund
Adv Prac Nurse Prescriber	5	5	0	
Analyst Budget and Mgmt	0	1	1	Create
Auto and Eq Mech	1	1	0	
Clerical Asst 1	1	2	1	Fund
Clerical Asst 2	6	2	-4	Abolish
Clerical Spec HOC	3	0	-3	Abolish
Corr Manager	6	6	0	
Corr Offcr 1	206	247	41	Create
Corr Offcr 1 BI Span	1	0	-1	Abolish
Corr Offcr 1 DOT	23	23	0	
Corr Offcr Lt	23	23	0	
Corr Offcr Lt - Prog Faci	1	1	0	
Corr Offcr Truck Driver	1	1	0	
Disribution Assistant	1	1	0	
Electrical Mech	0	1	1	Fund
Exdir2-Asstsuptd Hoc	2	2	0	
ExDir3-HOC Supt	1	0	-1	2013 Action
Executive Assistant HOC	1	1	0	
Facilities Mtce Wrkr-Ho	8	8	0	
Fire Safety Inspect Hr	0.2	0	-0.2	Abolish
Fiscal Asst 1	1	2	1	2013 Action
Fiscal Asst 2	3	3	0	
Fiscal Operations Mgr HOC	1	1	0	
Graphic Designer	0	1	1	Create
Graphic Services Coord	1	1	0	
Graphics Asst	1	1	0	
Graphics Supervisor	1	1	0	
Health Care Plan Spec 2	1	0	-1	Abolish
Heating Equip Mech	0	1	1	Fund
House Physician 1 Hrly	0	0.5	0.5	Fund
House Physician 3 Hrly	0.5	0	-0.5	Unfund
Laundry Cloth Prod Asst Sup	6	5	-1	Unfund
Laundry Cloth Prod Sup	2	2	0	
Laundry Supv	1	1	0	
LPN Sheriff	19	10.5	-8.5	Unfund
LPN Sheriff Pool	0	0.5	0.5	Fund
Mechanical Mtce Supt HOC	1	1	0	
Med Asst	6	3	-3	Unfund
Nurse Practitioner Pool	1	0	-1	Unfund
Overtime	19.7	30	10.3	
Plumber	1	1	0	

HOUSE OF CORRECTION (4300) BUDGET

DEPT: House of Correction

UNIT NO. 4300
FUND: General - 0001

Power Plant Oper In Charge	1	1	0	
Power Plant Operator	6	7	1	Create
Print Shop Tech HOC	1	1	0	
Psych Soc Wkr Sheriff	9	5	-4	Unfund
-RC-Correction Officer 1	8	6	-2	Retitle
-RC-Fiscal Asst 1	1	0	-1	2013 Action
RN 1	32.3	19	-13.3	Unfund
RN 2	1	0	-1	Unfund
RN 2 - MH	2	1	-1	Unfund
RN Pool	2.5	3	0.5	Fund
Salary Adjustment	4	0.3	-3.7	
Shift Differential	7.5	5.8	-1.7	
Shift Supv	4.5	3	-1.5	Unfund
Shift Supv HR	0.6	0	-0.6	Unfund
Special Premium	9.8	3	-6.8	
Staff Psychiatrist Hrly	1	0	-1	Unfund
Staff Psychiatrist-Sheriff	1	0	-1	Unfund
Stores Clerk 1	6	6	0	
Stores Clerk 3	1	1	0	
Superintendent House Correction	0	1	1	2013 Action
Unit Clerk	3	1	-2	Unfund
Vacancy & Turnover	-11.5	-15.7	-4.2	
TOTAL	452.1	444.9	-7.2	

Legacy Health Care and Pension Expenditures

2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
\$10,358,129	\$10,878,254	\$11,092,021	\$12,684,514	\$1,592,493

REQUESTED 2015 BUDGET

DEPT: District Attorney

UNIT NO. 4500
FUND: General - 0001

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.

OBJECTIVES

- Target, investigate, successfully prosecute and incarcerate shooters, other illegal gun offenders, and other violent criminals through the coordinated efforts of the community prosecution, general crimes, and violent crimes units.
- Reduce crime by coordinating the efforts of the community prosecution, general crimes, and violent crimes units and assigning each general crimes and violent crimes teams to one or more Milwaukee police districts and adjoining suburbs to promote accountability and facilitate investigation and prosecution of criminal gangs and violent offenders.
- Maintain a permanent witness protection unit to ensure that crime victims and witnesses who are threatened or intimidated are able to safely appear and testify in court; and that offenders who threaten, intimidate, or harm crime victims and witnesses are successfully prosecuted and punished.
- Continue to work closely with the courts, the State Public Defender, Justice 2000 and other community organizations to maintain a successful diversion and deferred prosecution program for nonviolent offenders with serious substance abuse and mental health treatment needs.
- Continue the successful operation of the Violent Crimes Courts project, which aims to bring homicide and sexual assault cases to trial within 90 to 120 days of the issuance of criminal charges.
- Continue to carry out the mandate of the crime victims' rights bill, enacted in response to a 1994 amendment to the Wisconsin Constitution that was effective on April 1, 1998, to ensure that all victims and witnesses of crime are treated with dignity, respect, courtesy, and sensitivity; and that the rights extended to victims and witnesses of crime are honored and protected no less vigorously than the protections afforded criminal defendants.
- Continue to enhance the prosecution of felony drug cases through the Milwaukee High Intensity Drug Trafficking Area (HIDTA), the Milwaukee Metropolitan Drug Enforcement Group (MMDEG), the community prosecution unit, and the violent crimes unit by targeting, investigating and prosecuting major drug dealers; ridding neighborhoods of drug dealers and nuisance properties; and continuing the successful operation of the Speedy Trial Drug Courts project, which aims to bring drug cases to trial within 120 days of the issuance of criminal charges.
- Continue the successful operation with the state Bureau of Milwaukee Child Welfare of the Termination of Parental Rights (TPR) Speedy Resolution project at the Vel Phillips Juvenile Justice Center to ensure that children do not languish in substitute care for years without realistic prospect of a return home or adoption by a loving family.
- Continue to implement 2005 Wisconsin Act 60, which mandated electronic recording of statements of adults in custodial interrogation, effective January 1, 2007, and requires the district attorney to copy, edit, index, provide discovery, and play in court the electronically recorded statements of defendants in felony cases.

REQUESTED 2015 BUDGET

DEPT: District Attorney

UNIT NO. 4500
FUND: General - 0001

DEPARTMENTAL PROGRAM DESCRIPTION

District Attorney Functions: The district attorney is responsible for the following duties: plans and organizes the prosecution of all criminal, juvenile and applicable ordinance violations in Milwaukee County; recruitment and staffing of all professional positions and making major assignments of personnel and cases; and coordination and supervision of all department activities and approval and control over all departmental policies, procedures and activities.

Chief Deputy District Attorney Functions: The chief deputy district attorney is responsible for the following duties: supervision of all division functions and oversight of the implementation of all departmental policies and procedures; supervision of liaisons with other county officials and departments, city, state, federal officials, law enforcement agencies and community groups; serving as office liaison to the legislature and initiation and review of proposals for criminal and juvenile law legislation; supervision of the homicide and public integrity units; the extradition of defendants from other states on felony charges; and proceedings related to the extradition of uncooperative witnesses on felony cases to or from Milwaukee County.

District Attorney	1
Chief Deputy District Attorney	1
County Staff	5.5
Assistant District Attorneys	9.75

MILWAUKEE COUNTY DISTRICT ATTORNEY'S OFFICE CASELOAD STATISTICS -- FILINGS				
<u>Workload Statistics</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2012/13 Change</u>
<i>Felony</i>	6,099	6,143	5,695	(448)
<i>Misdemeanor</i>	7,362	6,713	5,510	(1,203)
<i>Criminal Traffic</i>	2,796	2,792	2,724	(68)
<i>Children in Need of Protective Services (CHIPS)</i>	1,621	1,353	1,343	(10)
<i>Juvenile Delinquency</i>	1,632	1,725	1,476	(249)
<i>TPR (Termination of Parental Rights)</i>	312	278	346	68

Community Prosecution and General Crimes Division: The community prosecution division consists of the community prosecutors, who serve six of the seven Milwaukee police districts and the cities of South Milwaukee and West Allis. The general crimes division staffs all general felony and misdemeanor courts and presents evidence, argues motions, negotiates cases, and conducts jury and court trials for all general felony, misdemeanor and applicable ordinance violations in Milwaukee County. The division staffs five general felony courts and six general misdemeanor and intake courts in Milwaukee County circuit court, and strives to ensure application of uniform negotiation policies in general felony, misdemeanor, and ordinance cases, and to develop and maintain systems to ensure the highest quality of prosecution and speedy disposition of general felony, misdemeanor, and ordinance violation cases. The early intervention unit in the general crimes division screens and identifies case referrals of nonviolent offenders whose criminal risk can be safely managed by community-based programs in the Milwaukee County diversion, deferred prosecution, drug treatment court, or veterans' treatment initiative programs.

Division Personnel	
Deputy District Attorney	1
County Staff	7
Assistant District Attorneys	36.5

REQUESTED 2015 BUDGET

DEPT: District Attorney

UNIT NO. 4500
FUND: General - 0001

Administrative and Investigations Divisions: The investigation division, which is headed by the chief investigator, supervises district attorney investigators, who investigate police shootings of civilians and deaths in police custody, public corruption, major multi-jurisdictional crimes, industrial deaths and injuries, as well as providing post-charging investigation on major crimes, and maintain office security. The investigators also run the witness protection program which seeks to insure that witnesses who are threatened or intimidated are able to safely appear and testify in court by focusing enforcement efforts on prosecuting offenders and offering specialized security services to victims and witnesses. The division is divided into a witness protection unit and a special investigations unit that are each supervised directly by a deputy chief investigator. The special investigations unit has the capability to perform criminal intelligence analysis and forensic computer and cell phone analysis in support of investigations and charged criminal cases. The special investigations unit includes two investigators who provide direct law enforcement / investigative support to the Department of Child Support Services and to the assistant district attorney who is assigned to that mission. 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 also administers the department’s state and county budgets and fiscal systems, develops and coordinates grants and revenues, and controls the expenditure of funds. The division also supervises the criminal child support unit, and supervises internal management, including inventory, purchasing systems and procedures, record management and statistics as well as organizing, staffing, directing and coordinating clerical functions. The division is also responsible for long-range planning, and maintaining liaison with the administrative and fiscal personnel of the state, Milwaukee County, law enforcement agencies and other governmental organizations.

Administrative and Investigations Divisions:

Administrative Division Personnel	
Deputy District Attorney	1
Assistant District Attorney	1
County Staff	22

Investigator Division Personnel	
Chief Investigator	1
County Staff	16

Violent Crimes and Sensitive Crimes Division: The violent crimes division staffs the specialized criminal courts for homicide, sexual assault, felony drug, and firearms cases, and presents evidence, argues motions, negotiates cases, and conducts jury and court trials for all felony violations in the specialized felony Milwaukee County felony courts. The division, which consists of the homicide, sensitive crimes, sensitive crimes victim witness services, violent crimes – drug, and violent crimes – firearms units, staffs seven specialized felony courts in Milwaukee County circuit court and strives to ensure application of uniform negotiation policies in violent crimes’ cases, and to develop and maintain systems to ensure the highest quality of prosecution and speedy disposition of violent crimes’ cases. The sensitive crimes division includes the domestic violence unit, sensitive crimes unit, and child abuse and protection unit.

Deputy District Attorney	1
County Staff	26.5
Assistant District Attorneys	40

Juvenile Division: The juvenile division performs the following functions: reviews all referrals for possible delinquency prosecution and orders additional investigation as required; provides legal advice to the Vel Phillips

REQUESTED 2015 BUDGET

DEPT: District Attorney

UNIT NO. 4500
FUND: General - 0001

Juvenile Justice Center staff; drafts and files petitions to declare juveniles delinquent or in need of protection and services (CHIPS) under Chapters 48 and 938 of Wisconsin Statutes; prepares and argues waivers of jurisdiction from juvenile court to adult court; prosecutes all delinquency and CHIPS actions in the juvenile court of Milwaukee County; reviews and prosecutes all matters involving termination of parental rights in the juvenile court of Milwaukee County; conducts a continuing education and informational program for law enforcement personnel, social services agencies, child protection social workers and citizens on latest developments and practices in juvenile law; and directs the victim/witness services unit of the Vel Phillips Juvenile Justice Center, including the witness notification and subpoena functions.

Juvenile Division Personnel	
Deputy District Attorney	1
County Staff	25
Assistant District Attorneys	27.25

Information Technology Division: The information technology division manages the district attorney's computer network downtown and at the Vel Phillips Juvenile Justice Center which is part of the statewide district attorney computer network; manages the database and user accounts for the State DA case management system PROTECT, manages the Pro-Phoenix law enforcement report management software and database; manages district attorney connections to the county mainframe for the CJIS, JIMS, Advantage, and BRASS applications; trains district attorney staff in office computer applications; prepares courtroom exhibits and presentation equipment and copies, edits and converts electronic media in criminal and juvenile cases; and manages district attorney facilities in the Safety Building and Criminal Justice Facility. The office maintains a forensic computer examination capability with specialized computers and storage devices.

Information Technology Personnel	
IT Director	1
County Staff	2

Victim/Witness Division: The victim/witness division provides comprehensive services as required by law to crime victims and witnesses on criminal cases; and includes the Outreach process unit, which serves subpoenas and other process on criminal and juvenile cases.

Victim/Witness Personnel	
Victim/Witness Coordinator	1
County Staff	40

State Prosecutors and the County Payroll and Benefit System: The district attorney's budget includes 6 FTE prosecutors who elected to remain in the Milwaukee County Employee Retirement System and retain county fringe benefits when district attorneys became state employees on January 1, 1990. There are also 8 FTE prosecutors on the state payroll that retained county fringe benefits when district attorneys became state employees. The budget reflects county payments to prosecutors on the county payroll and state reimbursement for these payments as well as the actual county cost of fringe benefits provided to the 14 FTE prosecutors with county fringe benefits. The county is reimbursed biweekly for salary, social security, and retirement benefits and semi-annually for health, dental, and life insurance. Wis. Stat. §§ 978.12(5)&(6) provide that state reimbursement must be based on actual county fringe benefits' costs or comparable state costs, whichever is less.

CHARGES FROM THE STATE

Charges from the state for the salaries and fringe benefits of 29.5 FTE assistant district attorneys increase by \$257,486 because of four additional grant-funded prosecutors. The costs of these positions are offset with federal

REQUESTED 2015 BUDGET

DEPT: District Attorney

UNIT NO. 4500
FUND: General - 0001

and state grant revenue. The state fronts the money for the salaries and fringe benefits of these grant-funded prosecutors by paying the prosecutors bi-weekly, the district attorney receives the revenue for these positions in accounts 2299 and 2699, and the district attorney then passes the revenue on to the state through expenditure account 6090 by paying quarterly state reimbursement claims.

Charges from the State	2015 ADA FTE	2014 Budget	2015 Budget	2014/15 Variance
Byrne JAG DOJ MMDEG Task Force	4.0	\$ 285,865	\$ 285,640	\$ (225)
Byrne JAG Local Milwaukee County	5.0	208,000	157,000	(51,000)
Child Support Prosecutor	1.0	85,665	93,779	8,114
State DCF CHIPS TPR Contract	8.5	772,450	715,520	(56,930)
State Violence Against Women Act (STOP VAWA)	1.0	76,150	77,650	1,500
High Intensity Drug Trafficking Area (HIDTA)	6.0	496,525	513,550	17,025
DOJ Project Safe Neighborhoods (PSN)	1.0	0	93,500	93,500
DOJ Early Intervention General Crimes	1.0	0	80,000	80,000
Federal VAWA Domestic Violence	2.0	0	165,502	165,502
TOTAL	29.5	\$ 1,924,655	\$ 2,182,141	\$ 257,486

Revenue from state grants for 2015 is comprised of the five programs detailed in the following table:

STATE GRANTS			
State Revenue Programs	2014 Budget	2015 Budget	2014/15 Variance
Victim/Witness Program	\$ 1,350,000	\$ 1,430,000	\$ 80,000
Victim of Crimes Act (VOCA)	292,950	255,316	(37,634)
Special Prosecution Courts' Clerks	320,000	343,300	23,300
State DCF CHIPS-TPR Contract	1,292,225	1,240,735	(51,490)
State Violence Against Women Act (STOP VAWA)	153,600	139,385	(14,215)
TOTAL	\$ 3,408,775	\$ 3,408,736	\$ (39)

The Victim/Witness Program, which provides services to victims and witnesses of crimes pursuant to Chapter 950 of the Wisconsin Statutes, consists of 35.5 FTE authorized, funded positions: 4.5 victim/witness coordinators, 22 victim/witness advocates, 1 victim/witness advocate – bilingual, 1 sensitive crimes victim advocate, 3 investigators in the witness protection unit, and 4 clerical personnel.

Wis. Stat. § 950.06 provides that the state can reimburse counties for up to 90 percent of costs of their victim/witness programs. The district attorney's adopted 2014 budget estimates a reimbursement rate of 50 percent for the victim/witness program. The state reimbursement rate for the victim/witness program plummeted to 40 percent in the July-December 2011 reporting period, but has rebounded since then, rising to 46.85 percent in January-June 2012, 46.5 percent in July–December 2012, 47.5 percent in January-June 2013, and then to 57 percent in the most recent July-December 2013 reporting period. For 2015, we are estimating a reimbursement rate of approximately 53 percent of programs costs.

Victims Of Crime Act (VOCA) funding from the Wisconsin Department of Justice, Office of Crime Victim Services (OCVS), will provide funding for five positions in 2015: two victim/witness advocates assigned to the crisis response unit and three assistant sensitive crimes victim advocates in the sensitive crimes victim services unit. OCVS provides 80 percent reimbursement for these positions and operating expenses through VOCA.

REQUESTED 2015 BUDGET

DEPT: District Attorney

UNIT NO. 4500
FUND: General - 0001

The Special Prosecution Courts' Clerks statutory grant provides funding for the salaries and fringe benefits of 6.5 FTE secretaries: 4.5 secretarial assistants and 2.0 clerical assistant 1's in the homicide, sensitive crimes, and violent crimes units. The clerk of circuit court collects the grant revenue from a \$3.50 fee levied on civil case filings, only in Milwaukee County, pursuant to Wis. Stat. § 814.86 (1m).

The CHIPS-Termination of Parental Rights grant will provide continuing funding for 8.5 assistant district attorneys, 5.0 paralegals, and 2.0 secretarial assistants under a state contract with the Department of Children and Families (DCF).

The State Violence Against Women Act (VAWA) Formula Grant for Domestic Violence and Sexual Assault Specialized Prosecution from the Wisconsin Office of Justice Assistance (OJA) will provide continuing funding for one assistant district attorney and one assistant sensitive crimes victim advocate.

Revenue from federal grants for 2015 is comprised of the six programs detailed in the following table:

	2014 Budget	2015 Budget	2014/15 Variance
HIDTA	570,250	598,075	27,825
Byrne JAG DOJ MMDEG Task Force	565,865	565,865	0
Byrne JAG Local Milwaukee County	208,460	157,000	(51,460)
DOJ Project Safe Neighborhoods (PSN)	0	93,500	93,500
DOJ Early Intervention General Crimes	0	80,000	80,000
Federal VAWA Domestic Violence	0	281,750	281,750
TOTAL	\$ 1,344,575	\$ 1,776,190	\$ 431,615

The Wisconsin High Intensity Drug Trafficking Area (HIDTA) grant will provide funding from the federal Office of National Drug Control Policy (ONDCP) for six assistant district attorneys and one paralegal in the district attorney's violent crimes and HIDTA units and also provide travel and training reimbursement for HIDTA prosecutors.

The Milwaukee County Byrne JAG Local block grant, which is administered by DAS, provides funding for the salaries and fringe benefits of five assistant district attorneys: the three community prosecutors for Milwaukee police districts 2, 3, 6, and 7, and the cities of South Milwaukee and West Allis; the juvenile firearms prosecutor; and one prosecutor in the domestic violence unit. Existing funding from the 2013 Byrne JAG Local grant will run out in approximately mid-August 2014. The 2014 Byrne JAG Local will provide continuing funding of \$282,273 for the five prosecutors from approximately mid-August 2014 to May 31, 2015. The estimated 2015 portion of that funding, approximately \$157,000, is included in the 2015 budget.

The Byrne JAG OJA MMDEG Task Force grant provides funding for four assistant district attorneys in the violent crimes – drug unit and payments totaling approximately \$280,225 to the Milwaukee, South Milwaukee, and West Allis police departments for the salaries and fringe benefits of officers assigned full-time to the MMDEG police unit.

The DOJ Early Intervention General Crimes grant provides funding for an assistant district attorney that screens and identifies case referrals of nonviolent offenders whose criminal risk can be safely managed by community-based programs in the Milwaukee County diversion, deferred prosecution, drug treatment court, or veterans' treatment initiative programs.

REQUESTED 2015 BUDGET

DEPT: District Attorney

UNIT NO. 4500
FUND: General - 0001

The Federal VAWA Domestic Violence grant provides funding for the salaries and fringe benefits of two assistant district attorneys dedicated to domestic violence cases, payments of approximately \$113,748 to the Sojourner Family Peace Center for the salaries and fringe benefits of two victim advocates that provide services to domestic violence victims in Milwaukee district police stations, and reimbursement for required grant travel and training.

The DOJ Project Safe Neighborhoods (PSN) grant provides funding for an assistant district attorney that investigates and prosecutes shootings and gun crimes in two Milwaukee police districts.

CHARGES TO OTHER COUNTY AGENCIES				
Department	2015 CROSSCHARGES Program	2014 Budget	2015 Budget	2014/15 Change
Child Support	Criminal Child Support Prosecutions	173,536	384,033	210,497
Health & Human Serv	First Offender Program	44,625	-	(44,625)

Child Support Enforcement

Wis. Stat. § 948.22 provides criminal penalties for failure to support a child. The Department of Child Support Services (CSS) refers the most egregious cases to the district attorney for criminal prosecution. The district attorney crosscharges CSS for two programs. The first program is for the services of an assistant district attorney on the state payroll and a full-time county paralegal that prosecute criminal child support cases. CSS receives federal reimbursement of 66 percent for the cost of these positions and charges back the remaining 34 percent to the district attorney. The state charges the district attorney for the costs of the assistant district attorney dedicated to child support cases. The second program, which was a new initiative in the 2014 budget, is for the services of two district attorney investigators that investigate child support cases for CSS and the district attorney's office.

Department of Health and Human Services

In the 2014 budget, the costs for one half-time district attorney paralegal assigned to the First Time Offender program in the juvenile division at the Vel Phillips Juvenile Justice Center (VPJJC) are crosscharged to the Department of Health and Human Services (DHHS) to recover grant funding that DHHS receives in its budget. DHHS notified the district attorney on June 17, 2014, that this funding will end on December 31, 2014. Funding for the half-time paralegal is included in our 2015 budget submission, resulting in a tax levy increase of \$44,625.

2015 BUDGET

Approach and Priorities

- The district attorney is committed to maintaining current service levels in both quantity and quality. This office is a public safety agency whose duties are mandated by federal and state law. It must meet court-ordered deadlines as well as perform its constitutional and statutory duties in order to enforce criminal and juvenile law to provide for the safety and security of the citizens of Milwaukee County.
- Continue the district attorney's record of 22 consecutive years of budget surplus and fiscal discipline, which is unprecedented among county criminal justice agencies.

Programmatic Impacts

- The reimbursement rate for victim/witness services from the state has rebounded to approximately 50% from an all-time low of 41%. This will support the continuation of services by the Victim Witness and Witness Protection programs, including filling necessary positions that were previously unfunded.

REQUESTED 2015 BUDGET

DEPT: District Attorney

UNIT NO. 4500
FUND: General - 0001

Budget Highlights

Family Justice Center **\$36,702**

The budget includes \$36,702 to equip the district attorney's portion of the new Family Justice Center, an innovative collaborative model for addressing family violence. Housed within the new Sojourner Family Peace Center which will be located at Sixth and Walnut, the Milwaukee County District Attorney's Office will provide services along with Children's Hospital of Wisconsin, Jewish Family Services, the Milwaukee Police Department, Wraparound Milwaukee, Milwaukee Public Schools and other on-site and off-site partners. These partners will collaboratively respond to incidents of domestic violence and child abuse while assisting families with establishing long term stability within the neighborhoods in which they live. The funds will be used to provide data connectivity between the Family Justice Center remote location and the main district attorney's office, as well as associated computer software and minor office and data processing equipment. Many of these costs are one-time start-up costs; the expected annual cost for future years should be significantly lower.

Forensic Computer and Cell Phone Equipment and Software **\$31,237**

The budget includes a total of \$31,237 in various accounts to maintain and enhance the district attorney investigator unit's capability to examine computers and cell phones for information of evidentiary value in support of criminal investigations and prosecutions. Seizures of computers and cell phones have increased exponentially in the past several years and the ability to provide a forensic examination of the contents is a critical component of a thorough and proper investigation and successful prosecution, particularly in crimes involving the sexual exploitation of children and complex financial crimes. These costs are primarily one-time costs for equipment; there are some recurring software license fees as well.

Item	Object/ Account #	Object/ Account Amount
Forensic Software	7915	\$8,323
Minor Office Equipment	7973	1,366
Minor Data Processing Equipment	7977	6,111
Other Capital Outlays	8589	15,437
2015 Forensic Additions		\$31,237

Support for Victim Witness Transportation and Crisis Response

The district attorney's office is seeking, through a request made to Fleet Management, the assignment of one additional county vehicle to the office. This vehicle will be used by the process servers and victim witness staff to provide transportation to and from adult and juvenile court for citizen witnesses and victims, particularly the vulnerable and disadvantaged who have particular difficulty coming to court. The vehicle will also be used by the victim witness specialists assigned to the Crisis Response Unit to respond to critical criminal incidents throughout the county in order to provide immediate services to traumatized victims, witnesses, and family members. The cost of this vehicle will be cross charged to the office by Fleet Management; the district attorney budget reflects an increase in fuel costs in part on the assumption that the additional vehicle will be approved.

Capital Outlay **\$45,728**

The net amount of capital expenditures rises by \$45,728, primarily because of two projects, in addition to the computer equipment and copy machine being requested for the Family Justice Center. We are requesting \$6,379 to remodel two rooms in the Safety Building to be utilized for a victim waiting room and conference room for

REQUESTED 2015 BUDGET

DEPT: District Attorney

UNIT NO. 4500
FUND: General - 0001

prosecutors to consult with victims and witnesses of crime. The location is ideally suited for homicide and sexual assault victims requiring privacy and those victims requiring witness protection services. We are also requesting \$24,000 to replace worn out carpeting in the Violent Crimes Unit in the 219 suite of the Safety Building.

REQUESTED 2015 BUDGET

DEPT: District Attorney

UNIT NO. 4500
FUND: General - 0001

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$13,187,341	\$12,556,268	\$13,529,941	\$14,947,783	\$1,417,842
Operation Costs	\$3,338,968	\$2,905,870	\$2,884,280	\$3,321,895	\$437,616
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$53,475	\$60,909	\$54,180	\$99,908	\$45,728
Interdept. Charges	\$1,802,452	\$1,750,241	\$1,605,396	\$1,849,495	\$244,100
Total Expenditures	\$18,382,236	\$17,273,288	\$18,073,796	\$20,219,081	\$2,145,286
Revenues					
Direct Revenue	\$73,750	\$84,263	\$75,750	\$61,600	(\$14,150)
Intergov Revenue	\$6,245,923	\$5,871,014	\$5,746,655	\$6,165,506	\$418,851
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$6,319,673	\$5,955,277	\$5,822,405	\$6,227,106	\$404,701
Tax Levy	\$12,062,563	\$11,318,011	\$12,251,391	\$13,991,975	\$1,740,585
Personnel					
Full-Time Pos. (FTE)		145	150	148.5	-1.5
Seas/Hourly/Pool Pos.		5.4	8.5	8.5	0
Overtime \$		\$132,564	\$160,272	\$160,272	\$0

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

MEDICAL EXAMINER (4900) BUDGET

DEPT: Medical Examiner

UNIT NO. 4900
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$3,470,072	\$3,308,990	\$3,537,754	\$3,999,752	\$461,998
Operation Costs	\$755,557	\$719,857	\$850,626	\$779,027	(\$71,598)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$2,600	\$62,543	\$0	\$5,300	\$5,300
Interdept. Charges	\$436,048	\$442,542	\$443,124	\$541,893	\$98,769
Total Expenditures	\$4,664,277	\$4,533,932	\$4,831,504	\$5,325,972	\$494,469
Revenues					
Direct Revenue	\$1,771,535	\$1,692,639	\$2,051,211	\$2,158,325	\$107,114
Intergov Revenue	\$8,500	\$58,438	\$7,257	\$7,500	\$243
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,780,035	\$1,751,077	\$2,058,468	\$2,165,825	\$107,357
Tax Levy	\$2,884,242	\$2,782,855	\$2,773,036	\$3,160,147	\$387,112
Personnel					
Full-Time Pos. (FTE)		28	28.1	27.5	-0.6
Seas/Hourly/Pool Pos.		0	0	0	0
Overtime \$		\$89,892	\$50,232	\$73,188	\$22,956

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.

MEDICAL EXAMINER (4900) BUDGET

DEPT: Medical Examiner

UNIT NO. 4900
FUND: General - 0001

Strategic Program Area 1: Medical Examiner

Service Provision: Mandated

Strategic Outcome: Personal Safety

What We Do: Activity			
Activity	2013 Actual	2014 Budget	2015 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	4,300
Deaths Investigated	5,698	6,000	6,000

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$4,664,277	\$4,533,932	\$4,831,504	\$5,325,972	\$494,469
Revenues	\$1,780,035	\$1,751,077	\$2,058,468	\$2,165,825	\$107,357
Tax Levy	\$2,884,242	\$2,782,855	\$2,773,036	\$3,160,147	\$387,112
FTE Positions		28	28.2	28.9	0.7

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Pass Rate for Forensics Board	100%	100%	100%	100%
Accreditation by the National Association of Medical Examiners	Achieved	Achieved	Achieved	Achieved
Accreditation by the Accreditation Council for Graduate Medical Education	Achieved	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 2015 staffing level remains the same as 2014, with the plan to fill a vacant/funded forensic pathologist in July, 2015 due to increased workload from referral autopsies, and to reduce the autopsy work load to maintain the proper number of autopsies per Medical Examiner per year as required to maintain the Department’s National Association of Medical Examiner’s (NAME) accreditation. Tax levy is increased by \$387,111, primarily due to cross charges and legacy personnel costs. Revenue is increased by \$107,114 due to an increase in fees charged for referral autopsies, and due to projected increase in volume of cremation permits. Operation costs are decreased by \$71,598 primarily due to the discontinuance of warranties on the digital x-ray equipment that is being replaced during the capital budget process, and the change in software licensing for our case management system. The

MEDICAL EXAMINER (4900) BUDGET

DEPT: Medical Examiner

UNIT NO. 4900
FUND: General - 0001

operating capital budget increased to \$5,600 due to the planned purchase of two automated external defibrillators (AED) to install in the autopsy viewing area, and the family identification/notification meeting room.

Medical Examiner Budgeted Positions				
Title Code	2014 Budget	2015 Budget	2015/2014 Variance	Explanation
Forensic Asst-Med Examr	3	3	0	
Forensic Chemist (18N)	3	3	0	
Forensic Investigator	11.6	11	-0.6	Vacant and unfunded PT investigator
Forensic Investigatr In Charge	1	1	0	
Forensic Supervisor	1	1	0	
Forensic Tech Supv	1	1	0	
Med Rec Coord (ME)	1	1	0	
Medexdir-Asstmedexam	2.5	2.5	0	
Medexdir-Deputy Chief Med Exam	1	1	0	
Medexdir-Med Examiner	1	1	0	
Mgmt Asst - ME	1	1	0	
Operations Mgr Med Examiner	1	1	0	
Overtime	0.7	1	0.3	
Salary Adjustment	0	1.4	1.4	Current year actions and reflection of actual salaries
Vacancy & Turnover	-0.6	-1	-0.4	
TOTAL	28.2	28.9	0.7	

Legacy Health Care and Pension Expenditures				
2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
\$612,682	\$657,732	\$717,469	\$952,962	\$235,493

DOT-AIRPORT (5040) BUDGET

DEPT: DOT-Airport

UNIT NO. 5040
FUND: Enterprise--0076

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$26,090,206	\$26,223,773	\$26,496,078	\$29,292,464	\$2,796,386
Operation Costs	\$25,728,710	\$22,991,241	\$26,851,541	\$27,387,395	\$535,854
Debt & Depreciation	\$23,703,500	\$23,039,511	\$20,013,072	\$23,767,309	\$3,754,237
Capital Outlay	\$536,000	(\$367,968)	\$655,325	\$536,000	(\$119,325)
Interdept. Charges	\$10,939,400	\$10,209,672	\$10,181,652	\$10,998,668	\$817,016
Total Expenditures	\$86,997,816	\$82,096,229	\$84,197,668	\$91,981,835	\$7,784,167
Revenues					
Direct Revenue	\$86,475,595	\$81,395,660*	\$83,623,268	\$91,475,985	\$7,852,717
Intergov Revenue	\$125,000	\$235,412	\$175,000	\$145,000	(\$30,000)
Indirect Revenue	\$397,220	\$465,157	\$399,400	\$360,850	(\$38,550)
Total Revenues	\$86,997,816	\$82,096,229	\$84,197,668	\$91,981,835	\$7,784,167
Tax Levy	\$0	\$0	\$0	\$0	\$0
Personnel					
Full-Time Pos. (FTE)	272.3		273.6	269.6	(4.0)
Seas/Hourly/Pool Pos.	5.7		5.7	5.7	0
Overtime \$	\$819,432		\$823,752	\$932,544	\$108,792

* 2013 Actual revenues have been restated to remove the year end entries made by the Comptroller's Office, for the annual CAFR

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 the administrative services 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.

For purposes of presentation, a change in tax levy is identified for each budget highlight; however, the Airport's actual tax levy is \$0 because as an enterprise fund its expenses are charged to all airport users.

DOT-AIRPORT (5040) BUDGET

DEPT: DOT-Airport

UNIT NO. 5040
FUND: Enterprise--0076

Strategic Program Area 1: General Mitchell International Airport

Service Provision: Discretionary

Strategic Outcome: Economic Opportunity

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Enplanements	3,266,306	3,156,000	3,306,000
Total Passengers	6,525,181	6,312,000	6,612,000
Landed Weight (total) 000 lb unit	4,522,952	4,320,863	4,497,978

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$84,750,439	\$80,289,744	\$82,281,613	\$90,067,790	\$7,786,177
Revenues	\$85,982,066	\$88,084,394	\$83,126,590	\$90,874,787	\$7,748,197
Tax Levy	(\$1,231,627)	(\$7,794,650)	(\$844,977)	(\$806,997)	\$37,980
FTE Positions	275.0		276.3	272.3	(4.0)

Although tax levy is shown in this service area, no tax levy is actually received. This amount reflects the subsidy paid by airport users to operate the Lawrence J. Timmerman Airport and the MKE Business Park. 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	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Airport Cost Per Enplanement	\$22.60	\$25.14	\$26.68	\$27.82
Customer Satisfaction Survey*	4.02	4.02	4.02	4.00
Non-Airline revenue as a % of Airport Revenue	59.9%	63.3%	61.7%	61.3%

*The department began collecting performance data in 2014 and will record it in future budgets.

For purposes of presentation, a change in tax levy is identified for each budget highlight; however, the Airport's actual tax levy is \$0 because as an enterprise fund its expenses are charged to all airport users.

DOT-AIRPORT (5040) BUDGET

DEPT: DOT-Airport

UNIT NO. 5040
FUND: Enterprise--0076

General Mitchell International Airport is broken down into the following operating sections to fulfill its mission.

SECTION PROGRAM DESCRIPTION:

Administration is responsible for general administration, planning, accounting, payroll, budget, marketing, procurement, and airside and landside business development and operations. Administration of the noise mitigation program and ongoing noise monitoring and abatement activities is also handled in this section.

Parking Operations records the various expenses of operating the parking structure, debt service and associated interest expense on the parking structure addition. This group also oversees all GMIA ground transportation activities including taxi, shuttle, and limousine and off-airport operators providing services to and from GMIA. Parking revenue fees are collected and accounted for by this section.

Maintenance is responsible for the Airport's structures and grounds. This includes custodial, HVAC and electrical services as well as snow plowing and grass cutting.

Environmental and Safety is responsible for activities related to workplace safety, compliance with governmental safety requirements, glycol recovery programs and wastewater treatment programs.

Airside Operations is responsible for keeping the airfield and ramp areas open for business at all times. This area oversees the day-to-day activities of the airport and ensures compliance with Federal Aviation Administration (FAA), and state and local regulations. This section coordinates emergency responses, construction activities, special events and snow removal.

Landside Operations oversees day-to-day terminal operations. This section addresses passenger safety issues and coordinates terminal construction activities, special events, snow removal (on the roadway) and signage issues. This section ensures that ground transportation operators are properly licensed and are in compliance with the standards set forth in Milwaukee County General Ordinances.

Fire Protection maintains 24/7 staffing to deal with emergency situations on the airfield and within the terminal, parking structure and parking lots. This section responds to emergency needs involving patrons, tenants and airport staff.

Safety and Security is responsible for the safety and security functions within the airfield perimeters, working closely with other agencies and taking necessary actions to keep the Airports in compliance with FAA and TSA standards and regulations.

Strategic Implementation:

Mergers and consolidations within the airline industry have resulted in fewer airline carriers in the overall commercial air service marketplace. These reduced numbers of carriers are flying fuller aircraft but a decreased number of flights. While, the results have been profitable for the air carriers, airports are experiencing relatively flat or decreased air service and revenues. Therefore, in this environment of decreased air service and stagnate airport revenues, the primary GMIA budget goal is to control expenditure growth to the extent possible to ensure GMIA remains attractive to air service carriers.

Overall expenditures are higher in 2015 when compared to the prior budget year reflecting the increased cost of continuing operations at GMIA. Expenditure increases occur in a few major areas for 2015. Costs for debt service increase by \$3,173,593 offset by an increase in Passenger Facility Charge (PFC) revenue of \$1,002,554 for a net cost increase of \$2,171,039. 2015 begins the debt service payments related to the 2013 General Airport

For purposes of presentation, a change in tax levy is identified for each budget highlight; however, the Airport's actual tax levy is \$0 because as an enterprise fund its expenses are charged to all airport users.

DOT-AIRPORT (5040) BUDGET

DEPT: DOT-Airport

UNIT NO. 5040
FUND: Enterprise--0076

Revenue Bonds that include a portion of the debt for the major remodeling of the Baggage Claim Building. A general wage inflator of two percent was applied to all salaries. Significant increases for legacy healthcare and legacy pension led to a 20 percent overall increase in fringe benefits.

A combination of increased revenues and expenditure reduction initiatives are included in the 2015 Budget to cover overall increases in costs over the prior year budget.

Revenue enhancements:

Parking rates increase \$0.50 per day for all parking locations and a \$1.00 a day for the Train Station lot. Based upon expected utilization and the rate change, revenues increase \$1,615,000 from \$27,400,000 to \$29,015,000.

New revenue of \$122,000 is also included in 2015 to reflect the parking privilege fee assessed on a per space basis (\$38.51 per space for 3,168 parking spaces) enacted through an approved ordinance change by Milwaukee County in April 2013.

Concession revenues increase slightly by \$254,945 from \$14,873,735 to \$15,128,680 to better align with actual revenue experience. The concession revenues also reflect the five year rental car agreements which are held flat at \$9,164,000.

Expenditure reduction initiatives for 2015:

The Vacancy and Turnover rate was increased from 3 to 4 percent to more accurately reflect the amount of time needed to recruit and fill specialized positions.

Four vacant funded positions are eliminated including 1.0 FTE Airport Marketing Research Analyst, 1.0 FTE Airport Operations Coordinator 2, 1.0 FTE Clerical Assistant 2, 1.0 FTE Contract Specialist Airport.

The Airport will continue to coordinate with County Fleet Management for the lease-to-own or purchase of Airport specific vehicles and/or appropriate equipment.

In 2015 the Airport may issue a series of requests for information or requests for proposals related to the management and operations of the security, fire protection, and custodial functions of the Airport System.

For purposes of presentation, a change in tax levy is identified for each budget highlight; however, the Airport's actual tax levy is \$0 because as an enterprise fund its expenses are charged to all airport users.

DOT-AIRPORT (5040) BUDGET

DEPT: DOT-Airport

UNIT NO. 5040
FUND: Enterprise--0076

Strategic Program Area 2: MKE Regional Business Park

Service Provision: Committed

Strategic Outcome: Economic Opportunity

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
This Service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,792,703	\$1,223,929	\$1,430,153	\$1,348,125	(\$82,028)
Revenues	\$800,000	\$737,541	\$825,000	\$856,545	\$31,545
Tax Levy	\$992,703	\$486,388	\$605,153	\$491,580	(\$113,573)
FTE Positions	1		1	1	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Performance measures have not yet been created for this service				

Strategic Implementation: The MKE Regional Business Park 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 \$113,573 from \$605,153 to \$491,580 due to a reduction in costs of \$82,028 from \$1,430,153 to \$1,348,125 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 \$31,545 from \$825,000 to \$856,545. This revenue is expected to continue to increase over the next several years as more buildings become occupied.

For purposes of presentation, a change in tax levy is identified for each budget highlight; however, the Airport's actual tax levy is \$0 because as an enterprise fund its expenses are charged to all airport users.

DOT-AIRPORT (5040) BUDGET

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			
Item	2013 Actual	2014 Budget	2015 Budget
This Service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$454,673	\$582,556	\$485,902	\$565,920	\$80,018
Revenues	\$215,750	\$244,243	\$246,078	\$250,503	\$4,425
Tax Levy	\$238,923	\$338,313	\$239,824	\$315,417	\$75,593
FTE Positions	2		2	2	0

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2014 Budget
Aircraft operations	30,494	30,500	30,500

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 \$4,425 from \$246,078 to \$250,503 and can be attributed to an increase in Fixed Base Operator revenue.

For purposes of presentation, a change in tax levy is identified for each budget highlight; however, the Airport’s actual tax levy is \$0 because as an enterprise fund its expenses are charged to all airport users.

DOT-AIRPORT (5040) BUDGET

DEPT: DOT-Airport

UNIT NO. 5040
FUND: Enterprise--0076

DOT-Airport Budgeted Positions				
Title Code	2014 Budget	2015 Budget	2015/2014 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 Maint Manager	1	1	0	
Airport Marketing & PR Coord	1	1	0	
Airport Marketing Manager	1	1	0	
Airport Mktg & Pub Rel Mgr	1	1	0	
Airport Mrkting Resrch Analyst	1	0	-1	Abolish upon vacancy
Airport Mtce Asst Supt	1	2	1	Create
Airport Mtce Wkr	62	61	-1	Abolish upon vacancy
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	11	-1	Abolish upon vacancy
Airport Operations Manager	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 Safety Manager	0	1	1	Create
Airport Security Operator	2	2	0	
Airport Worker - Seasonal	0.3	0.3	0	
Asst Airport Noise Prog Mgr TC	1	1	0	
Asst Airport Oper Mgr Landside	1	1	0	
Asst Airport Pub Safe/Sec Mgr	1	1	0	
Asst Airpt Maint Supv	6	6	0	
Asst Airpt Oper Mgr	2	2	0	
Asst Chief of Air Res & Firefg	6.6	6.6	0	

For purposes of presentation, a change in tax levy is identified for each budget highlight; however, the Airport's actual tax levy is \$0 because as an enterprise fund its expenses are charged to all airport users.

DOT-AIRPORT (5040) BUDGET

DEPT: DOT-Airport

UNIT NO. 5040
FUND: Enterprise--0076

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	0	-1	Abolish upon vacancy
Contract Payment Spec	1	1	0	
Contract Spec Airport	1	0	-1	Abolish upon vacancy
Electrical Mech	2	2	0	
Electrical Mech Dot	7	7	0	
Electrical Mech Supv	2	2	0	
Electronic Mechanic	1	1	0	
Ex Director Airport	1	1	0	
Exdir2-Dep Airport Dir	1	1	0	
Exdir2-Deparptdir-Finad	1	1	0	
Exdir2-Deparptdir-Oprmn	1	1	0	
Executive Assistant Airport	1	1	0	
Facilities Supv	1	1	0	
Firefighter - Lieutenant	0	4.3	4.3	create
Firefighter Equip Oper	24.5	21.6	-2.9	Abolish upon vacancy
-RC-Firefighter Equip Oper	1.4	0	-1.4	Abolish upon vacancy
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	1	1	0	
Market Pubrelcoord Airport	1	1	0	
Mgmt Asst - TPW	1	1	0	
Network Tech Spec IV Airport	3	3	0	
Noise Program Coord-PR 32M	1	1	0	
Operating and Mtce Supv	1	1	0	
Plumber	2	2	0	
Safety Train Spec Airport	1	0	-1	Abolish upon vacancy
Secretarial Asst	1	1	0	
Secretarial Asst Nr	1	1	0	
Secretary Nr	1	1	0	

For purposes of presentation, a change in tax levy is identified for each budget highlight; however, the Airport's actual tax levy is \$0 because as an enterprise fund its expenses are charged to all airport users.

DOT-AIRPORT (5040) BUDGET

DEPT: DOT-Airport

UNIT NO. 5040
FUND: Enterprise--0076

Senior Exec Asst DPW NR	1	1	0	
Steamfitter Temp Contrl	2	2	0	
Stores Clerk 1	1	1	0	
Student Intern	0.6	0.6	0	
Overtime	17.9	18.9	1	
Vacancy & Turnover	-8.7	-11.1	-2.4	
TOTAL	288.4	283	-5.4	

Legacy Health Care and Pension Expenditures				
2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
\$4,989,000	\$5,242,391	\$5,866,430	\$7,668,517	\$1,802,087

For purposes of presentation, a change in tax levy is identified for each budget highlight; however, the Airport's actual tax levy is \$0 because as an enterprise fund its expenses are charged to all airport users.

DOT-HIGHWAY MAINTENANCE (5100) BUDGET

DEPT: DOT-Highway Maintenance

UNIT NO. 5100
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$12,202,743	\$11,678,134	\$12,041,260	\$13,615,622	\$1,574,362
Operation Costs	\$2,171,019	\$1,839,456	\$2,367,559	\$2,588,536	\$220,977
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$47,064	\$45,308	\$20,900	\$110,400	\$89,500
Interdept. Charges	\$6,543,016	\$6,362,911	\$6,298,325	\$7,042,686	\$744,361
Total Expenditures	\$20,963,842	\$19,925,809	\$20,728,044	\$23,357,244	\$2,629,200
Revenues					
Direct Revenue	\$207,600	\$184,447	\$247,600	\$216,300	(\$31,300)
Intergov Revenue	\$17,924,831	\$17,978,507	\$17,554,798	\$19,991,309	\$2,436,511
Indirect Revenue	\$1,746,388	\$1,290,065	\$1,702,486	\$1,829,168	\$126,682
Total Revenues	\$19,878,819	\$19,453,019	\$19,504,884	\$22,036,777	\$2,531,893
Tax Levy	\$1,085,023	\$472,790	\$1,223,160	\$1,320,467	\$97,307
Personnel					
Full-Time Pos. (FTE)	126.8		128.1	127.4	(0.7)
Seas/Hourly/Pool Pos.	0.5		0.5	0.5	0
Overtime \$	\$412,008		\$412,368	\$425,016	\$12,648

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.

DOT-HIGHWAY MAINTENANCE (5100) BUDGET

DEPT: DOT-Highway Maintenance

UNIT NO. 5100
FUND: General - 0001

Strategic Program Area 1: Highway Maintenance

Strategic Outcome: Personal Safety

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$18,876,707	\$18,548,513	\$18,754,571	\$21,163,147	\$2,408,576
Revenues	\$18,044,022	\$18,172,395	\$17,714,076	\$20,139,587	\$2,425,511
Tax Levy	\$832,685	\$376,118	\$1,040,495	\$1,023,560	(\$16,935)
FTE Positions	114.3		116.5	117.1	0.6

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Cost per Lane Mile of Maintaining County Trunk Highways	\$6,540	\$8,150	\$8,243
Cost per Lane Mile of Maintaining State Trunk Highways	\$8,511	\$8,289	\$9,544

*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 section includes 117.1 FTE to provide these services. This is an increase over 2014 of 0.6 FTE which is a result of increasing the funding for 13 Highway Maintenance Worker 1 Temporary Appointments (TA) by 0.07 FTE each and 15 Park Highway Maintenance Workers for winter season work by 0.03 FTE each. The increased funding will align the budget with the actual weeks worked by these positions. The Highway Maintenance Worker I TA positions will be funded for 22 weeks (up from the 2014 level at 19 weeks). The Park Highway Maintenance Workers will be funded for 20 weeks (up from the 2014 level at 19 weeks).

Overall expenditures are higher in 2015 when compared to the prior budget year. Expenditure increases occur in a few major areas. Costs for employee fringe benefits increase by \$1,048,795 from \$4,542,722 to \$5,591,517 primarily due to significant increases for legacy healthcare and legacy pension as well as increased cost related to salaries and wages. Interdepartmental Charges from other County departments providing services to Highway Maintenance increase \$736,047 primarily due to an increase in charges from Fleet Management to fund debt

DOT-HIGHWAY MAINTENANCE (5100) BUDGET

DEPT: DOT-Highway Maintenance

UNIT NO. 5100

FUND: General - 0001

service on equipment previously purchased for highway purposes as well as to cover expected costs for parts and staffing to service the equipment. Charges from Risk Management and for Central Services allocation also increase \$112,404 and \$112,308 respectively. Other smaller general expenditure increases occur within the Highway Maintenance budget to cover the purchase of roadway salt, roadway repair materials, and fuel.

Increased costs are offset with an additional \$2,369,110 of state highway maintenance revenue which is increased from \$15,655,856 to \$18,024,966. This revenue is based upon the expected 2015 Routine Maintenance Agreement (RMA) between Milwaukee County and the State of Wisconsin which covers the increased costs for work completed on State Trunk Highways and Expressways. The final amount of the RMA will be released by the State in November 2014 and will set forth service levels. 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. Additional revenue increases totaling \$56,401 are a result of changes in General Transportation Aids and the recovery of accident proceeds.

General Transportation Aids (GTA) revenue is estimated at \$1,960,321, and represents a four percent increase over the prior year based upon the state budget for 2015. An updated estimate of the GTA payment amount from the State to Milwaukee County for 2015 will not be available until October 2014.

DOT-HIGHWAY MAINTENANCE (5100) BUDGET

DEPT: DOT-Highway Maintenance

UNIT NO. 5100
FUND: General - 0001

Strategic Program Area 2: Transportation Engineering

Strategic Outcome: Personal Safety

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$2,087,135	\$1,377,296	\$1,973,473	\$2,194,097	\$220,624
Revenues	\$1,834,797	\$1,280,624	\$1,790,808	\$1,897,190	\$106,382
Tax Levy	\$252,338	\$96,672	\$182,665	\$296,907	\$114,242
FTE Positions	13		12	11	(1)

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 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.

The division is requesting 11.0 FTE to perform this service, a decrease of 1.0 FTE from 2014 which is the result of unfunding 1.0 FTE vacant Resident Contract Manager-Highway position.

Overall expenditures increase \$220,624 primarily due to increases in employee fringe benefit costs including legacy healthcare and legacy pension as well as for salaries and wages. An additional \$60,000 is requested for outside professional service costs to continue meeting the requirements for state mandated bridge inspections and reporting. Increased expenditures are offset with an additional \$126,682 of Professional Services revenue charged to Capital Projects.

Interdepartmental charges are increased \$37,396. This includes an increase of \$33,227 in professional services crosscharges that are abated. The abatement offsets an internal crosscharge within the department that is used

DOT-HIGHWAY MAINTENANCE (5100) BUDGET

DEPT: DOT-Highway Maintenance

UNIT NO. 5100

FUND: General - 0001

to track tax levy funded projects through the work authorization process. The request includes increased professional service costs for project planning, staff training, and capital budget development.

DOT-HIGHWAY MAINTENANCE (5100) BUDGET

DEPT: DOT-Highway Maintenance

UNIT NO. 5100
FUND: General - 0001

DOT-Highway Maintenance Budgeted Positions				
Title Code	2014 Budget	2015 Budget	2015/2014 Variance	Explanation
Accountant 4	1	0	-1	Abolished in 2014 as a Current Year Action
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	3	3	0	
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	1	0	-1	Abolished in 2014 as a Current Year Action*
Highway Mtce Wkr 1	42.6	44.7	2.1	Fund
Highway Mtce Wkr 2	27	26	-1	Unfund
Highway Mtce Wkr 3	16	16	0	
Managing Eng Constr	1	1	0	
Managing Eng Traf Des & Const	1	1	0	
Overtime	8.5	8.5	0	
Parks/Highway Maint Worker	5.4	5.9	0.5	Fund
Res Cont Mgr Highway	1	0	-1	Unfund
Secretarial Asst Nr	1	1	0	
Sr Analyst Capital Finance	0	1	1	Created in 2014 as a Current Year Action
Shift Differential	0.6	0.6	0.0	
Special Premium	1.9	1.9	0.1	
Transpor & Hiway Maint Supv	1	1	0	
Transpor Design & Cons Eng Mgr	1	1	0	
Vacancy & Turnover	-4.5	-0.8	3.7	
TOTAL	135	138.3	3.3	

*Abolished as part of a 2014 Current Year Action with a corresponding create of 1.0 FTE Safety and Emergency Program Manager in Org 5800.

DOT-HIGHWAY MAINTENANCE (5100) BUDGET

DEPT: DOT-Highway Maintenance

UNIT NO. 5100
FUND: General - 0001

Legacy Health Care and Pension Expenditures				
2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
\$2,394,308	\$2,521,816	\$2,737,362	\$3,511,805	\$774,443

DOT-FLEET MANAGEMEMNT (5300) BUDGET

DEPT: DOT-Fleet Management

UNIT NO. 5300
FUND: General - 0030

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$2,850,317	\$2,880,328	\$2,860,887	\$3,450,297	\$589,410
Operation Costs	\$2,053,953	\$2,377,407	\$1,900,994	\$2,224,350	\$323,356
Debt & Depreciation	\$2,875,000	\$2,875,000	\$3,615,000	\$3,985,000	\$370,000
Capital Outlay	\$143,631	\$182,006	\$151,003	\$151,003	\$0
Inter dept. Charges	\$1,615,837	\$1,438,559	\$1,388,532	\$1,538,577	\$150,045
Total Expenditures	\$9,538,738	\$9,753,300	\$9,916,416	\$11,349,227	\$1,432,811
Revenues					
Direct Revenue	\$211,067	\$193,353*	\$195,662	\$115,200	(\$80,462)
Inter Gov Revenue	\$17,000	\$17,316	\$15,500	\$15,500	\$0
Indirect Revenue	\$10,547,498	\$10,537,742	\$10,682,238	\$12,066,527	\$1,384,289
Total Revenues	\$10,775,565	\$10,748,411	\$10,893,400	\$12,197,227	\$1,303,827
Tax Levy	(\$1,236,827)	(\$995,111)	(\$976,984)	(\$848,000)	\$128,984
Personnel					
Full-Time Pos. (FTE)	34		34	34	0
Seas/Hourly/Pool Pos.	0.5		0.5	0.4	(0.1)
Overtime \$	\$70,284		\$69,828	\$69,624	(\$204)

*2013 Actual revenues have been restated to remove the year end entries made by the Comptroller's Office for the annual CAFR.

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 1,875 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 \$370,000 in inventory of repair parts for all Milwaukee County vehicles. Inventory Management also manages and operates four conveniently located fueling sites supplying 750,000 plus gallons of fuel annually.

Equipment Coordination researches and develops the specifications for purchasing new vehicles and equipment and works with user departments to ensure the correct piece of equipment is purchased. Also hosts and coordinates a semi-annual Public Auction of used equipment for Milwaukee County and other municipalities in the area.

DOT-FLEET MANAGEMEMNT (5300) BUDGET

DEPT: DOT-Fleet Management

UNIT NO. 5300
FUND: General - 0030

Strategic Program Area 1: County Fleet Maintenance

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
This program area does not have activity data			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$9,538,738	\$9,753,300	\$9,916,416	\$11,349,227	\$1,432,811
Revenues	\$10,775,565	\$10,748,411	\$10,893,400	\$12,197,227	\$1,303,827
Tax Levy	(\$1,236,827)	(\$ 995,111)	(\$ 976,984)	(\$848,000)	\$128,984
FTE Positions	34.5		34.5	34.4	(0.1)

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Vehicles Underutilized ¹	160	N/A	N/A*
Vehicles Exceeding Replacement Criteria	207	N/A	N/A*
Cost per mile of equipment	.7842	N/A	N/A*
Average cost per unit mileage equipment	\$8,283.53	N/A	N/A*
Cost per hour of equipment	10.1096	N/A	N/A*
Average cost per unit hourly equipment	\$9,958.08	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 is provided with 34.4 FTE. Operating costs increase \$323,356 from \$1,900,994 to \$2,224,350, which can be attributed to an increase in estimated utility costs of \$70,000 as a result of replacing steam heat with natural gas; an increase in outside service repair costs of \$50,000 from \$250,000 to \$300,000; and an increase in repair parts of \$205,550 from \$1,140,000 to \$1,345,550. Debt service on vehicles is increased by \$370,000 from \$3,615,000 to \$3,985,000. This amount reflects the debt repayment for equipment previously purchased. Auction revenue within Fleet Management, decreases \$75,000 from \$175,000 to \$100,000 because as the equipment purchased under the new purchasing program is replaced, the individual user departments receive the revenue.

¹ Criteria for the use of Fleet vehicles can be found in the Milwaukee County Ordinance Chapter 56.22.

DOT-FLEET MANAGEMEMNT (5300) BUDGET

DEPT: DOT-Fleet Management

UNIT NO. 5300
 FUND: General - 0030

2015 VEHICLE ROLLING STOCK ON & OFF ROAD 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 MANAGEMMNT (5300) BUDGET

DEPT: DOT-Fleet Management

UNIT NO. 5300
FUND: General - 0030

DOT-Fleet Maintenance Budgeted Positions				
Title Code	2014 Budget	2015 Budget	2015/2014 Variance	Explanation
Accountant 3	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 Asst	2	2	0	
Auto And Eq Serv Tech DOT	15	15	0	
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	
Fleet Manager	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	0	0	
TOTAL	34.1	36.1	0	

Legacy Health Care and Pension Expenditures				
2013Budget	2013 Actual	2014 Budget	2015Budget	2015/2014 Variance
\$657,484	\$691,213	\$737,312	\$945,276	\$207,964

DOT-TRANSIT (5600) BUDGET

DEPT: DOT-Transit

UNIT NO. 5600
FUND: Enterprise - 0083

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operation Costs	\$158,520,001	\$146,868,510	\$154,205,814	\$159,522,288	\$5,316,474
Debt & Depreciation	\$2,424,376	\$2,185,691	\$2,424,376	\$2,732,151	\$307,775
Capital Outlay	\$487,500	\$365,793	\$460,000	\$320,000	(\$140,000)
Interdept. Charges	\$2,478,091	\$2,645,696	\$2,416,284	\$2,554,262	\$137,978
Total Expenditures	\$163,909,968	\$152,065,690	\$159,506,474	\$165,128,701	\$5,622,227
Revenues					
Direct Revenue	\$50,131,508	\$48,992,026	\$49,865,902	\$50,788,049	\$922,147
Intergov Revenue	\$94,899,600	\$88,107,098	\$91,121,855	\$95,821,935	\$4,700,080
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$145,031,108	\$137,099,124	\$140,987,757	\$146,609,984	\$5,622,227
Tax Levy	\$18,878,860	\$14,966,566	\$18,518,717	\$18,518,717	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

* The Personnel table above represents Milwaukee County employees. Transit staff are currently employees of Milwaukee Transport Services (MTS), Inc. for the operation of the transit system under contract to Milwaukee County.

Department Mission: The Milwaukee County Transit 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 Director’s Office of the Milwaukee County Department of Transportation (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 through the Architecture & Engineering Division (A&E) of the Department of Administration Services (DAS).

Milwaukee Transport Services, Inc. (MTS) continues to manage and operate the Milwaukee County Transit System (MCTS) under an extension of its contract through the end of 2014. However, in accordance with 2014 Budget Amendment 1A040, it is the policy of Milwaukee County to bring management and operation of transit in-house. Subsequent to the 2014 Budget Amendment 1A040, County Board Resolution File No. 14-312 directed Corporation Counsel and the Comptroller to examine alternatives to a fully insourced transit management model and to instead develop and submit for Federal Transit Administration (FTA) approval a “blended” transit management model. This blended model would in essence provide for continued transit management under a restructured relationship between the County and MTS as a locally run not for profit transit operator.

DOT-TRANSIT (5600) BUDGET

DEPT: DOT-Transit

UNIT NO. 5600
FUND: Enterprise - 0083

Per discussion with the Comptroller, the structure of this budget has been prepared assuming in 2015 the County will continue the financial purchasing of transit services in the same manner as prior years.

Strategic Program Area 1: Paratransit

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Van Trips per Hour	1.94	1.98	1.95
Ridership	544,357	569,400	555,500
Cost Per Ride	\$28.69	\$28.55	\$30.32

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$18,958,132	\$15,709,686	\$16,338,384	\$17,101,900	\$763,516
Revenues	\$17,618,932	\$18,112,540	\$14,132,802	\$16,295,662	\$2,162,860
Tax Levy	\$1,339,200	(\$2,402,854)	\$2,205,582	\$806,238	(\$1,399,344)
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Cost per Trip by Mode			
Van	\$31.25	\$31.44	\$32.98
Agency	\$14.13	\$14.36	\$15.32
Taxi	\$18.62	\$18.92	\$19.43

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 for 2015 remains \$3.50 per one-way trip, the same as 2014. The trip subsidy paid by Managed Care Organizations (MCO) will increase \$4.00 to \$16.55 which more accurately reflects the actual cost of providing this service. The cost per ride in 2013 was \$31.25 for van service and \$18.62 for taxi service. Overall tax levy in this area is decreased \$1,399,344 and can be attributed to an increase in program revenues of \$2,162,860 partially offset by an increase in costs of \$763,516. The increase in expenditures is the result of contract increases for purchased transportation expense partially offset by a slight decrease in the number of trips. Estimated trips decrease 13,900 from 569,400 to 555,500 due to human services agencies utilizing alternate transportation services. The increase in revenue is primarily the result of the increase in subsidies paid by MCO's.

In 2015, MCTS 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 New Freedom Initiative, with the goal of continuing to expand mobility and reducing the need for paratransit service.

DOT-TRANSIT (5600) BUDGET

DEPT: DOT-Transit

UNIT NO. 5600
FUND: Enterprise - 0083

Strategic Program Area 2: Fixed Route

Strategic Outcome: Quality of Life

What We Do: Activity			
Activity	2013 Actual	2014 Budget	2015 Budget
Buses in Fleet	396	391	391
Buses Operated in Peak Hour	322	341	341
Annual Bus Miles	17,244,868	17,277,703	18,313,725
Annual Bus Hours	1,328,034	1,324,206	1,410,679
Revenue Passengers	36,451,283	38,550,000	37,600,00
Cost per Mile	\$7.51	\$7.81	\$7.57
Cost per Revenue Passenger	\$3.55	\$3.50	\$3.69
Revenue per Revenue Psgr.	\$1.10	\$1.10	\$1.10

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$144,951,836	\$136,356,004	\$143,168,090	\$148,026,801	\$4,858,711
Revenues	\$127,412,176	\$118,986,583	\$126,854,955	\$130,314,322	\$3,459,367
Tax Levy	\$17,539,660	\$17,369,421	\$16,313,135	\$17,712,479	\$1,399,344
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Fare box Recovery Ratio	30.86%	31.41%	29.73%
Passengers per Bus Hour	27.45	29.11	26.65
Cost per Bus Hour	\$97.50	\$101.96	\$98.27

Strategic Implementation:

The 2015 Fixed-Route service levels are increasing by 1,036,022 miles (6.0%) and 86,473 hours (6.5%). This service increase includes the addition of two new Metro Express routes (27X and 10/30X) funded with Congestion Mitigation and Air Quality (CMAQ) funds, and other new service funded by the Zoo Interchange litigation agreement. Operations costs increase \$4,858,711 from \$143,168,090 to \$148,026,801 primarily due to the additional service being provided. Passenger fare revenues (passenger abatement) decrease \$1,195,000 from \$42,410,000 to \$41,215,000 based on current ridership trends. CMAQ funds in the amount of \$5.7 million per year from 2015 through 2017 are available to cover the costs of the two new Metro Express routes. Zoo Interchange litigation funds in the amount of \$2.6 million per year from 2015 through 2018 are available to provide new traffic mitigation service.

Funding of \$250,000 for a feasibility study to convert MCTS buses and facilities to Compressed Natural Gas is also included in the MCTS budget.

The budget includes \$80,000 to construct a SQL Server style database system that will provide MCDOT with real time access to MTS financial and statistical information. This project will improve fiscal monitoring capabilities and enhance County access to its transit data.

DOT-TRANSIT (5600) BUDGET

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 ready fare outlet or on-line
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	\$3.50	\$3.50	Per one way trip

DOT-DIRECTOR'S OFFICE (5800) BUDGET

DEPT: DOT-Director's Office

UNIT NO. 5800
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$993,352	\$862,149	\$901,640	\$1,211,786	\$310,146
Operation Costs	\$33,662	\$12,492	\$38,517	\$58,064	\$19,547
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$10,800	\$2,012	(\$8,788)
Interdept. Charges	(\$886,795)	(\$886,225)	(\$893,260)	(\$1,031,862)	(\$138,602)
Total Expenditures	\$140,219	(\$11,584)	\$57,697	\$240,000	\$182,303
Revenues					
Direct Revenue	\$269,180	\$227,548	\$174,825	\$240,000	\$65,175
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$269,180	\$227,548	\$174,825	\$240,000	\$65,175
Tax Levy	(\$128,961)	(\$239,132)	(\$117,128)	\$0	\$117,128
Personnel					
Full-Time Pos. (FTE)		7	6	8.1	2.1
Seas/Hourly/Pool Pos.		0	0	0	0
Overtime \$		\$0	\$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, budgeting, safety and training and general public information services. The DOT consists of the following divisions: Transit/Paratransit, Fleet Management, Airport, and Highway.

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.

DOT-DIRECTOR'S OFFICE (5800) BUDGET

DEPT: DOT-Director's Office

UNIT NO. 5800
FUND: General - 0001

Strategic Program Area 1: Director of Transp. & Pub Works

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
This service does not have activity data			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$140,219	(\$11,584)	\$57,697	\$240,000	\$182,303
Revenues	\$269,180	\$227,548	\$174,825	\$240,000	\$65,175
Tax Levy	(\$128,961)	(\$239,132)	(\$117,128)	\$0	\$117,128
FTE Positions		7	6	8.1	2.1

Strategic Implementation:

In 2015, the Director's Office will continue 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.

Personnel costs increase due to higher expenditures for employee fringe benefits, legacy pension in particular, as well as including the addition of a Safety and Emergency Program Manager that was a 2014 current year action. In 2015, 1.0 FTE Transportation Analyst is created to provide research on transportation related policy items. With combined annual DOT budgets totaling more than \$290,000,000 coming from a variety of revenue sources including significant state and federal program funding, the myriad of regulations governing operations are constantly changing. This position will also be responsible for enhancing data collection and data analytics to increase DOT's capacity for data-driven performance based management.

The DOT- Director's Office continues 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.

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	2014 Budget	2015 Budget	2015/2014 Variance	Explanation
Clerical Spec Airport	1	1	0	
Dir of Operations	1	1	0	
Ex Director Transportation	1	1	0	
Fiscal And Budget Admin	1	1	0	
Safety & Emerg Prog Mgr	0	1	1	Created through a 2014 Current Year Action*
Salary Adjustment	0	0.1	0.1	
Transp Grant Dev Mgr	1	1	0	
Transportation Analyst	0	1	1	Create
Transportation Bus Mgr	1	1	0	
TOTAL	6	8.1	2.1	

*Created through 2014 Current Year Action with a corresponding abolish of 1.0 FTE Highway Maintenance Wkr I-C in Org 5100

Legacy Health Care and Pension Expenditures				
2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
\$182,166	\$195,514	\$201,820	\$244,735	\$42,915

BEHAVIORAL HEALTH DIVISION (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General – 0077

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$75,737,832	\$72,759,275	\$71,051,105	\$67,990,831	(\$3,060,274)
Operation Costs	\$97,764,772	\$107,935,558	\$112,548,386	\$118,333,168	\$5,784,782
Debt & Depreciation					
Capital Outlay	\$446,875	\$480,701	\$642,839	\$476,502	(\$166,337)
Net Crosscharge/Abatement	(\$4,043,421)	(\$4,308,313)	(\$4,448,681)	(\$3,307,500)	\$1,141,181
Total Expenditures	\$169,906,458	\$176,867,221	\$179,793,649	\$183,493,001	\$3,699,353
Revenues					
Direct Revenue	\$59,012,384	\$60,897,862	\$65,786,401	\$67,414,058	\$1,627,657
Intergov Revenue	\$54,364,995	\$57,825,026	\$56,533,125	\$54,008,442	(\$2,524,683)
Total Revenues	\$113,377,379	\$118,722,888	\$122,319,526	\$121,422,500	(\$897,026)
Tax Levy					
Tax Levy	\$56,529,079	\$58,144,333	\$57,474,123	\$62,070,501	\$4,596,379
Personnel					
Full-Time Pos. (FTE)	801.03	747	670.49	584.26	(86.2)
Seas/Hourly/Pool Pos.	29.9	24.53	26	31	5
Overtime \$	\$3,114,576	\$3,620,640	\$2,695,080	\$1,188,504	(\$1,506,576)

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.

Wisconsin Act 203: In April 2014, the Governor signed Wisconsin Act 203 (Wis. Stats 51.41) which effectively transferred all control of mental health functions from the Milwaukee County Board of Supervisors to a newly-created, 13-member Milwaukee County Mental Health Board (MCMHB). This legislation applies to the mental health programs and services that are contained within department 6300 and the new Community Access to Recovery Services Division (CARSD) which includes the Community Services Branch (CSB) and Wraparound Milwaukee. The MCMHB has primary responsibility for the treatment and care of Milwaukee County residents with mental illness, alcohol and other drug dependencies as well as the allocation of funds.

The legislation authorizes the MCMHB to propose a budget to the County Executive that includes the total amount of the budget, the community aids amount and a property tax levy amount. The dollar amount of the tax levy must be at least \$53 million but not more than \$65 million. Although the County Executive can adjust the tax levy requested by the MCMHB, the revised tax levy amount must remain within the \$53 million to \$65 million range unless agreed to by the MCMHB, County Executive and County Board. This range can also be adjusted if additional mental health programs and services are transferred to the oversight of the MCMHB. The tax levy

BEHAVIORAL HEALTH DIVISION (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General – 0077

would then be increased by the amount of tax levy expended on the transferred programs and services in the prior fiscal year.

In addition, the County Treasurer is directed to hold “any moneys” that have not been expended or encumbered on mental health programs and services at the end of the fiscal year in a reserve fund. The reserve fund may be used at any time to cover deficits in the mental health budget. If the amount in the reserve exceeds \$10 million, the amount exceeding \$10 million may be used at any time for any mental health service or program.

Finally, MCMHB is responsible for funding a building reserve, transition liaison position and travel expenses for MCMHB members. Please refer to the 8200 – Management & Support Services section of the budget for further detail on these expenses.

Department Description: The Behavioral Health Division (BHD) consists of Management and Support Services, Adult Crisis Services, Adult and Child Acute Inpatient Services, Rehab Central Nursing Facility, Community Services Branch, and Wraparound Milwaukee. The Hilltop Nursing Facility will be closed in 2014.

In 2014, the Community Services Branch, Wraparound Milwaukee and Emergency Medical Services were transferred from department 6300 – Behavioral Health Division to department 8000 – Department of Health and Human Services. For 2015, the Community Services Branch and Wraparound Milwaukee are now transferred back to department 6300 as the Community Access to Recovery Services Division (CARSD). This structure is consistent with Wisconsin Act 203. For 2015, Emergency Medical Services remains in department 8000.

Overview: The 2015 Budget reflects an increase in expenditures of \$3,699,353, revenue reduction of \$897,026 for a net tax levy increase of \$4,596,379. This increase is largely the result of higher fringe benefit costs, expansion and retention of community based services as well as the development of a solid staffing model for the hospital. Though the passage of Wis. Stats 51.41 provides greater financial flexibility for BHD through the creation of a reserve to capture any surpluses BHD may realize, BHD must now assume greater financial independence.

In light of this new financial landscape, the 2015 Budget was constructed based on a critical review of all revenue streams, projected census figures as well as anticipated clinical staffing needs. Over the past few years, BHD has undergone tremendous change with the downsizings and ultimate closures of its Hilltop and Rehab Central long-term care facilities in 2014 and 2015, respectively. As a result, 2015 staffing models have been rebuilt to reflect one to one staff to patient ratios to consider higher acuity patients, reduction in overtime, staffing based on productive hours to ensure 24-hour coverage of shifts and a vacancy and turnover rate based on actual experience. This initiative results in increased personnel expense of approximately \$1.1 million.

Furthering efforts begun in 2011, the 2015 Budget seeks to transfer even more inpatient services to a community care setting in order to provide the maximum amount of freedom and the highest quality of life for individuals utilizing behavioral health services.

Rehab Central is budgeted to close November 1, 2015. This initiative is supported by new investments in community behavioral health services totaling over \$2 million to reflect Rehab Central Relocations and additional bed capacity. Additionally, Family Care Managed Care Organizations will continue to 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.

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.

BEHAVIORAL HEALTH DIVISION (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General – 0077

Strategic Program Area 1: Management & Support Services

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
This program area does not have activity data.			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures	\$1,292,227	\$1,277,300	\$1,987,920	\$2,593,071	\$605,151
Revenues	\$3,998,629	\$1,118,785	\$3,245,324	\$1,783,964	(\$1,461,360)
Tax Levy	(\$2,706,402)	\$158,515	(\$1,257,404)	\$809,107	\$2,066,511
FTE Positions	175.3	131.4	151.7	141.1	(10.6)

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Overtime Costs / Personal Services Costs	4%	3%	2%
Revenue dollars / fiscal staff	\$4,750,735	\$4,217,915	\$4,081,429
Patient revenue collected / Billed revenue	44.7%	38.2%	43.3%

Strategic Implementation:

141.1 FTEs are provided for fiscal management, compliance, administration, patient accounts and admissions, management information systems, dietary and medical records, and environment of care for the entire facility.

In 2015, BHD continues to work toward Joint Commission (JC) accreditation to ensure a focus on the provision of quality services.

Due to the recent redesign efforts at BHD, including the complete closure of its long-term care facilities, Rehabilitation Center - Hilltop by the end of 2014 and Central by November 2015, BHD conducted an analysis of overhead needs. It is important to note that throughout the downsizing, the entire facility must be maintained to be in compliance with State and Federal standards even though parts of the building will be vacated.

As a result of the analysis, the following positions are abolished on the dates indicated below. The reductions reflect the annualized impact to FTEs while the savings shown in parentheses is the fiscal impact in 2015:

The following positions are abolished as of Jan.1 2015:

- 1.0 FTE Admin Spec – MH NR (\$63,172)
- 0.2 FTE BH Clinical Prog Dir Psychology (\$38,520)
- 1.0 FTE Clerical Asst 1 (\$59,632)
- 1.0 FTE Clothing Supply Clk 1 (\$53,306)
- 1.0 FTE Fiscal Asst 1 (\$49,792)
- 1.2 FTE Fiscal Asst 2 (\$71,757)

BEHAVIORAL HEALTH DIVISION (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General – 0077

- 1.0 FTE Hosp Maint Wrkr MHC (\$62,902)
- 2.0 FTE Office Supp Asst 2 (\$95,484)
- 1.0 FTE Pharmacy Tech (\$57,752)
- 1.0 FTE Secretarial Asst (\$52,160)
- 0.5 FTE Staffing Assistant (\$28,794)
- 1.0 FTE Volunteer Coord Hrly (\$38,244)
- 1.0 FTE Admin Asst NR (\$60,598)
- 1.0 FTE Adv Prac Nurse Prescriber (\$104,750)
- 1.0 FTE BH Med Dir – Forensic Services (\$248,514)
- 1.0 FTE Clerical Spec MHD (\$66,356)
- 1.0 FTE Physician Quality Officer (\$173,312)
- 1.0 FTE Pol & Pro Coord Clin Compliance (\$87,440)
- 1.0 FTE Utilization Review Coord (\$115,480)

The following positions are abolished as of July 1, 2015:

- 1.0 FTE Materials Distrib Clerk (\$27,009)

The following positions are abolished as of Nov. 1, 2015:

- 0.2 FTE Hosp Maint Wrkr MHC (\$10,693)

The implementation of the Electronic Medical Records (EMR) system is targeted for completion in 2015. EMR funding is increased by \$245,571 to a total of \$2,171,000. This includes funding for hosting fees and maintenance for the new EMR system, support for the current IT system through the transition to the EMR, dedicated IMSD technical support and enhancement for the new system, project management consultation and other costs related to the new EMR.

A number of reductions have been made to outside contracts and other line accounts due to the long-term care closures. Based on actual spending and projections, dietary, security, and housekeeping are adjusted for an overall decrease of \$311,334 in tax levy. Engineering building maintenance and HOC Laundry crosscharges were reduced by \$293,473 combined, and utilities also decreased by \$336,604. Finally, services, commodities, capital equipment and major maintenance are reduced by \$202,709.

In terms of revenue adjustments to this area, Wisconsin Medicaid Cost Reporting (WIMCR) and State Plan Amendment revenues are reduced by a combined total of \$1,563,730, from \$4 million in 2014 to \$2,499,270 in 2015, to reflect actual experience. In 2012, BHD hired a consultant to review all elements of the Medicaid Cost Report and the Wisconsin Medicaid Cost Reporting (WIMCR) system to ensure Medicaid reimbursement from the State was maximized. However, budgeted revenues contained in the 2013 and 2014 Budgets were not fully realized.

BHD building space rental revenue decreased by \$270,236 and other miscellaneous revenue decreased by \$113,000.

Mental Health Board

Wisconsin Act 203 (Wis. Stats 51.41) requires BHD to earmark funding for the following items: 1) Transition Liaison to assist the Milwaukee County Mental Health Board (MCMHB) in the transition of oversight functions, 2) building reserve fund to address BHD's capital needs and 3) travel expenses for the MCMHB members. As a result, the budget includes a contracted Transition Liaison position at a cost of \$65,000, \$300,000 for a building reserve fund and \$25,000 for MCMHB travel expenses.

BEHAVIORAL HEALTH DIVISION (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General – 0077

Strategic Program Area 2: Adult Crisis Services

Strategic Outcome: Self-sufficiency

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
<i>Psychiatric Crisis Services</i>			
Admissions	11,464	11,068	10,681
<i>Access Clinic</i>			
Number of Clients Served	6,978	6,576	6,576
<i>Crisis Mobile</i>			
Number of Mobiles Completed	1,716	1,642	1,806
Number of Mobiles Requested by Law Enforcement	291	370	463

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$20,200,965	\$20,470,356	\$21,155,153	\$24,595,439	\$3,440,285
Revenues	\$11,340,126	\$11,967,188	\$10,711,680	\$11,557,645	\$845,965
Tax Levy	\$8,860,839	\$8,503,168	\$10,443,473	\$13,037,794	\$2,594,320
FTE Positions	106.2	128.9	110	118	8

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Percent of clients returning to PCS within 90 days	33%	27%	27%
Percent of Time on Waitlist Status	1%	5%	5%
Clients transferred to private facilities from PCS	16%	23%	23%

Strategic Implementation:

118 FTE's are provided to operate the Psychiatric Crisis Service Emergency Room, Access Clinic, Crisis Line, Crisis Mobile Team, and Crisis Stabilization Centers. In 2015, BHD will implement a new nurse staffing model to insure 24-hour coverage of shifts while accounting for the productive hours of employees excluding paid time off. Staff was also added for one to one coverage of patients as needed. To implement these staffing models, 9.2 FTEs of Nursing Asst 1 Mh and 2.0 FTEs of RNI were created with a corresponding decrease of 4.7 FTEs of overtime in the Adult Crisis Services Area.

The Adult Crisis Services remains committed to the reduction of admissions to PCS, particularly the reduction of involuntary admissions/emergency detentions (23 percent fewer emergency detentions from 2010 to 2013). These reductions are being achieved by the increased utilization of community-based crisis services such as the Crisis Mobile Team (35 percent increase in mobile assessments since 2008) and Crisis Assessment & Response Team (CART). Additionally, the Crisis Services is implementing ACT 235 legislation (emergency detention pilot program in Milwaukee County that enables Treatment Directors or Designees to complete emergency detentions only when

BEHAVIORAL HEALTH DIVISION (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General – 0077

involuntary care is required), which is meant to increase stabilization services in the community rather than admissions to PCS and hospitalization.

BEHAVIORAL HEALTH DIVISION (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General – 0077

Strategic Program Area 3: Inpatient Services (Adult and Children)

Strategic Outcome: Self-sufficiency

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
<i>Acute Adult Inpatient</i>			
Average Daily Census	59	54	60
Number of Admissions	1,456	1,200	1,142
Number of Patient Days	21,363	20,000	21,900
Average Length of Stay (Days)	14.7	14	16.4
<i>Child and Adolescent Inpatient Services</i>			
Average Daily Census	8	6	11
Number of Admissions	829	1,250	1,005
Number of Patient Days	2,930	2,500	4,380
Average length of Stay (Days)	3.5	2	3.4

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$36,746,719	\$33,661,635	\$33,696,594	\$38,078,871	\$4,382,277
Revenues	\$10,718,143	\$11,585,066	\$10,968,733	\$14,606,010	\$3,637,277
Tax Levy	\$26,028,576	\$22,076,569	\$22,727,861	\$23,472,861	\$745,000
FTE Positions	187.3	202.1	183.7	202.8	19.1

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
<i>Acute Adult Inpatient</i>			
Percent of clients returning to Acute Adult within 90 days	24.4%	19%	17.5%
Patients Responding Positively to Satisfaction Survey	71.5%	72%	72.0%
<i>Child and Adolescent Inpatient Services</i>			
Percent of children who return to CAIS within 90 days	18.9%	17%	15.0%
Patients Responding Positively to Satisfaction Survey	78.4%	75%	75.0%

Strategic Implementation:

202.8 FTEs support the operation of Inpatient Services which provides four licensed psychiatric hospital units with three specialized programs for adults and one specialized unit for children and adolescents. In 2015, BHD will implement a new nurse staffing model to insure 24-hour coverage of shifts while accounting for the productive hours of employees excluding paid time off. Staff was also added for one to one coverage of patients as needed.

BEHAVIORAL HEALTH DIVISION (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General – 0077

To implement these staffing models, 19.6 FTEs of Nursing Asst 1 Mh and 2.2 FTEs of RNI were created with a corresponding decrease of 7.4 FTEs of overtime in the Acute Inpatient Services Area.

Average daily census projections for both the Child and Adult units were increased to reflect the trend in longer lengths of stay that coincide with an aggregate increase in acuity for BHD admissions. As more patients with less acuity are transferred to provider hospital systems; patients that are admitted to BHD require a longer period of time for their symptoms to stabilize.

Between 2012 and mid-year 2014, CAIS' 90-day readmission rate declined by 20.3 percent as its average length of stay increased from 2.2 days to 3.4 days, a 35 percent increase. This indicates a likelihood that increased length of stay has a positive impact on recidivism. This effort will be continued in 2015 and as a result, the average daily census projection increases to 11.

Future Acute Bed Reductions

For both the Adult and Child inpatient units, an ongoing review of census capacity will continue throughout 2015. Discussions with health systems will continue related to their ability to admit additional patients. This review will consist of a data driven analysis of available beds in the community and BHD. The analysis is focused on functional and clinical capacity of the various systems. A demand capacity analysis has been commissioned in 2014 that will further inform this decision. If capacity is found within the private health system network, additional bed reductions will occur over the course of 2015. These reductions may occur in the adult or child inpatient units, or both.

Impact of the ACA

As a result of the federal Affordable Care Act (ACA), previously uninsured individuals receiving services within BHD's Adult Acute unit are anticipated to receive health care coverage either through the State's expansion of Badger Care or enrollment in the private health care exchanges. As a result, the Budget assumes additional patient care revenue in Acute of \$250,000.

BEHAVIORAL HEALTH DIVISION (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General – 0077

Strategic Program Area 4: Inpatient Services - Nursing Facility Central

Strategic Outcome: Self-sufficiency

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Average Daily Census	56	56	14
Number of Admissions	3	0	0
Number of Patient Days	20,497	20,440	4,513

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$13,170,490	\$13,536,736	\$11,799,508	\$10,278,608	(\$1,520,900)
Revenues	\$3,638,335	\$3,248,717	\$3,200,613	\$1,522,678	(\$1,677,935)
Tax Levy	\$9,532,155	\$10,288,019	\$8,598,895	\$8,755,930	\$157,035
FTE Positions	83.5	73.9	75.5	50.3	(25.2)

Strategic Implementation:

Furthering an initiative that started in 2014, BHD will be closing the Rehabilitation Center-Central in 2015. One unit is scheduled for closure in 2014, followed by a second unit closure on July 1, 2015 and ultimately the final unit closure on November 1, 2015. The Division will work closely with Family Care and Service Access to Independent Living (SAIL) to secure community placements for all clients by November 1, 2015.

As a result of the downsizing and closure, the following positions are abolished on the dates indicated below. The personnel reductions lag the unit closures by one to two months to allow sufficient time to transition patients into the community. The reductions reflect the annualized impact to FTEs in 2015:

Positions abolished as of Jan 1, 2015 include:

- 1.0 FTE Clerical Asst 2
- 0.5 FTE Unit Clerk
- 0.5 BH Clinical Psychologist III (transferred to Acute Adult)

Positions abolished as of March 1, 2015 corresponding to the initial 2014 unit closure include:

- 13.1 FTE Nursing Asst 1 MH
- 1.3 FTE RN 1
- 1.0 FTE RN 2
- 1.0 FTE RN 2 – MDS
- 2.0 FTE Cert Occ Therapy Asst
- 0.25 FTE Occupational Therapist

Positions abolished as of September 1, 2015 corresponding to the July 1, 2015 unit closure include:

- 13.1 FTE Nursing Asst 1 MH
- 3.3 FTE Psych LPN MHC
- .25 FTE BH Staff Psychiatrist

BEHAVIORAL HEALTH DIVISION (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General – 0077

- 0.75 FTE Occupational Therapist
- 1.0 FTE Psych Soc Wkr

Positions abolished as of December 1, 2015 corresponding to the November 1, 2015 final unit closure include:

- 1.0 FTE Unit Clerk
- 14.8 FTE Nursing Asst 1 MH
- 3.3 FTE Psych LPN MHC
- 3.9 FTE RN 1
- 1.0 FTE RN 2 - MH
- 1.0 FTE Nursing Program Coordinator
- .50 FTE Adv Prac Nurse Prescriber
- .25 FTE BH Staff Psychiatrist
- 1.0 FTE Cert Occupational Therapy Asst
- 2.0 FTE Occupational Therapist
- 0.5 FTE Music Therapist
- 1.0 FTE Psych Soc Wkr

The downsizing and closure will result in an expenditure reduction of \$1,520,900 including personnel, dietary, pharmacy, security and other patient expenses. The savings are offset by a loss of (\$1,677,935) of patient revenue due to the declining census. The phased-in 2015 reductions result in a total annual reduction of 65.3 FTEs. The full impact of the savings will be realized in 2016.

Central Relocations

The Community Services Branch (CSB) will continue to work closely with BHD's Rehab Centers Central team to assist in moving clients from Central into appropriate community placements. To achieve this, CARSD has included partial year funding of \$2,326,200 for at least eight clients, some with very high acuity and in need of secure placements, to be relocated by July 1. This will lead to the permanent closure of Central. The request will be utilized for supported apartments, group home beds, adult family home placements, possible short term referrals to the State Institutions and additional clinical supports included, but not limited to, community living support skills, one-on-one, and two-on-one enhanced staffing patterns.

Since the community placements began in 2014, the individuals that will be placed in 2015 experience more challenges including emotional and behavioral health disorders, oftentimes complicated by aggression, cognitive delay, and/or medical conditions. For these individuals, enrollment in CRS or Community Options Program (COP) will be pursued. In addition, ongoing utilization reviews occur monthly for possible enrollment into Family Care.

These funds build upon the investment made in the 2014 Budget of \$793,174 which included additional contracted CSP slots, group home beds, and other supports such as adult family homes and other needed services.

BEHAVIORAL HEALTH DIVISION (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General – 0077

Strategic Program Area 5: Community Access to Recovery Services Division (CARSD)

Strategic Outcome: Self-sufficiency / Quality of Life

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
<i>Adult Day Treatment</i>			
Number of Visits	3,888	3,888	3,888
<i>AODA – clients seen for:</i>			
Detoxification – All Levels	5,939	6,334	5,566
Outpatient Treatment	2,384	2,574	2,500
Medication Assisted Treatment	171	175	180
<i>Family Intervention Support Services</i>			
Number of Clients Served	869	550	800
<i>CATC Wraparound</i>			
Number of Clients Served	1,195	1,205	1,205
<i>Wraparound, Non-court ordered</i>			
Number of Clients Served	563	475	500
<i>Mobile Urgent Treatment</i>			
Number of Clients Seen	1,682	1,785	1,800

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$85,071,067	\$92,959,017	\$101,363,698	\$106,851,046	\$5,487,348
Revenues	\$77,050,672	\$85,017,970	\$91,110,212	\$91,656,203	\$545,991
Tax Levy	\$8,020,395	\$7,941,047	\$10,253,486	\$15,194,843	\$4,941,357
FTE Positions	130.5	115.8	135.1	103.18	(31.92)

BEHAVIORAL HEALTH DIVISION (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General – 0077

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Provider agencies completed a NIATx change project	60%	60%	62%
Average Satisfaction Survey Score	78.5%	70%+	75%
Percent of outpatient clients screened for Medicaid and placed with a Medicaid certified agency	23%	23%	40%
Average Dollars expended per Community Support Program slot			
County-run (2013 Capacity of 337)	\$13,939	\$13,939	n/a
Non-County-run (2013 Capacity of 963)	\$3,723	\$3,832	\$4,418
Wraparound			
Average Daily Number of REACH enrollees	340	350	400
Family Satisfaction with Care Coordination (5.0 Scale)	4.72	4.50	4.60
Percent of Total Youth in Wraparound Programming Using Residential Treatment Care	19.0%	15.0%	17.0%

Strategic Implementation:

The 2014 Budget previously incorporated Wraparound Milwaukee and the Community Services Branch into the Department of Health and Human Services (Department 8000) as a separate division. With the passage of the Mental Health Bill (Wis Stats 51.41) in June of 2014, this division, now known as the Community Access to Recovery Services Division – CARSD, is transferred back to 6300 – Behavioral Health Division.

In 2015, Community Services Branch and Wraparound Milwaukee will continue their focus on providing community based mental health and substance use disorder services with a focus on assisting 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. There are clinical practices utilized in Wraparound Milwaukee that will be offered to adult consumers, such as care coordination and the one-person/one-plan approach, as a standard of care. CARSD will begin exploring financing structures that may be utilized under the Affordable Care Act to administer community based services.

The Psychiatric Inpatient Hospital, Emergency Room and Rehab Central 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.

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.

BEHAVIORAL HEALTH DIVISION (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General – 0077

Community Services Branch

Community Recovery Services

In 2014, the Community Services Branch (CSB) began the implementation of Community Recovery Services (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. By the end of 2014, a total of 75 individuals are anticipated to be enrolled in CRS.

As part of the service array offered under CRS, CSB will contract for two, eight-bed Community Based Residential Facilities (CBRFs) at a cost of \$699,282 and leverage Medicaid revenue available under the program to offset 55 percent of the cost of providing these services. This results in a net tax levy of \$314,677.

Comprehensive Community Services

The budget reflects the implementation of the Comprehensive Community Services (CCS) Medicaid psychosocial rehabilitation benefit launched statewide in July 2014 as part of the State's 2013-2015 Mental Health Initiative. The program reimburses a county for both the non-federal (up to \$10 million statewide) and the federal share of the Medical Assistance allowable CCS costs if the county agrees to provide the benefit on a regional basis. Milwaukee County is considered its own region.

Milwaukee currently has Community Support Programs (CSP) as its only psychosocial rehabilitation benefit. Targeted Case Management (TCM) is also available to "targeted" populations. There is a very wide clinical gap between a CSP and a TCM; CCS is designed to fill that clinical gap. CCS offers the county the opportunity to strengthen the continuum of care where clients can be placed in levels of clinical care based on acuity vs. availability. CCS will be administered in a fee-for-service environment to offer more client choice of providers and timely access to services.

CCS is for persons with a mental health or substance use disorder and provides a flexible array of individualized community based psycho-social rehabilitation services delivered by clinical professionals to individuals in need of services across their lifespan. The flexible service array will assist an individual in achieving his/her maximum recovery potential.

The services to be provided are individualized to each person's need for rehabilitation as identified through a comprehensive assessment and an Individual Recovery Plan. CCS uses a wraparound model that is flexible, consumer directed, recovery oriented, strength and outcome based.

Initial implementation of CCS will be through utilization review of clients in existing services. Current TCM and CSP clients who could receive more clinically appropriate services in CCS will be offered participation in that benefit. In addition, those clients that are participating in Wiser Choice who could benefit from CCS will be offered participation as well. As a result, the program is anticipated to capture an additional \$500,000 in revenue for clients receiving TCM and CSP services.

Since CCS is a Medicaid entitlement, the CCS benefit must move to full implementation within one year of beginning the CCS Program. This means ensuring CCS is offered to children, adolescents, adults, and older adults that have either a mental health or substance use disorder who may be involved in DHHS and Department on Aging programs. For 2015, CCS is also being implemented in the Housing Division as part of a set of new initiatives. The Housing initiatives are anticipated to capture approximately \$450,000 in CCS revenue to offset their overall costs. Please refer to the budget narrative for Department 8000 – DHHS for more detail.

Central Relocations

The Community Services Branch (CSB) will continue to work closely with BHD's Rehab Centers Central team to assist in moving clients from Central into appropriate community placements. To achieve this, CARSD has included partial year funding of \$2,326,200 for at least eight clients, some with very high acuity and in need of secure placements, to be relocated by July 1. This will lead to the permanent closure of Central. The request will

BEHAVIORAL HEALTH DIVISION (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General – 0077

be utilized for supported apartments, group home beds, adult family home placements, possible short term referrals to the State Institutions and additional clinical supports included, but not limited to, community living support skills, one-on-one, and two-on-one enhanced staffing patterns. Since the community placements began in 2014, the individuals that will be placed in 2015 experience more challenges including emotional and behavioral health disorders, oftentimes complicated by aggression, cognitive delay, and/or medical conditions. For these individuals, enrollment in CRS or Community Options Program (COP) will be pursued. In addition, ongoing utilization reviews occur monthly for possible enrollment into Family Care.

These funds build upon the investment made in the 2014 Budget of \$793,174 which included additional contracted CSP slots, group home beds, and other supports such as adult family homes and other needed services.

Impact of the ACA

As a result of the federal Affordable Care Act (ACA), previously uninsured individuals within CSB's community-based system are anticipated to receive health care coverage either through the State's expansion of Badger Care or enrollment in the private health care exchanges. In preparation for the ACA, all of the CSB contracted Central Intake Units became Certified Application Counselor (CAC) organizations to enroll individuals into the marketplace. Medicaid and health insurance plans sold through the Exchange must provide mandated essential health benefits (EHB) that include coverage for mental health and substance abuse services. As a result, the Budget assumes 40 percent of CSB's current AODA population will achieve coverage through the ACA. This results in additional patient care revenue in CSB of \$250,000.

Access to Recovery (ATR) Grant

For the last ten years, 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. On an annual basis, 5,000 individuals receive services through Wiser Choice, 3,200 for clinical treatment services. CSB applied for a \$3 million grant extension of the original ATR which is scheduled to end in September 2014. Given the extreme competitive nature of the grant and the smaller pool of federal funds, Milwaukee County was not recommended for an ATR award.

In order to continue to serve its current population in need of substance use disorder treatment and recovery support services, the budget reflects a tax levy amount of \$1.5 million as a partial replacement for the loss of the ATR grant. This change reflects a reduction in expenditures of \$923,369, revenues of \$2,459,781 and tax levy increase of \$1,536,412.

Community Support Program Outsourcing

BHD is proposing to outsource the caseload currently covered by BHD's Community Support Program (CSP) – Downtown and Southside locations and have all 290 caseloads assumed by community providers through a purchase of service contract. The initiative will produce savings of \$559,132 including personnel, other expenditures and revenue reductions. This overall savings includes \$1,397,220 for the purchase of community slots, including continued implementation of the Assertive Community Treatment (ACT)/Integrated Dual Disorder Treatment (IDDT) models begun in 2014.

The Downtown CSP staff positions will be abolished as of December 1, 2014. Therefore, the full annualized savings is achieved in 2015. The Southside CSP staff positions will be abolished as of March 1, 2015 and as such, the FTE reductions reflect the annualized impact to FTEs while the savings shown in parentheses is the fiscal impact in 2015.

CSP - Downtown

- 1.0 FTE Office Supp Asst 2 (\$52,369)
- .50 FTE RN Pool (\$53,303)
- 2.0 FTE Comm Service Nurse (PR18N) (\$207,723)
- .50 FTE Adv Prac Nurse Prescriber-Pool (\$62,309)
- .50 FTE Adv Prac Nurse Prescriber (\$52,374)

BEHAVIORAL HEALTH DIVISION (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General – 0077

.50 FTE BH Staff Psychiatrist (\$115,724)
4.0 FTE Cert Occ Therapy Asst (\$250,456)
6.0 FTE Occupational Therapist (\$554,014)
1.0 FTE Comm Supp Prog Coord (\$105,104)
3.0 FTE Psych Soc Wkr (\$226,556)
1.0 FTE Psych Soc Wkr CSP (\$81,610)

CSP - Southside

1.0 FTE Office Supp Asst 2 (\$39,621)
1.0 FTE Clerical Asst 1 (\$42,356)
.50 FTE RN Pool (\$38,025)
2.0 FTE Comm Service Nurse (PR18N) (\$162,615)
.50 FTE Adv Prac Nurse Prescriber-Pool (\$45,500)
.50 FTE Adv Prac Nurse Prescriber (\$43,468)
.75 FTE BH Staff Psychiatrist (\$153,837)
5.0 FTE Cert Occ Therapy Asst (\$256,661)
8.0 FTE Occupational Therapist (\$609,452)
1.0 FTE Comm Supp Prog Coord (\$87,236)
4.0 FTE Psych Soc Wkr (\$274,634)
1.0 FTE Psych Soc Wkr CSP (\$70,230)

These reductions result in a total annual reduction of 45 FTE.

Quality Assurance & Care Coordinator Initiatives

The budget supports the creation of five FTE Care Coordinators and one FTE Integrated Services Manager to create a care coordination unit in CARSD. The care coordinators will serve this function for clients in Community Options Program (COP) services. In addition, these positions will provide reach-in and reentry function for the Central clients relocating into the community and offer care coordination services for the clients that are identified as heavy utilizers of PCS services or those on the Community Justice Council's list of heavy PCS users and connected to the criminal justice system. As part of this initiative, the following positions are created:

5.0 FTE Care Coordinator \$455,490
1.0 FTE Integrated Services Manager \$105,102

Quality Assurance Support

The budget also reflects the creation of two Quality Assurance Specialist – AODA positions to monitor and oversee the increased demand for services and the implementation of new Medicaid benefits of Community Recovery Services and Comprehensive Community Services at a cost of \$113,620.

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.

Wrap & REACH Enrollment

Based on 2014 actual enrollment, the budget anticipates a reduction in enrollment of 200 youth, from 1,300 to 1,100, compared to the 2014 Budget. This reflects a reduction of \$5,439,400 in expenditures, \$4,631,525 in revenue for a net tax levy savings of \$807,875.

Professional Foster Care Home

The budget establishes a professional foster care home initiative for adolescent girls who have histories of severe emotional problems and often run away from home and other facilities. The program is aimed at girls for whom a

BEHAVIORAL HEALTH DIVISION (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General – 0077

group home or residential treatment environment has been unsuccessful. The professional foster care home offers a more structured home environment with a dedicated and highly-trained foster parent. The foster parent must receive intensive training, hold a college degree as well as achieve State licensure. The rate for providing these services is \$195 per day compared to \$205 for a group home or \$311 for a residential treatment facility.

Wrap Position Changes

The budget also abolishes the following vacant positions:

2.0 FTE Community Service Nurse (\$168,544)

1.0 FTE Admin Coordinator SSI (abolish upon vacancy) (\$80,304)

BEHAVIORAL HEALTH DIVISION (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General – 0077

Behavioral Health Division Positions				
Title Code	2014 Budget	2015 Budget	2015/2014 Variance	Explanation
Adm Asst NR				
Accountant 2	1.0	1.0	-	
Accountant 3	1.0	1.0	-	
Accountant 4-NR	1.0	1.0	-	
Accts Rec Supv-Billing	1.0	1.0	-	
Adm Asst	2.0	2.0	-	
Adm Asst NR	2.0	1.0	(1.0)	Abolish
Adm Coord BH	12.0	12.0	-	
Adm Coord CATC	1.0	1.0	-	
Adm Coord SSI	1.0	-	(1.0)	Abolish upon vacancy
Admin Spec - MH NR	3.0	2.0	(1.0)	Abolish
Adv Prac Nurse Prescriber-Pool	10.5	9.6	(0.9)	Abolish
Adv Prac Nurse Prescriber	8.0	5.5	(2.5)	Unfund 1.0 Acute, Abolish 0.92 CSP's, Abolish 0.54 LT Care
Analyst Human Services Program		1.0	1.0	2014 Action
Asst Hosp Admtr 1	1.0	1.0	-	
Asst Program Administrator	2.0	2.0	-	
BH Clinical ProgDir Psychology	12.0	13.0	1.0	Create
BH Clinical Psychologist I	1.0	1.0	-	
BH Clinical Psychologist III	8.0	7.5	(0.5)	Abolish
BH Emer Serv Clinician	14.0	14.0	-	
BH Emer Serv Clinician RN	6.5	6.5	-	
BH House Physician 3	2.3	2.0	(0.3)	Abolish
BH House Physician 3 Hrly		2.0	2.0	Create 2.0 Hourly
BH Med Dir - Acute Services		1.0	1.0	Create
BH Med Dir - Adult	1.0	1.0	-	
BH Med Dir - Crisis Services	1.0	1.0	-	
BH Med Dir - Forensic Services	1.0	-	(1.0)	Abolish
BH Med Prog Director - CATC	2.5	2.5	-	
BH Staff Psychiatrist	18.3	13.3	(5.0)	Unfund 1.0/Abolish 4.0
BH Staff Psychiatrist Hourly	0.2	4.0	3.8	Create 4 Hourly
BHD Seasonal Worker		1.2	1.2	Create 4 seasonals
Care Coordinator		5.0	5.0	Create
Care Coordinator Wraparound	2.0	2.0	-	
Cert Occ Therapy Asst	14.3	2.1	(12.2)	Abolish
Clerical Asst 1	17.0	15.2	(1.8)	Abolish
Clerical Asst 1 Hr	0.7	0.8	0.1	Create
Clerical Asst 2	3.9	2.0	(1.9)	Abolish
Clerical Spec MHD	8.0	7.0	(1.0)	Abolish

BEHAVIORAL HEALTH DIVISION (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General – 0077

Title Code	2014 Budget	2015 Budget	2015/2014 Variance	Explanation
Clin Safety and Risk Mgt Nurse	1.0	1.0	-	
Clinical Prog Dir Psy Hourly	0.1	0.1	-	
Clinical Psychologist 1- hrly	0.1	0.1	-	
Clinical Psychologist 3 Hourly	0.1	0.1	-	
Clothing Supply Clk 1	1.0	-	(1.0)	Abolish
Clothing Supply Clk 2	2.0	2.0	-	
Comm Service Nurse	6.0	0.3	(5.7)	Abolish
Comm Support Prog Coord	2.0	0.2	(1.8)	Abolish
Community Service Manager	1.0	1.0	-	
Contract Serv Coord	1.0	1.0	-	
Coordinator Grant Program		1.0	1.0	2014 Action
Coordinator Health Prevention	1.0	1.0	-	
Devlpmntl Disabilty Spec	1.0	1.0	-	
Dietitian 1	2.0	2.0	-	
Dietitian Supervisor	1.0	1.0	-	
Director BH Medical - QA	1.0	-	(1.0)	Abolish
Disribution Assistant	1.0	1.0	-	
ED Services Prog Coord	1.0	1.0	-	
Emergency Mgmt & Supply Coord		1.0	1.0	Create
EnvironmentalSvc Administrator	1.0	1.0	-	
Exdir1-Acuteinptsvsdir	1.0	1.0	-	
Exdir1-Deputy Prog Admin CATC	1.0	1.0	-	
Exdir1-Fiscal Servs Dir	1.0	1.0	-	
Exdir1-Psychcrisisvsdi	1.0	1.0	-	
Exdir1-SAIL-Oper Coord	1.0	1.0	-	
Exdir2-Assoc Admin of Nursing	1.0	1.0	-	
Exdir2-Assoc Dir Clin Compl	1.0	1.0	-	
Exdir2-Assocmhadmtr Fis	1.0	1.0	-	
Exdir2-Assthospadm2-Mhc	2.0	2.0	-	
Exdir2-Dep Admin BHD	1.0	1.0	-	
Exdir2-Prog Admnr Catc	1.0	1.0	-	
ExDir3ChiefPsychologist -BHD	1.0	1.0	-	
Exdir3-Mh Administrator	1.0	1.0	-	
Executive Assistant MH	1.0	-	(1.0)	Abolish
Fiscal And Budget Mgr Chp	1.0	1.0	-	
Fiscal Asst 1	1.0	-	(1.0)	Abolish
Fiscal Asst 2	13.0	11.8	(1.3)	Abolish 1.5/Incr 0.5 to 0.75
Fiscal Mgt Analyst 3	1.0	1.0	-	
Fiscal Spec	7.0	7.0	-	
Hosp Maint Wrkr MHC	11.0	9.8	(1.2)	Abolish
House Physician 2 Hrly	4.0	4.0	-	
Housekeeper 1 Nr	2.0	2.0	-	
Human Ser Wkr	3.0	3.0	-	

BEHAVIORAL HEALTH DIVISION (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General – 0077

Title Code	2014 Budget	2015 Budget	2015/2014 Variance	Explanation
Human Ser Wkr Child Welfare	1.0	1.0	-	
Infect Contrl Practitnr	1.0	1.0	-	
Integrated Service Coor	4.0	4.0	-	
Integrated Service Coor NR	1.0	1.0	-	
Integrated Svs Manager Supv		1.0	1.0	Create
Manager Clinical Program	1.0	1.0	-	
Materials Distrib Clerk	1.0	0.5	(0.5)	Abolish 1.0 7/1/15
Mechanical Mtce Supt	1.0	1.0	-	
Mechanical Utility Engr	1.0	1.0	-	
Med Rec Adm Mhc	1.0	1.0	-	
Med Rec Coord (BHD)	2.0	2.0	-	
Medexdir - Med Dir Psych		1.0	1.0	Create
Medical Service Manager	1.0	1.0	-	
Music Therapist	3.5	3.5	-	
Nursing Adm Coord-PR 29M	1.0	1.0	-	
Nursing Adm Coord-PR 29MN	1.0	1.0	-	
Nursing Asst 1 Mh	134.9	128.5	(6.4)	Abolish 35.3 LT Care/Create 28.8 Adult,Child,PCS
Nursing Asst MH Pool	6.0	5.0	(1.0)	Abolish
Nursing Prog Coord	8.8	7.9	(0.9)	Abolish 0.9 Long Term Care
Occ Therapist Pool	0.5	0.5	-	
Occupational Therapist	27.8	13.7	(14.1)	Abolish
Office Supp Asst 2	20.5	16.7	(3.8)	Abolish
Operating and Mtce Supv	1.0	1.0	-	
Pharmacy Tech	1.0	-	(1.0)	Abolish
Placemt Resources Mgr	1.0	1.0	-	
Pol&Pro Coord Clin Compliance	1.0	-	(1.0)	Abolish
Prog Analyst MH	4.0	4.0	-	
Prog Coord - AODA	1.0	1.0	-	
Prog Coord - CATC	2.0	2.0	-	
Prog Coord - Safety Svs	2.0	2.0	-	
Program Evaluator	1.0	1.0	-	
Psych Crisis Srvs Coord	2.0	2.0	-	
Psych LPN MHC	11.6	5.2	(6.4)	Abolish 6.4
Psych Soc Wkr	26.0	18.8	(7.2)	Abolish
Psych Soc Wkr CSP	2.0	0.2	(1.8)	Abolish
Psych Soc Wkr Pool	1.5	1.5	-	
Psychiatric Soc Wkr Mgr	1.0	1.0	-	
Psychology Postdoc Fellow	2.0	2.0	-	
Qual Assur Client Rights	1.0	1.0	-	
Qual Assur Coord	4.0	4.0	-	
Qual Assur Spec AODA	3.0	5.0	2.0	Create
Qual Assur Tech Wrap Around	1.0	1.0	-	
Qual Imprvt and Risk Coord	1.0	1.0	-	

BEHAVIORAL HEALTH DIVISION (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General – 0077

Title Code	2014 Budget	2015 Budget	2015/2014 Variance	Explanation
Qual Imprvt Coord	1.0	1.0	-	
Qual Imprvt Coord BHD	1.0	1.0	-	
Qual Mangmt Admin Asst	1.0	1.0	-	
Quality Assurance Specialist	1.0	1.0	-	
-RC-Disribution Assistant	1.0	1.0	-	
Rehab Services Supervisor	1.0	1.0	-	
Rehabilitation Coordinator	1.0	1.0	-	
RN 1	89.8	87.5	(2.3)	Abolish 6.5 LT Care/Create 4.2 Adult,Child,PCS
RN 2	1.0	-	(1.0)	Abolish
RN 2 - MDS	1.0	0.2	(0.8)	Abolish
RN 2 - MH	11.5	6.1	(5.4)	Abolish
RN 2 - Staff Development	3.0	3.0	-	
RN 2 - Utiliz Review	6.5	6.5	-	
RN 2 - Wraparound	2.0	2.0	-	
RN 3 MH	6.0	6.0	-	
RN 3 MH Pool	1.0	1.0	-	
RN Pool	1.7	0.8	(0.9)	Abolish
Secretarial Asst	4.0	3.0	(1.0)	Abolish
Secretary	4.0	4.0	-	
Senior Executive Assistant MHB	-	1.0	1.0	Create
Sewing Mach Oper 2	1.0	1.0	-	
Spirituality Integ Cooed-hrly	0.5	0.5	-	
Staffing Assistant	4.5	4.0	(0.5)	Abolish
Stores Clerk 1	2.0	2.0	-	
Unit Clerk	17.8	16.4	(1.3)	Abolish
Utilization Review Coor	1.0	-	(1.0)	Abolish 1.0
Volunteer Coord-Hrly	1.0	-	(1.0)	Abolish
Subtotal Positions	696.7	615.4	(81.4)	
Overtime	50.0	21.3	(28.7)	
Salary Adjustment	5.0	3.2	(1.8)	
Shift Differential	6.2	4.6	(1.6)	
Special Premium	2.3	2.2	(0.1)	
Vacancy & Turnover	(58.8)	(40.4)	18.4	
Subtotal Other	4.7	(9.1)	(13.8)	
Grand Total	701.4	606.2	(95.2)	

*2014 Actions identified in these tables indicate mid-year 2014 actions approved by the County Board.

BEHAVIORAL HEALTH DIVISION (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General – 0077

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 12/31/13
878	MHD - Research Fund		\$217,724
	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 the fund are made by the Research Committee at BHD.		
	Expenditure	Revenue	
	\$25,000	\$25,000	
879	MHD - Patient Activities and Special Events		\$89,364
	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				
2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
\$15,334,428	\$16,659,312	\$17,463,489	\$18,896,026	\$1,432,537

AGING (7900) BUDGET

DEPT: Aging 2015 Budget Request

UNIT NO. 7900
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$7,306,937	\$7,149,179	\$7,479,639	\$8,420,856	\$941,217
Operation Costs	\$8,534,587	\$8,442,732	\$8,148,102	\$8,146,568	(\$1,534)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$100,000	\$117,509	\$135,995	\$100,000	(\$35,995)
Interdept. Charges	\$2,522,212	\$2,513,041	\$2,597,520	\$2,597,005	(\$515)
Total Expenditures	\$18,463,736	\$18,222,461	\$18,361,256	\$19,264,429	\$903,173
Revenues					
Direct Revenue	\$1,221,416	\$1,187,744	\$1,230,964	\$1,329,925	\$98,961
Intergov Revenue	\$15,839,664	\$16,174,277	\$15,848,708	\$16,281,553	\$432,845
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$17,061,080	\$17,362,021	\$17,079,672	\$17,611,478	\$531,806
Tax Levy	\$1,402,656	\$860,440	\$1,281,584	\$1,652,951	\$371,367
Personnel					
Full-Time Pos. (FTE)	76	76	78	79	1
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime \$	\$19,056	\$30,411	\$12,060	\$0	(\$12,060)

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: The Milwaukee County Department on Aging (MCDA) serves as Milwaukee County's 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, serves and provides opportunities for 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), Resource Center Allocation, 100% Time Reporting, available private matching grants, and other contributions to fund programming and services for older adults in Milwaukee County.

AGING (7900) BUDGET

DEPT: Aging 2015 Budget Request

UNIT NO. 7900
FUND: General - 0001

Strategic Program Area 1: Administration

Service Provision: Mandated

Strategic Outcome: High quality, responsive services

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
This Service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$0	\$0	\$0	\$0	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$0	\$0	\$0	\$0	\$0
FTE Positions	6	6	6	6	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Number of SMART Goals Accomplished	88%	88%	89%	90%
Number of Audit Exceptions	0	0	0	0

Strategic Implementation:

Department on Aging Administration will continue to provide quality operations, budgeting, community relations, new initiative development and community collaboration on behalf of and with the older adults of Milwaukee County.

The Department will continue establishing working relationships with other community agencies and demonstrate linkages with other area service providers, including voluntary organizations for continuity of services to address the comprehensive range of needs any older adult may present. The Department will:

- Improve accessibility and quality of supportive services for older adults.
- Ensure access to quality, culturally competent and all inclusive programs and services for older adults, one of Milwaukee County’s most vulnerable segments of the population.
- Foster innovations to create shared solutions.
- In collaboration with emergency management personnel and available resources and structures, help educate and protect older adults and their support systems to ensure safety during emergencies.

MCDA continues to coordinate its work efforts and seek to collaborate on more resources and revenue sources with the Department of Health and Human Services. The two departments share accounting staff, coordination of Chapter 55 compliance, evidence-based prevention/coordination and Aging Disability Resource Center Governing Board support.

Administrative service area actual expenditures total \$1,354,189, an increase of \$300,602. These costs are entirely charged out to other Aging program cost centers for accounting and reimbursement purposes. The costs of this service area are represented in the expenditure tables of other Aging program areas. The Department on

AGING (7900) BUDGET

DEPT: Aging 2015 Budget Request

UNIT NO. 7900
FUND: General - 0001

Aging will maintain financial procedures and practices and a certain control of funds when receiving and disbursing federal, state, program income, private grants and local funds in support of its programs and services in accordance to applicable codes, regulations and provisions in a manner to maximize efficiencies, provide quality programs and services through open and fair competition in meeting the needs of Milwaukee County older adults.

AGING (7900) BUDGET

DEPT: Aging 2015 Budget Request

UNIT NO. 7900
FUND: General - 0001

Strategic Program Area 2: Aging Resource Center

Service Provision: Mandated

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Number of people contacted at outreach events	10,157	14,000	16,000
Number of consumer calls	24,163	28,000	28,500
Number of elderly trained as EBP program leaders	54	59	60
Number of elderly completed evidence based prevention (EBP) programs	427	349	350

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$8,290,811	\$7,711,985	\$8,122,401	\$8,781,933	\$659,532
Revenues	\$8,629,459	\$9,020,082	\$8,809,626	\$8,762,972	(\$46,654)
Tax Levy	(\$338,648)	(\$1,308,097)	(\$687,225)	\$18,961	\$706,186
FTE Positions	61	61	63	63	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
100% Time Reporting Medicaid Match	38.70%	38.18%	39.00%	39.50%

Strategic Implementation:

The Aging Resource Center (ARC) is the single centralized place in Milwaukee County to obtain information and assistance for persons 60 years and older. ARC provides options counseling for seniors and their families, functional eligibility determination, Medicaid application assistance and enrollment into one of several local publicly funded long-term care programs. Court ordered corporate guardian services are the responsibility of Milwaukee County and are provided through the ARC. Extensive outreach and evidence based prevention programs are conducted by the ARC. Department on Aging will develop a dementia capable Aging Resource Center and dementia-friendly community where individuals diagnosed with dementia and their care givers can receive the services and resources needed to live quality lives.

Salaries increase of \$60,532 reflects 2015 full year funding for a 2014 position create of 1.0 FTE Dementia Care Specialist to expand the dementia care capability of the ARC. This position will assist in advancing the development and expansion of dementia care capable comprehensive and coordinated community responsive systems within Milwaukee County. This position, ARC staff and the aging network will collaboratively construct capacity building and systems change efforts to assure that people with dementia and their families participate in the design of and have access to needed community services, individualized supports and other forms of assistance that promote self-determination, independence, productivity and integration and inclusion in all facets of community life and to remain in their homes as long as it is appropriate.

AGING (7900) BUDGET

DEPT: Aging 2015 Budget Request

UNIT NO. 7900
FUND: General - 0001

Revenues reflect an \$80,000 increase in the Resource Center Allocation grant and \$7,440 in 100% Time Reporting Medicaid funds to offset eligible direct costs of the position.

Daily timekeeping by staff assists in determining time costs for purpose of claiming Medicaid reimbursement and Resource Center Allocation grant funds for ARC activities, including Medicaid outreach and eligible activities, facilitating applications for Medicaid type programs, Medicaid administrative activities and Functional Screen administration. ARC 100% Time Reporting and Functional Screen reimbursement revenues are increased \$346,671 to reflect:

- Coordinating, conducting and participating in training related events that enable more effective performance of job duties related to Medicaid, Medicare programs and services and overall Resource Center functions;
- Continued work effort efficiencies and more accurate reporting;
- Enhanced outreach and related reporting; and
- Eligible direct cost of operations within the Resource Center.

ARC will continue to promote prevention and wellness and emphasize primary and preventive care linked with community prevention services. A \$60,000 expenditure allocation is retained in consultant fees, reflecting a decrease of \$15,000 to gain efficiencies, streamlining and economies of scale through community collaborations and the aging network to continue management and coordination of evidence-based prevention programs within and better align with departmental outreach initiatives that support county-owned senior centers.

Prevention related grant funding which totals \$68,522 is provided to continue support for Chronic Disease Self-Management education and the Stepping On program, partially offset by elimination of a Falls Prevention grant of \$28,000.

AGING (7900) BUDGET

DEPT: Aging 2015 Budget Request

UNIT NO. 7900
FUND: General - 0001

Strategic Program Area 3: Area Agency

Service Provision: Mandated

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Number of county-wide collaborative public education, information and social community events and presentations	8	9	10

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$4,081,439	\$4,249,668	\$4,048,121	\$4,177,355	\$129,234
Revenues	\$3,746,277	\$3,716,492	\$3,655,070	\$4,069,785	\$414,715
Tax Levy	\$335,162	\$533,176	\$393,051	\$107,570	(\$285,481)
FTE Positions	7	6	6	6	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Number of contracts meets total assessment and monitoring compliance	89%	89%	89%	90%
Number of Meetings Attended by Committee and Council Members	542	542	565	575

Strategic Implementation:

The Department on Aging serves as the local Area Agency on Aging. This program uses federal funds through the Older Americans Act and the state of Wisconsin to provide wellness programming, transportation and other services to older residents of Milwaukee County. The Area Agency on Aging, in concert with the Commission on Aging and its committees and councils, by Federal designation is the lead community agency in the planning, advocacy and oversight relative to all aging issues on behalf of all residents ages 60 and older in Milwaukee County. The Area Agency unit administers federal, state, local and private funds through purchase contracts with local service providers to improve quality of life for older residents of Milwaukee County.

A decrease in Specialized Transportation grant funds of \$15,774 is partially offset by an expenditure decrease of \$14,670 in a purchase of service contract for transportation. Centrally organized services for non-emergency medical transportation of older adults is provided for transport to and from community facilities in order to receive services, reduce isolation and promote independent living.

Departmental state revenue is reallocated and realigned due to enhanced earning potentials resulting from overall departmental efficiencies and position restructuring, resulting in a revenue increase to offset operational cost increases in Area Agency to maintain support of core programs including home and community-based services, preventive health services and services to assist caregivers.

AGING (7900) BUDGET

DEPT: Aging 2015 Budget Request

UNIT NO. 7900
FUND: General - 0001

Strategic Program Area 4: Senior Meal Program

Service Provision: Mandated

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Number of Meal Sites Open	29	29	26
Meals Served at Meal Sites	294,363	289,664	285,000
Home Delivered Meals	312,798	309,616	315,000

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$4,644,834	\$4,806,618	\$4,696,788	\$4,825,779	\$128,991
Revenues	\$4,685,344	\$4,625,447	\$4,614,976	\$4,738,721	\$123,745
Tax Levy	(\$40,510)	\$181,171	\$81,812	\$87,058	\$5,246
FTE Positions	2	3	3	4	1

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Percentage of Congregate Diners reporting satisfaction	90%	90%	95%	96%
Percentage of Home Delivered Meals consumers reporting satisfaction	90%	90%	95%	96%
Number of Volunteer Hours Reported	69,491	60,303	72,965	69,000
Number of days between referrals and assessments	10	10	10	7

Strategic Implementation:

MCDA will continue to provide nutritious, balanced hot lunches at community dining sites and home delivered meals around the county in order to promote independent living for older adults. Medicaid supported long-term care member meal purchases by the Milwaukee County Department of Family Care and community organizations I-Care and IRIS continue in 2015 through the MCDA Senior Meal Program for reimbursement of the full cost of meals provided.

Purchase of Service reflects a \$60,000 decrease in meal site management due to restructuring and consolidation in congregate meal programming to gain efficiencies and better meet the needs of the community at large. This expenditure decrease is offset by an increase of \$140,000 based on overall contractual meal program experience.

The Coordinator Nutrition Outreach position (1 FTE) is transferred from the ARC program area to the Senior Meal Program to more accurately reflect the responsibility service areas of primary concentration. The position will

AGING (7900) BUDGET

DEPT: Aging 2015 Budget Request

UNIT NO. 7900
FUND: General - 0001

continue to manage site operations at county-owned senior centers and meal site host facilities of the Senior Meal Program. The Coordinator Nutrition Outreach position will assist in meal program restructuring and consolidation through analyzing community needs, conducting targeted outreach and promoting customer service. This position will also assist in developing heightened marketing strategies and new and improved programming, including wellness and prevention.

A revenue increase of \$123,745 primarily includes \$36,559 in Older Americans Act funds, \$8,225 in Nutrition Service Incentive Program reimbursement, \$33,961 in required meal reimbursements for Medicaid program meal participation and \$25,000 in allowable carryover donations. The revenue increase also includes \$20,000 for the Nutrition Revitalization Project to increase program awareness through innovations, offer nutritional variety and spur new and increased participation in the senior meal program.

AGING (7900) BUDGET

DEPT: Aging 2015 Budget Request

UNIT NO. 7900
FUND: General - 0001

Strategic Program Area 5: Senior Centers

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Number of members	7,553	7,628	7,800

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,446,652	\$1,451,484	\$1,493,946	\$1,479,362	(\$14,584)
Revenues	\$0	\$0	\$0	\$40,000	\$40,000
Tax Levy	\$1,446,652	\$1,451,484	\$1,493,946	\$1,439,362	(\$54,584)
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Number of newly scheduled activities	86	86	88	120
Average Satisfaction Survey Score*				
Rose Senior Center	88%	88%	90%	92%
Kelly Senior Center	81%	81%	83%	85%
McGovern Senior Center	85%	85%	87%	89%
Washington Senior Center	87%	87%	89%	91%
Wilson Senior Center	83%	83%	85%	87%

**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 tax levy funding for programs and services and facilities major maintenance at the 5 county-owned senior centers. These centers are diverse and welcoming and offer a wide variety of social and recreational activities, exercise and dance classes, including arthritis exercise, educational and art activities, computers with internet access, pool tables and Wii games, Holiday parties/special events, Senior Advocacy groups and volunteer and donation opportunities for older adults. The county-owned senior centers also serve as congregate meal sites and home-delivered meal dispatch sites, food share distribution sites as well as serve as temporary refuge during inclement weather in times of the extremes of winter and summer.

A \$100,000 appropriation is maintained for a variety of Capital Outlay major maintenance projects, resulting in a decrease of \$35,995 for upkeep of aging county-owned facilities which provide a safe and welcoming environment for older adults to congregate and for public at large rentals and visits.

A new revenue allocation of \$40,000 is included to reflect enhanced outreach efforts in sponsor of several major fundraising events and senior center donation innovations. Department on Aging is committed to excellence in senior centers and enhancing the lives of older adults through collaborations, volunteers and contributions.

AGING (7900) BUDGET

DEPT: Aging 2015 Budget Request

UNIT NO. 7900
FUND: General - 0001

Aging Budgeted Positions				
Title Code	2014 Budget	2015 Budget	2015/2014 Variance	Explanation
Accountant 3	1	1	0	
Adm Asst NR	3	3	0	
Assistant Administrative	0	1	1	
Budget Mgr- Aging	1	1	0	
Clerical Asst 1	2	2	0	
Coordinator Elder Abuse Preven	0	1	1	
Coordinator Nutrition Outreach	0	1	1	
Elderly Nutri Program	1	1	0	
Ex Director Aging	0	1	1	
Exdir1-AsstDirDeptAging-Admin	1	1	0	
Exdir1-AsstDirDeptAging-Fiscal	1	1	0	
Exdir3-Dir Deptonaging	1	0	-1	
Executive Assistant Aging	1	1	0	
Human Ser Wkr Aging	37	37	0	
Human Ser Wkr Aging BI Sp	2	2	0	
Info And Outreach Coor Ag	1	1	0	
Management Asst- Aging	1	0	-1	
Office Supp Asst 2	1	1	0	
Outreach & Cust Svc Coord (Ag)	1	0	-1	
Overtime	0.3	0	-0.3	
Paralegal	1	1	0	
Prog and Policy Coord	1	1	0	
ProgCoord- Aging	2	2	0	
ProgCoord- Community Progs	1	1	0	
ProgCoord- Elderly Services	1	0	-1	
ProgCoord- LTS	1	1	0	
ProgCoord- Res Center	2	2	0	
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 BI Sp	1	1	0	
Unit Supervisor - LTS	3	3	0	
Vacancy & Turnover	-2.2	-2.3	-0.1	
*Dementia Care Specialist	0	1	1	2014 current year action
TOTAL	76.1	76.7	0.6	

AGING (7900) BUDGET

DEPT: Aging 2015 Budget Request

UNIT NO. 7900
FUND: General - 0001

Legacy Health Care and Pension Expenditures				
2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
\$1,541,291	\$1,629,086	\$1,735,610	\$2,244,492	\$508,882

FAMILY CARE (7990) 2015 BUDGET REQUEST

DEPT: Family Care

UNIT NO. 7990
FUND: General - 0002

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget ¹	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$7,027,385	\$6,293,631	\$7,573,989	\$8,432,917	\$858,928
Operation Costs	\$286,448,565	\$275,879,553	\$275,239,899	\$275,627,458	\$387,559
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$37,800	\$178,753	\$34,300	\$34,300	\$0
Interdept. Charges	\$1,302,921	\$1,342,642	\$1,363,666	\$1,413,398	\$49,732
Total Expenditures	\$294,816,671	\$283,694,561	\$284,211,854	\$285,508,073	\$1,296,219
Revenues					
Direct Revenue	\$294,816,671	\$291,298,586	\$284,211,854	\$285,508,073	\$1,296,219
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$294,816,671	\$291,298,586	\$284,211,854	\$285,508,073	\$1,296,219
Tax Levy	\$0	(\$7,604,025)²	\$0	\$0	\$0
Impact on Reserves Draw from/(Contribution to)	\$1,435,812	(\$7,604,025)	(\$56,706)³	\$4,021,716	\$3,965,010
Personnel					
Full-Time Pos. (FTE)	64	63	75	73	-2
Seas/Hourly/Pool Pos.	0	2	0	0	0
Overtime \$	\$32,556	\$10,794	\$15,420	\$10,296	(\$5,124)

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 of their in the 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 aged (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

¹ The 2014 Budget is the adopted consolidated MCDFC budget. Since the adoption of the 2014 budget a fund transfer has been approved that has changed the numbers above due to changes in enrollment and the 2014 capitation rates. The adopted budget after the approved fund transfer is as follows: Expenditures \$287,673,294 Revenues \$284,046,509 Net Income / (Loss) (\$3,626,785).

² Any year-end net income is transferred to MCDFC's working capital reserves while any year-end loss will require MCDFC to access the working capital reserves to cover the revenue shortfall.

³ (\$56,706) Contribution to Reserves from the 2014 Adopted Budget was used to reduce the Net Income / (Loss) in the 2014 approved fund transfer.

FAMILY CARE (7990) 2015 BUDGET REQUEST

DEPT: Family Care

UNIT NO. 7990
FUND: General - 0002

more than 1,100 service providers and monitors the quality of those services that members receive. The department has successfully served more than 22,997 members during the past fourteen years by embracing a set of core values and a philosophy that is the foundation of the Family Care program.

Strategic Program Area 1: Family Care Milwaukee

Strategic Outcome: Quality of Life

The table below is the 2014 Capitation rates used in the 2015 Budget.

Capitation Rate Summary (Per Member Per Month)		
Location	Nursing Home Level of Care	Non-Nursing Home Level of Care
Milwaukee	\$2,677.19	\$544.66

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Average Annual Enrollment			
Milwaukee	8,008	7,839	7,875

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget ⁴	2015 Budget	2015/2014 Var
Expenditures	\$285,699,809	\$281,353,179	\$278,640,076	\$277,358,247	(\$1,281,829)
Revenues	\$285,776,831	\$288,181,911	\$278,525,611	\$274,827,464	(\$3,698,147)
Tax Levy	(\$77,022)	(\$6,828,733)	\$114,465	\$2,530,783	\$2,416,318
Impact on Reserves Draw from /(Contribution to)	\$0	(\$6,828,733)	\$57,759	\$6,552,498	\$6,494,739
FTE Positions	64	63	75	73	-2

⁴ The 2014 Budget is the MCDFC budget for the Milwaukee County Region. Since the adoption of the 2014 budget a fund transfer has been approved that has changed the numbers above due to changes in enrollment and the 2014 capitation rates. The adopted budget after the approved fund transfer is as follows: Average Enrollment 8,027 Expenditures \$281,854,264 Revenues \$276,555,910 Net Income / (Loss) (\$5,298,354).

FAMILY CARE (7990) 2015 BUDGET REQUEST

DEPT: Family Care

UNIT NO. 7990
FUND: General - 0002

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Members satisfied with the services they receive	93.1%	95%	95.0%
Members utilizing Supported Independent Living Services	420	504	556
Administrative Expenses / Total Expenses	5.27%	5.85%	6.09%
Number of Hilltop (CID) residents accepted for placement by MCDFC providers*	7	24	0

*Identified provider with written contract in place

The Department of Family Care will continue to administer the Family Care benefit for the aged and disabled populations in Milwaukee County. As with past practice the capitation rates currently in effect for 2014 were used to establish the 2015 budget as 2015 capitation rates are unavailable from the Wisconsin Department of Health Services. Total 2015 Family Care capitation revenues have decreased by \$10,560,049 due to a decrease in the Milwaukee county enrollment at the Nursing home level of care by 202 members while there was a budgeted increase in non - nursing home level of care enrollees of 437 members. In addition, the capitation rates for nursing home level of care and non-nursing home level of care decreased \$99.86 and \$41.76, respectively. The decrease in capitation revenues was partially offset by an increase in member obligation revenue of \$2,703,745. Member service expenses decreased by \$2,907,630.

Professional Service contract expenditures decreased by \$76,853 primarily due to the Wisconsin Physician Services (WPS) MCDFC's Third Party Administrator (TPA) costs decreasing from a budgeted decrease in Milwaukee County enrollment.

Due to the competitive market, increased compliance reporting requirements and substantial increase in legacy health care costs, MCDFC has had to re-evaluate its staffing needs. In addition, the Department achieved efficiencies through technology, automating some processes. As a result, the department is creating 1.0 FTE for \$113,774 in 2015 and abolishing 5.0 FTE for a savings, including salary, social security and active fringe benefits of \$367,302 for a net decrease of \$ 253,528.

Miscellaneous revenue is increased by \$133,440 as a result of the following three MCO's leasing MCDFC's IT system in 2015: ContinuUs, Lakeland Care District and Care Wisconsin First. Each MCO pays a rate based on the number of enrollees it serves.

Contractual short – term staffing increased by \$100,000 to provide temporary staffing support during unexpected staff vacancies and special projects within the department.

The Department has strong quality indicators and is fiscally sound. The 2015 budget does show a withdrawal from reserves as identified on the line above "Impact on Reserves". This is primarily due to:

1. A lower capitation rate for 2014 (which is the rate used to create the 2015 budget);
2. A decrease in enrollment in Milwaukee County;
3. An anticipated increase of \$3,025,000 in costs for Supportive Home Care workers due to the implementation of the Living Wage Ordinance;
4. An increase in legacy healthcare and pension expenditures of approximately \$470,000.

FAMILY CARE (7990) 2015 BUDGET REQUEST

DEPT: Family Care

UNIT NO. 7990
FUND: General - 0002

Strategic Program Area 2: Family Care Racine and Kenosha

The table below is the 2014 Capitation rates used in 2015 Budget.

Capitation Rate Summary (Per Member Per Month)		
Location	Nursing Home Level of Care	Non-Nursing Home Level of Care
Racine Kenosha	\$3,158.88	\$544.66

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Average Annual Enrollment			
Racine and Kenosha	76	110	189

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget ⁵	2015 Budget	2015/2014 Var
Expenditures	\$9,116,862	\$2,239,781	\$4,133,511	\$6,136,894	\$2,003,383
Revenues	\$9,039,840	\$2,968,730	\$4,239,462	\$7,824,046	\$3,584,584
Tax Levy	\$77,022	(\$728,949)	(\$105,951)	(\$1,687,152)	(\$1,581,201)
Impact on Reserves Draw from /(Contribution to)	\$0	(\$728,949)	(\$105,951)	(\$1,687,152)	(\$1,581,201)
FTE Positions	0	0	0	0	0

The Department of Family Care will continue to administer the Family Care benefit for the aged and disabled populations in Racine and Kenosha counties. As with past practice the capitation rates currently in effect for 2014 were used to establish the 2015 budget as 2015 capitation rates are unavailable from the Wisconsin Department of Health Services. Total 2015 capitation revenues have increased by \$3,052,859 due to an increase in the Racine and Kenosha enrollment which is based on historical experience and current trends. Total member service expenditures increased by \$2,134,691 as a result of the increase in enrollment.

⁵ The 2014 Budget is the MCDFC budget for Racine and Kenosha counties. Since the adoption of the 2014 budget a fund transfer has been approved that has changed the numbers above due to changes in enrollment and the 2014 capitation rates. The adopted budget after the approved fund transfer is as follows: Average Enrollment 144 Expenditures \$4,727,858 Revenues \$5,977,536 Net Income / (Loss) \$1,249,678

FAMILY CARE (7990) 2015 BUDGET REQUEST

DEPT: Family Care

UNIT NO. 7990
FUND: General - 0002

Strategic Program Area 3: Family Care Region 6 (Walworth, Waukesha, Washington, Ozaukee and Sheboygan)

The table below is the 2014 capitation rates used in the 2015 budget,

Capitation Rate Summary (Per Member Per Month)		
Location	Nursing Home Level of Care	Non-Nursing Home Level of Care
Washington/Waukesha	\$3,422.52	\$544.66
Ozaukee/Walworth/Sheboygan	\$3,117.14	\$544.66

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Average Annual Enrollment			
Racine and Kenosha	4	35	70

How We Do It: Program Budget Summary					
Category	2013 Budget ⁶	2013 Actual	2014 Budget ⁷	2015 Budget	2015/2014 Var
Expenditures	\$0	\$101,601	\$1,438,267	\$2,012,932	\$574,665
Revenues	\$0	\$147,945	\$1,446,781	\$2,856,563	\$1,409,782
Tax Levy	\$0	(\$46,343)	(\$8,514)	(\$843,631)	(\$835,117)
Impact on Reserves Draw from /(Contribution to)	\$0	(\$46,343)	(\$8,514)	(\$843,631)	(\$835,117)
FTE Positions	0	0	0	0	0

The Department of Family Care will continue to administer the Family Care benefit for the aged and disabled populations in Ozaukee, Sheboygan, Walworth, Washington and Waukesha counties. As with past practice the capitation rates currently in effect for 2014 were used to establish the 2015 budget as 2015 capitation rates are unavailable from the Wisconsin Department of Health Services. Family Care capitation revenues have increased by \$1,413,009 due to an increase in the Region 6 enrollment which is based on historical

⁶ Region 6 began 7/1/2013, and a fund transfer was established to create budgeted expenditures of \$206,625, revenues of \$206,625 and net income \$0.

⁷ The 2014 Budget is the MCDFC budget for Ozaukee, Sheboygan, Walworth, Washington and Waukesha counties. Since the adoption of the 2014 budget a fund transfer has been approved that has changed the numbers above due to changes in enrollment and the 2014 capitation rates. The adopted budget after the approved fund transfer is as follows: Average Enrollment 37 Expenditures \$1,091,173 Revenues \$1,513,064 Net Income / (Loss) \$421,891

FAMILY CARE (7990) 2015 BUDGET REQUEST

DEPT: Family Care

UNIT NO. 7990
FUND: General - 0002

experience and current trends. Total member service expenditures increased by \$462,495 as a result of the increase in enrollment.

Family Care Budgeted Positions					
Title Code		2014 Budget	2015 Budget	2015/2014 Variance	Explanation
Accountant 1		1	0	1	Abolish
Accountant 2		1	1	0	
Accountant 3		2	2	0	
Accountant 4-NR		1	1	0	
Accting Mgr - Family Care		1	1	0	
Adm Coord Aging		1	0	1	Abolish
AODA Specialist		1	1	0	
Asst Director- Family Care		1	1	0	
Asst Prog Administrator		1	1	0	
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)		6	6	0	
Contract Spec		1	1	0	
Coordinator Comm and outreach		1	0	1	Abolish
Contract Spec Quality Surveyor		1	1	0	
ExDir2AsscDirClinicalCompliance		1	1	0	
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	7	1	Abolish
Human Ser Wkr Fam Care		5	5	0	
LTC Functional Screener		1	1	0	
Managed Care Contract Admin		1	1	0	
Medicare Adm Coord-FamilyCare		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		0.3	0.17	0.13	
Paralegal		1	1	0	
Prog Coord - Enroll & Eligib		1	1	0	
Prog Coord - LTS		4	4	0	
Qual Assur Spec		2	2	0	
Qual Imprvt Coord CMO		2	2	0	
Rehab Services Supvr		1	1	0	
RN 2		1	1	0	
RN 2 - Family Care		9	8	1	Abolish
Secretarial Asst		1	1	0	
Secretarial Asst Nr		1	1	0	
Senior Financial Analyst		0	1	1	Create
Service Provider Train Spec		1	1	0	
Unit Supervisor - LTS		1	1	0	

FAMILY CARE (7990) 2015 BUDGET REQUEST

DEPT: Family Care

UNIT NO. 7990
FUND: General - 0002

Vacancy & Turnover		-3.1	0	-3.1	
TOTAL		72.2	72.17	-.03	

Legacy Health Care and Pension Expenditures				
2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014` Variance
\$1,523,474	\$1,614,493	\$1,597,452	\$2,066,929	\$469,477

DHHS (8000) BUDGET

DEPT: DHHS

UNIT NO. 8000
FUND: General – 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$30,998,786	\$29,529,113	\$29,666,479	\$33,019,654	\$3,353,175
Operation Costs	\$46,965,283	\$44,164,527	\$46,451,688	\$47,109,198	\$657,510
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$375,456	\$167,005	\$120,120	\$123,619	\$3,499
Net Crosschrge/Abatemnt	\$14,138,046	\$14,255,632	\$14,203,106	\$14,141,067	(\$62,039)
Total Expenditures	\$92,477,571	\$88,116,277	\$90,441,393	\$94,393,538	\$3,952,145
Revenues					
Direct Revenue	\$4,231,847	\$5,650,208	\$3,221,970	\$4,679,199	\$1,457,229
Intergov Revenue	\$59,927,295	\$62,296,205	\$59,329,971	\$61,833,843	\$2,503,872
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$64,159,142	\$67,946,412	\$62,551,941	\$66,513,042	\$3,961,101
Tax Levy	\$28,318,429	\$20,169,865	\$27,889,451	\$27,880,496	(\$8,955)
Personnel					
Full-Time Pos. (FTE)	347.3	309.7	324.3	324.8	0.5
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime \$	\$573,324	\$1,001,979	\$607,200	\$607,164	(\$36)

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, Housing and Emergency Medical Services.

In 2014, the Community Services Branch, Wraparound Milwaukee and Emergency Medical Services were transferred from department 6300 – Behavioral Health Division to department 8000 – Department of Health and Human Services. For 2015, the Community Services Branch and Wraparound Milwaukee are now transferred back to department 6300 as the Community Access to Recovery Services Division (CARSD). For 2015, Emergency Medical Services remains in department 8000.

DHHS (8000) BUDGET

DEPT: DHHS

UNIT NO. 8000
FUND: General – 0001

Strategic Program Area 1: Director's Office & Management Services

Strategic Outcome:

Director's Office: High Quality, Responsive Services

Home Energy: Personal Safety

211 Impact: Self-Sufficiency

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Home Energy			
Households Applied	62,191	62,000	62,000
211-Impact			
Customer Contacts	202,008	210,000	210,000

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$5,707,368	\$6,471,263	\$3,245,279	\$3,730,168	\$484,889
Revenues	\$5,449,292	\$6,996,068	\$2,915,523	\$3,392,008	\$476,485
Tax Levy	\$258,076	(\$524,805)	\$329,756	\$338,160	\$8,404
FTE Positions	36.0	29.0	22.0	23.3	1.3

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Fiscal & Budget Staff/FTE	3.6%	3.1%	3.2%
Revenue dollars/fiscal staff	\$6,792,138	\$6,255,194	\$6,489,077
Contract dollars spent/ contract management staff	\$3,927,929	\$4,124,587	\$3,239,719

Strategic Implementation:

The Director's Office and Management Services provide administrative guidance, accounting support, and contract oversight to all DHHS program areas with 22.0 FTE related to these services. Included in this FTE count are 2.0 FTEs which support the Wisconsin Home Energy Assistance Program (WHEAP).

The \$480,000 211-IMPACT contract is funded by \$41,838 in WHEAP revenue, \$380,000 in tax levy from DHHS and \$100,000 in tax levy from BHD. WHEAP is funded by the State Department of Administration and administered through Community Advocates and the Social Development Commission. WHEAP expenses receive 100 percent federal reimbursement.

DHHS (8000) BUDGET

DEPT: DHHS

UNIT NO. 8000
FUND: General – 0001

Quality Assurance Unit

The budget creates a new Quality Assurance organizational unit within the DHHS Management Services Division to enhance capacity and develop a more proactive and standardized approach to quality assurance and quality improvement practices across the department. A commitment to ongoing quality assurance and quality improvement is critical to ensuring best practices in service delivery, compliance with regulations, appropriate stewardship of funds, and ultimately, positive client outcomes.

The Quality Assurance unit will include an existing 1.0 FTE Quality Assurance Coordinator position and two new positions: 1.0 FTE Quality Assurance Manager and a 1.0 FTE Quality Assurance Specialist at a cost of \$154,684. The Quality Assurance unit will work collaboratively with divisions to develop and implement a department-wide framework and plan to streamline, standardize, and/or otherwise improve quality assurance and quality improvement practices in the delivery in directly provided and contracted services.

Quality assurance and quality improvement functions include: establishing and monitoring compliance with standards and requirements; measuring achievement of performance and client satisfaction; investigating and responding to concerns about compliance, safety, or quality; engaging in performance improvement activities; providing opportunities for coaching, training, and technical assistance; and other related functions to ensure high quality and accountable service delivery.

DHHS will continue to review the structure of quality assurance staffing and functions across the department in consideration of additional changes to achieve maximum efficiency and effectiveness in deploying resources.

DHHS (8000) BUDGET

DEPT: DHHS

UNIT NO. 8000
FUND: General – 0001

Strategic Program Area 2: Delinquency & Court Services

Strategic Outcome: Personal Safety

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Number of New Referrals Received	2,175	2,500	2,350
Number of Youth Committed to DOC	130	140	140
Average Daily Population for Juvenile Correctional Institution (DOC)	128.2	146.2	135.0
Average Daily Population for Child Caring Institution (DOC)	10.6	11.0	11.0
Community-Based Alternative Programming Enrollees	3,814	4,147	4,400
Number of Youth Brought to Juvenile Detention Center	3,093	3,211	3,200
Number of Admissions to Juvenile Detention Center	2,518	2,774	2,400

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$40,092,338	\$37,560,645	\$40,290,779	\$42,097,932	\$1,807,153
Revenues	\$24,633,146	\$28,827,561	\$25,848,320	\$27,656,951	\$1,808,631
Tax Levy	\$15,459,192	\$8,733,084	\$14,442,459	\$14,440,981	(\$1,477)
FTE Positions	178.6	158.0	171.6	173.0	1.4

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Youth Successfully Completing the First Time Juvenile Offender Program	78%	75%	75%
Youth Successfully Completing Pre-dispositional Programs	68%	70%	70%
Youth Successfully Completing Post-Dispositional (Non-correctional alternative) Programs	62%	65%	70%
Youth Successfully Completing the Milwaukee County Accountability Program (MCAP)	23%	50%	50%

DHHS (8000) BUDGET

DEPT: DHHS

UNIT NO. 8000
FUND: General – 0001

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 20.6 FTE. DCSD will continue to utilize 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. In 2015, DCSD administration will continue to work collaboratively with its IMSD partners to build an analytical environment that is capable of supporting data driven decision-making that will improve community safety by ensuring better outcomes for youth.

In 2012, DCSD was selected to serve as a demonstration program for the Juvenile Justice Reform and Reinvestment Initiative (JJRRI). In the first two years of this initiative DCSD has implemented a set of evidence-based and cost-measurement tools to assess its juvenile justice programs and has used the results to improve services. To further enhance the JJRRI's ultimate goal of achieving better outcomes for youth, DCSD plans to have a fully implemented dispositional matrix in 2015. This will provide a structure for making placement and service assignment decisions that have been found to be most appropriate for each youth's seriousness of offense and risk level. JJRRI 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 percent (\$4,806) local funding match associated with this grant revenue.

Community-based Alternative Programming

60.5 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 of their communities.

Youth Aids revenue is increased by \$1,600,000 based on an estimate of the daily rates anticipated to be included in the 2015-2017 State Budget effective beginning July 1, 2015 and an Average Daily Population (ADP) of 135.0 for the Juvenile Correctional Institution (JCI) and 11.0 for the Child Caring Institution (CCI).

To help achieve the desired ADP reduction, DCSD continues to expand community alternatives designed to safely reduce the incarcerated and out of home placement population. These efforts are related to Milwaukee County's participation as a demonstration site in the Annie E. Casey Foundation's Juvenile Detention Alternatives Initiative (JDAI).

DCSD will invest in increased support for the availability of pre-dispositional monitoring programs, using GPS technology, for youth pending court. DCSD will fund an expanded Saturday Alternative Sanction Program and a Community Service & Restitution and Evening Report Center to serve as alternatives to detention for youth who violate the conditions of their supervision and for those pending court. To improve safety through better outcomes for post-dispositional youth, DCSD will have a fully operational Effective Response Grid to provide an evidence based structure for correcting probation-violating behaviors and incentivizing positive behaviors.

In order for the grid to improve outcomes, DCSD continues to fund an array of services to make available options that are appropriate for addressing the full spectrum of youth risk level and youth behaviors. DCSD will also increase the rate for group homes based on actual costs of operation and service utilization. DCSD is also expanding the funding for the Court/Capias Abatement Project to assist youth with attending their intake inquiries and initial court appearances. Overall, there is a \$500,000 increase in expenditures related to these programs.

Juvenile Detention Center

DCSD operates a 120-bed Juvenile Detention Center with 93.7 FTE employees including Juvenile Corrections Officers, nursing staff, clerical staff, and a Superintendent. In 2014, a Deputy Superintendent was created to provide additional oversight to the Juvenile Detention Center; the cost of salary and active fringe for this position

DHHS (8000) BUDGET

DEPT: DHHS

UNIT NO. 8000
FUND: General – 0001

in 2015 is \$91,318. Additionally, 1.0 FTE of Juvenile Correctional Officer Supervisor is created in 2015 at a cost of \$87,440. This expenditure is offset by the abolishment in 2015 of 2.0 FTE vacant positions of Custody Placement Specialist for a savings of \$133,820. Combined, these personnel changes result in increased costs of \$44,938.

DHHS (8000) BUDGET

DEPT: DHHS

UNIT NO. 8000
FUND: General – 0001

Strategic Program Area 3: Disabilities Services Division

Strategic Outcome: Self-Sufficiency

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Children's Long Term Support Waiver Enrollees	776	795	743
Birth-3 Early Intervention Enrollees	3,152	3,778	3,554
Family Support Enrollees	544	539	561
Clients in Community Living Support Services	146	358	199
Clients in Work, Day and Employment Services (Adult)	27	38	30
Information and Assistance Phone Calls	25,208	25,416	26,488
Number of Disability Resource Center Referrals Processed	3,314	5,346	3,630
Family Care Enrollments Completed	1,918	1,833	2,036
Number of IDAP cases processed	1,083	1,200	1,124
Number of Burials processed	243	280	0

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$17,478,659	\$15,803,241	\$17,370,018	\$18,918,585	\$1,548,567
Revenues	\$14,235,750	\$14,745,347	\$14,431,761	\$15,956,480	\$1,524,719
Tax Levy	\$3,242,909	\$1,057,894	\$2,938,257	\$2,962,105	\$23,848
FTE Positions	70.5	63.0	70.0	68.0	(2.0)

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Average Monthly Clients - CLTS Autism	431	450	431
Average Monthly Clients - CLTS Non- Autism	229	250	216
DHS FSP Allocation Expenditure	\$625,037	\$786,000	\$774,180
MA Match Rate Disability Resource Center	48.86%	50.0%	48.43%
Respite Home Average Length of Stay (Days)	47	60	47

DHHS (8000) BUDGET

DEPT: DHHS

UNIT NO. 8000
FUND: General – 0001

Strategic Implementation:

Children's Services

16.2 FTE are provided to administer children's services that include early intervention, Birth to Three, Family Support and Children's Long-Term Support (CLTS) Medicaid Waiver programs including the intensive autism benefit. These programs support children who have developmental delays and significant disabilities and their families.

Based on prior year experience, Medicaid revenue generated through Targeted Case Management in the Family Support Program is increased by \$50,000 and by \$100,000 in the CLTS Program. The increase in case management revenue in the CLTS program is due to an increase in the number of children served and expansion in the caseload size. This includes the Autism Waiver benefit.

DSD has a purchase of service contract with United Cerebral Palsy (UCP) to provide respite services to children and adults with disabilities, primarily to individuals who are not eligible for Family Care or the Children's Waiver funding (as respite is an allowable service for persons who are served by those programs). The Division always works to maximize Medicaid revenue where possible by requiring that Medicaid funds be used for services prior to local tax levy funds. This initiative will allow the Division to move children who are receiving respite services from UCP to CLTS thereby reducing tax levy by \$100,000 and replacing the funding with Medicaid Waiver funding. This initiative will not negatively impact the agency's budget nor reduce the amount of services to the children and their families.

Adult Services

41.4 FTE support services provided by the Disability Resource Center such as information and assistance, service access and prevention, disability benefits specialist services, options counseling and Family Care enrollment.

In 2015, a new Crisis Resource Center (CRC) will be available to individuals with Intellectual/Developmental Disabilities (ID/DD) and a co-occurring mental illness. The primary goal of this program is to provide intensive crisis intervention and stabilization support to prevent more restrictive institutional-based services and return to community living following behavioral or symptom changes leading to crisis destabilization. The CRC will initially assist individuals relocating from BHD's Hilltop facility succeed in the community and reduce reliance on the Psychiatric Crisis Services Emergency Room. The cost for this service is estimated to be \$890 per day for a total expenditure related to this initiative of \$1,300,000. This cost per day compares favorably to the significantly higher cost for placement in the PCS Emergency Room or at the State Centers (in Winnebago and Mendota).

In 2015, this expenditure is partially offset by Medicaid revenue of \$120,000, \$400,000 in State revenue, a one-time carryover of \$250,000 in revenue from 2014, a one-time use of \$250,000 in reserve funds and \$280,000 in tax levy. DSD anticipates gaining sufficient operational experience in 2015 so as to generate additional Medicaid revenue in 2016 and beyond to replace the use of the one-time revenues. In addition, the implementation of the CRC is contingent upon the receipt of \$400,000 from the State or an alternative funding source.

Watts Reviews

The Division proposes to contract out the remaining County-performed Watts reviews in 2015 for a savings of \$93,030. Watts reviews are conducted annually to determine whether or not an individual who is institutionally placed is in the most integrated setting and remains in the least restrictive environment (suitable to their particular needs). As part of this initiative, 3.0 FTE of Human Service Worker are unfunded resulting in a savings in salary and active fringe benefits of \$180,530. This savings is partially offset by an outside contract to perform Watts reviews on behalf of the division. Under the contract, 500 Watts reviews would be conducted annually at a cost of \$175 each for a total cost of \$87,500.

1.0 FTE of Human Service Worker is created at a cost of \$56,810. This is a specialized position needed within the Disability Resource Center to address the increasing number of individuals with Mental Health issues. This position will help link individuals who are not eligible for Family Care to mental health resources in the community.

DHHS (8000) BUDGET

DEPT: DHHS

UNIT NO. 8000
FUND: General – 0001

1.0 FTE of Registered Nurse 3 – DSD is created at a cost of \$86,342. DSD needs additional RN time to help address the increasing demand for clinical consultation in the Disability Resource Center and Adult Protective Services.

DSD Administration

9.9 FTE in DSD Administration and Support provide management, fiscal, and clerical support to all DSD programs.

The Division is proposing that Community Advocates assume full program oversight/management of the Interim Disability Assistance Program (IDAP) and that the associated tax levy be transferred to this non-profit agency. Community Advocates currently conducts medical reviews and the appeals process for IDAP cases. One DSD employee handles the application process and determines financial eligibility. This change should provide for more coordination and efficiency of the overall operation of this program.

The Division proposes to eliminate the General Assistance Burials Program in 2015 for a savings of \$310,000. As part of this initiative, 1.0 FTE of Human Service Worker – BI Sp is transferred to the Disability Resource Center.

1.0 FTE position of Fiscal Assistant 2 is unfunded in 2015 in anticipation of automation through the Third Party Administrator (TPA) for a savings of \$62,648.

WIMCR Revenue

The budget increases Wisconsin Medicaid Cost Reporting (WIMCR) revenue by \$400,000 to reflect actual experience. WIMCR is the process by which the State of Wisconsin claims Medicaid federal match dollars for county costs for providing certain community-based Medicaid services.

DHHS (8000) BUDGET

DEPT: DHHS

UNIT NO. 8000
FUND: General – 0001

Strategic Program Area 4: Housing Division

Strategic Outcome: Self-Sufficiency / Quality of Life

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Number Supportive Housing Units Placed in Service	446	491	529
Number of Families Receiving Rent Assistance	1,730	1,760	1,765
Number of households served by construction services	38	55	55
Number of Individuals Placed by Community Intervention Specialist	New in 2013	100	150

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$22,102,263	\$21,682,649	\$23,175,726	\$23,273,300	\$97,574
Revenues	\$19,297,202	\$17,007,067	\$18,962,585	\$19,113,851	\$151,266
Tax Levy	\$2,805,061	\$4,675,581	\$4,213,141	\$4,159,449	(\$53,692)
FTE Positions	33.0	31.0	30.2	30.0	(0.2)

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Occupancy Rate of Pathways to Permanent Housing	100%	90%	95%
Individuals Exiting to Permanent Housing in Pathways Program	61%	70%	70%
Individuals Maintaining Permanent Housing in Shelter Plus Care	98%	88%	88%
Families on Housing Voucher Waitlist	600	540	525

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. The division administers the following programs utilizing approximately 30 FTEs: Special Needs Housing, Housing Choice Voucher Program, Community Development Block Grant (CDBG), and HOME/Home Repair loans.

The 2015 Budget reflects an expenditure increase of \$97,574, revenue increase of \$151,266 for a net tax levy reduction of \$53,692. This is partially related to efforts to reduce the structural deficit begun in 2014. In order to achieve a structurally sound budget in 2015, budgeted revenue of \$518,229 that was included in the 2014 Budget for the Housing Choice Voucher and Special Needs programs has been eliminated. The Housing Division, in

DHHS (8000) BUDGET

DEPT: DHHS

UNIT NO. 8000
FUND: General – 0001

partnership with the DHHS budget and accounting teams, has reviewed all the various HUD program revenue amounts and related service allocations for all Housing programs to reconcile the budget with actual experience.

Comprehensive Community Services

In 2015, the Housing Division will begin implementation of the Comprehensive Community Services (CCS) program, a federal Medicaid psychosocial rehabilitation benefit. This benefit is also being offered in Behavioral Health Division's Community Services Branch (CSB) which launched the program in July 2014 as part of the State's 2013-2015 Mental Health Initiative. The program reimburses a county for both the non-federal (up to \$10 million statewide) and the federal share of the Medical Assistance allowable CCS costs if the county agrees to provide the benefit on a regional basis. Milwaukee County is considered its own region.

The Housing initiatives identified below are anticipated to be offset by an additional \$450,000 in CCS revenue that the Housing division expects to receive in 2015.

Community Housing Placement

One FTE Community Intervention Specialist (CIS) is created in 2015 at a cost of \$74,754 to expand a Mental Health Redesign initiative begun in 2014. This position will address the high demand for services related to those seeking housing placements after their discharge from the House of Correction, Milwaukee County Jail, homeless shelters, and private hospitals. An initial CIS position was created in the 2014 Budget and a second one is needed to keep pace with service demand.

Harm Reduction Housing Model

The Housing Division is proposing a new Harm Reduction Housing model at a cost of \$300,000. The initiative will focus primarily on individuals with severe alcohol addictions. This model will work with individuals who have not been successful in traditional housing or in current treatment models. As shown by the success of similar models across the country, the Housing Division anticipates that this model will significantly reduce detox admissions, emergency room visits, and bookings into the jail. The target date for this development is July 2015.

Mercy Housing Development

The Division is requesting \$20,000 to support two months of on-site services at Mercy Housing Lakefront's new 53-unit development on Milwaukee's east side. Of the total units being constructed, 14 of the units will be used for permanent supportive housing. This will be Mercy Housing's second supportive housing development in Milwaukee County. The first housing development included 89 units. The developer has already received Low Income Housing Tax Credits and construction is scheduled to be completed around November 2015.

Safe Haven Program

The budget includes \$55,000 in additional funds for Milwaukee County's Safe Haven Program to provide additional case management services. Previously, the four Safe Haven locations served shelter referrals that had already been connected to services. The Safe Haven locations are now primarily serving homeless individuals seeking assistance directly, without supportive services. Due to the high needs of this particular population, additional services are necessary to ensure proper outcomes.

Overall expenses for purchase of service contracts will be reduced by approximately \$100,000 which includes the removal of \$300,000 in one-time funding provided to homeless shelters as part of the 2014 Budget.

The Housing budget also reflects the abolishment of 1.0 FTE Housing Program Assistant-Rent Assistance which reduces expenditures by \$57,418.

DHHS (8000) BUDGET

DEPT: DHHS

UNIT NO. 8000
FUND: General – 0001

Strategic Program Area 5: Emergency Medical Services

Strategic Outcome: Personal Safety

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Total Communications Center Contacts	78,457	80,205	82,611
Milwaukee County EMS Vehicle Communication Contacts	62,291	63,805	65,719
Students Enrolled in Initial Paramedic Training Courses	28	29	42
Number of American Heart Association (AHA) Classes Taught by Milwaukee County EMS Education Center Staff	140*	75	150*
Number of EMS Continuing Education Classes Held	170	170	170
Transfer Students Enrolled in Paramedics Course	51	20	50
Number of EMS System Field Evaluation Sessions Conducted by Quality Management Staff	Not captured	25	50

*Certification lasts for two years so class volumes fluctuate every other year.

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$7,096,943	\$6,598,479	\$6,359,590	\$6,373,553	\$13,963
Revenues	\$543,752	\$370,369	\$393,752	\$393,752	\$0
Tax Levy	\$6,553,191	\$6,228,110	\$5,965,838	\$5,979,801	\$13,963
FTE Positions	29.2	28.7	30.5	30.5	0.0

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Percent of Total Number of Data Elements Corrected in Patient Care Records	0.130%	0.125%	0.128%
Number of Treatment Timelines Tracked for Confirmed Heart Attack Patients	289	300	320
Number of Treatment Timelines Tracked for Acute Stroke Patients	288	290	300

Strategic Implementation:

30.4 FTE provide education, communications and operations of pre-hospital emergency medical care.

\$1.5 million EMS subsidy is budgeted for the Milwaukee County municipalities in 2015 as a part the four-year EMS agreement.

DHHS (8000) BUDGET

DEPT: DHHS

UNIT NO. 8000
FUND: General – 0001

Dept of Health & Human Services Budgeted Positions				
Title Code	2014 Budget	2015 Budget	2015/2014 Variance	Explanation
Accountant 3	1.00	1.00	-	
Accountant 4	1.00	1.00	-	
Accounting Coord - DHHS	1.00	1.00	-	
Adm Asst	2.00	2.00	-	
Adm Asst 2-Accts Rec	1.00	1.00	-	
Adm Asst 2-Childrens Court	1.00	1.00	-	
Adm Asst NR	1.00	1.00	-	
Adm Coord Alco Drug Prog	1.00	1.00	-	
Admin Coord	2.00	2.00	-	
Assistant Administrative-	-	1.00	1.00	2014 Action
Asst Housing And Dev Coord	1.00	1.00	-	
Asst Housing Prog Coord SN	1.00	1.00	-	
Clerical Asst 1	4.00	4.00	-	
Clerical Asst 2	6.00	6.00	-	
Clerical Spec (CCC DE)	1.00	1.00	-	
Clerical Spec DHS	2.00	2.00	-	
Comm Relations Coord	1.00	1.00	-	
Community Intervention Spec	1.00	2.00	1.00	2015 Create
Contract Serv Coord	5.00	5.00	-	
Control Center Asst	8.00	8.00	-	
Custody Placemt Spec	4.00	2.00	(2.00)	2015 Abolish
Deputy Detn Home SuprIndnt		1.00	1.00	2014 Action
Disabilities Benefits Spec	4.00	4.00	-	
Disabilities Services Coord	4.00	4.00	-	
EMS Communicator	7.00	7.00	-	
EMS Communicator Hr	0.81	0.81	-	
EMS Informatics	1.00	1.00	-	
EMS Instructor	5.00	5.00	-	
EMS Instructor- Hourly	2.10	2.10	-	
EMS Lead Communicator	1.00	1.00	-	
EMS Program Coord	1.00	1.00	-	
EMS Program Director	1.00	1.00	-	
Ems Supv Hr	0.25	0.25	-	
Energy Asst Prog Int	1.00	1.00	-	
Energy Asst Prog Spec	1.00	1.00	-	
Ex Director Health Human Serv	1.00	1.00	-	
Exdir1-Bureauadmin Fcmb	1.00	1.00	-	
Exdir1-Contract Admin	1.00	1.00	-	
Exdir2-Assocdirsocser O	1.00	1.00	-	
Exdir2-Commresadminstrt	1.00	1.00	-	
Exdir2-Depprodircommse	1.00	1.00	-	
Exdir2-DHHS Housing	1.00	1.00	-	
Exdir2-Divadmndelq Ctse	1.00	1.00	-	
Fiscal Asst 2	4.17	2.25	(1.92)	(.17) 2014 Action / (.75) 4/1/15 Abolish / (1.0) 2015 Unfund
Fiscal Coord DSD	1.00	1.00	-	
Fiscal Mgt Analyst 2	1.00	1.00	-	

DHHS (8000) BUDGET

DEPT: DHHS

UNIT NO. 8000
 FUND: General – 0001

Dept of Health & Human Services Budgeted Positions				
Title Code	2014 Budget	2015 Budget	2015/2014 Variance	Explanation
Fiscal Mgt Analyst 3	1.00	1.00	-	
Grant Coordinator	1.00	1.00	-	
Housing Inspec Rent Asst	2.00	2.00	-	
Housing Inspector	2.00	2.00	-	
Housing Prog Analyst	1.00	1.00	-	
Housing Prog Asst Rent Asst	6.00	5.00	(1.00)	2015 Abolish
Housing Prog Asst Spec Needs	4.00	4.00	-	
Housing Prog Manager BH	1.00	1.00	-	
Housing Program-Manager	3.00	3.00	-	
Hum Ser Wkr-Juvenile Justice	48.00	48.00	-	
Hum Ser Wrk Juv Just -BLSpan	2.00	2.00	-	
Human Ser Wkr	37.00	35.00	(2.00)	2015 (3 Unfund ; 1 Create)
Human Ser Wkr BI Sp	7.00	7.00	-	
Human Service Worker-Pool	0.06	0.06	-	
Human Services Supv	6.00	6.00	-	
Info System Appl Spec Cc	1.00	1.00	-	
Juvenile Corr Offcr Supv	6.00	-	(6.00)	2014 Action
Juvenile Corr Offic	63.00	63.00	-	
Juvenile Corr Offic BI S	3.00	3.00	-	
Juvenile Detention Superint	1.00	-	(1.00)	2014 Action
Med Rec Adm 2	1.00	1.00	-	
Med Rec Tech 2	2.00	2.00	-	
Mgmt Asst - DHHS	1.00	1.00	-	
Office Supp Asst 1	2.00	2.00	-	
Office Supp Asst 2	5.00	5.00	-	
Office Supp Asst 2 BI	1.00	1.00	-	
Overtime	12.94	11.36	(1.58)	
Paramed Train & Paramed (Hrly)	3.30	3.30	-	
Paramedic And Trainparamed	0.50	0.50	-	
Prog Coord - ASD	1.00	1.00	-	
Prog Coord - Res Center	1.00	1.00	-	
Prog Manager Childrens Servs	1.00	1.00	-	
Psych Soc Wkr	1.00	1.00	-	
Qual Assur Coord - DHHS	1.00	1.00	-	
Qual Assur Coord - EMS	1.00	1.00	-	
Qual Assur Spec EMS	2.00	2.00	-	
Quality Assurance Manager	-	1.00	1.00	2015 Create
Quality Assurance Spec DHHS	-	1.00	1.00	2015 Create
Quality Assurance Specialist	1.00	1.00	-	
-RC-Child Prob Officer	1.00	1.00	-	
Resource Center Mgr-Disab	1.00	1.00	-	
RN 1	3.00	3.00	-	
RN 2	1.00	1.00	-	
RN 3 - DSD	1.00	2.00	1.00	2015 Create
RN Pool	0.10	0.01	(0.09)	Was 0.01 in 2014 - not 0.10
Salary Adjustment	0.71	1.39	0.68	
Secretarial Asst	0.50	0.50	-	

DHHS (8000) BUDGET

DEPT: DHHS

UNIT NO. 8000
FUND: General – 0001

Dept of Health & Human Services Budgeted Positions				
Title Code	2014 Budget	2015 Budget	2015/2014 Variance	Explanation
Secretary	1.00	-	(1.00)	2014 Action
Sect Mgr	2.00	2.00	-	
Senior Budget Analyst	1.00	-	(1.00)	2014 Action
Senior Exec Asst DHHS	1.00	1.00	-	
Serv Supp Spec	1.00	1.00	-	
Shift Differential	0.10	0.10	-	
Special Premium	0.05	0.05	-	
Sr Analyst Budget and Mgmt	-	1.00	1.00	2014 Action
Stores And Distrib Asst 1	0.60	1.00	0.40	2015 Create
Superintendent Juvenile Detent	-	1.00	1.00	2014 Action
Supervisor Juvenile Co Officer	-	7.00	7.00	2014 Action + 1.0 2015 Create
Unit Supervisor - LTS	3.00	3.00	-	
Vacancy & Turnover	(13.59)	(14.00)	(0.41)	
DHHS TOTAL	325.60	323.68	(1.92)	

DHHS (8000) BUDGET

DEPT: DHHS

UNIT NO. 8000
FUND: General – 0001

Legacy Health Care and Pension Expenditures				
2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
\$6,717,530	\$6,593,217	\$7,185,928	\$9,059,679	\$1,873,751

PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$26,342,869	\$24,664,589	\$25,864,522	\$29,684,908	\$3,820,386
Operation Costs	\$9,324,726	\$9,902,053	\$9,751,291	\$10,420,540	\$669,249
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$911,376	\$802,479	\$1,090,887	\$1,109,706	\$18,819
Interdept. Charges	\$5,540,754	\$5,408,812	\$6,098,762	\$7,323,912	\$1,225,150
Total Expenditures	\$42,119,725	\$40,777,933	\$42,805,462	\$48,539,066	\$5,733,604
Revenues					
Direct Revenue	\$17,470,595	\$17,647,058	\$17,887,465	\$18,364,845	\$477,380
Intergov Revenue	\$184,113	\$140,975	\$168,546	\$159,114	(\$9,432)
Indirect Revenue	\$0	\$12,756	\$0	\$8,757	\$8,757
Total Revenues	\$17,654,708	\$17,800,789	\$18,056,011	\$18,532,716	\$476,705
Tax Levy	\$24,465,017	\$22,977,144	\$24,749,451	\$30,006,350	\$5,256,899
Personnel					
Full-Time Pos. (FTE)		212.6	212.6	217.2	3.6
Seas/Hourly/Pool Pos.		262.4	165.3	171.9	6.6
Overtime \$		\$0	\$0	\$0	\$0

Department Mission: 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 Department of Parks, Recreation and Culture offers over 154 parks and parkways totaling 15,316 acres of recreational enjoyment. Long viewed as the gem of the County, the Park System offers year-round activities, including trails, Lake Michigan beaches, community and recreation centers, botanical gardens and conservatory, picnic and building rentals, golf courses, swimming pools and aquatic centers, and more than 350 athletic fields and courts for a variety of sports, including baseball, softball, basketball, tennis, football, rugby, soccer and volleyball. The Park System's 120-mile Oak Leaf Trail is used for biking, in-line skating, running and walking.

PARKS, RECREATION & CULTURE (9000) BUDGET

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	2013 Actual	2014 Budget	2015 Budget
Per Capita tax levy support for Parks	\$24.09	\$26.35	\$26.35
Park Acreage	15,283	15,316	15,316
Acres/1000 Residents	16.000	16.000	16.000
Number of Friends Groups	65	67	68

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$2,288,588	\$2,231,993	\$2,420,804	\$3,451,266	\$1,030,462
Revenues	\$26,355	\$38,799	\$27,195	\$28,427	\$1,232
Tax Levy	\$2,262,233	\$2,193,194	\$2,393,609	\$3,422,839	\$1,029,230
FTE Positions		11.7	11.5	13.2	0.7

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Value of volunteer contribution	\$983,385	\$1,230,000	\$1,275,000

Strategic Implementation:

This program area includes administrative functions such as finance, contracts, partnerships, advocacy and outreach. The 2015 staffing level includes 13.2 FTE positions which is an increase of 0.7 FTE due to the transfer of 1.0 FTE into org 9010 to assist with outreach and volunteer management and a slight decrease in the seasonal allocation. Tax Levy increases \$1,029,230 primarily due to an increase in central service cross charges and employee merit awards.

The Parks Department will work with the Department of Administrative Services to identify funding to support the Parks Amenities Matching Fund grant program to maximize partner contributions towards beautification, maintenance and repair efforts.

PARKS, RECREATION & CULTURE (9000) BUDGET

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	2013 Actual	2014 Budget	2015 Budget
Number of Oak Leaf Trail miles	118	120	123
Number of parkway miles	60	60	60
Percent of Parkland that is natural/agricultural areas	66.7%	66.7%	66.7%
Number of Athletic Fields	226	220	220
Number of Dog Exercise Areas	6	8	8
Parks maintained	154	156	156
Operating grants awarded	\$130,099	\$130,014	\$130,014
Acres mowed	3,095	3,100	3,100

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$14,728,774	\$12,290,277	\$14,220,446	\$13,942,323	(\$278,122)
Revenues	\$572,913	\$645,004	\$597,058	\$654,030	\$56,972
Tax Levy	\$14,155,861	\$11,645,273	\$13,623,388	\$13,288,293	(\$335,094)
FTE Positions		138.1	145.4	95.6	-49.8

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Satisfaction Rating – Building Rentals	n/a	75%	75%
Satisfaction Rating – Dog Exercise Areas	n/a	70%	70%
Sustainability ratio - Dog Exercise Areas	149%	140%	140%

Strategic Implementation:

This program area includes the day-to-day operation and maintenance of green space, athletic fields and courts, picnic sites, rental facilities, wading pools, parking lots, and roadways. In addition, staff provides mowing and snow plowing services at Lakeshore State Park and mowing services at 12 Milwaukee Water Works facilities.

2015 staffing level includes 95.6 FTE, a reduction of 49.8 FTE from 2014. This reduction is due to a reallocation of seasonal staff out of org 9199 back into the orgs in which they are typically assigned. In addition, an adjustment was made with the reallocation of staff from org 9166, Downtown Unit, to org 9136. In 2015, four wading pools, locations to be determined, are proposed for removal from service resulting in long-term operational savings and future major maintenance. \$100,000 in cash funding for demolition will be identified in the capital budget. In 2015, the Parks Department proposes to construct and operate campgrounds at locations to be determined.

PARKS, RECREATION & CULTURE (9000) BUDGET

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	2013 Actual	2014 Budget	2015 Budget
Number of work orders completed	4,102	4,100	4,200
Number of buildings maintained*	258	254	255
Square footage of buildings maintained*	1,861,933	1,904,433	1,907,433

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$919,995	\$635,881	\$1,115,709	\$1,755,498	\$639,789
Revenues	\$1,369	\$17,923	\$1,256	\$10,002	\$8,746
Tax Levy	\$918,626	\$617,958	\$1,114,453	\$1,745,496	\$631,043
FTE Positions		25	25	27.8	2.8

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Cost per square foot maintained	\$0.32	\$0.56	\$0.56

*Data from insurance schedule

Strategic Implementation:

This program area maintains facilities and amenities and provides skilled trades in the areas of plumbing, electrical, carpentry, heating and cooling, ironwork, and other services to ensure health and safety and code compliance. The 2015 staffing level includes 27.8 FTE positions which is an increase of 2.8 FTE from 2014. The FTE increase consists of 1.0 FTE Operating & Maintenance Engineer, 1.0 FTE Seasonal Office Assistant and 0.75 FTE Seasonal Park Worker. Tax Levy increases by \$631,043 which includes an increase in personal services, services and commodities, and cross charges.

PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Strategic Program Area 4: Golf

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Rounds of Golf played – Regular	256,874	260,000	260,000
Rounds of Golf played – Par 3	21,479	21,500	21,500

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$4,592,267	\$5,087,132	\$5,277,616	\$6,000,212	\$722,596
Revenues	\$6,522,504	\$6,188,549	\$6,375,750	\$6,325,596	(\$50,154)
Tax Levy	(\$1,930,237)	(\$1,101,417)	(\$1,098,134)	(\$325,384)	\$772,750
FTE Positions		64.1	24.1	36	11.9

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Satisfaction rating	n/a	75%	75%
Sustainability Ratio – Regular	124%	130%	135%
Gain per round – Regular	\$5.22	\$6.04	\$6.50
Sustainability Ratio - Par 3	45%	47%	50%
Cost per round – Par 3	\$8.21	\$7.11	\$6.01

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 2015 staffing level includes 36.0 FTE positions, an increase of 11.9 FTE over 2014 due to a reallocation of seasonal staff which also accounts for the increase in personal services costs. In addition, expenditures increase due to increases in utility costs and increases in Fleet cross charges due primarily to increased debt service costs on vehicles and equipment purchased in 2013 and 2014.

PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Strategic Program Area 5: Aquatics

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Total attendance	261,371	265,000	270,000

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$2,677,007	\$2,806,679	\$2,598,775	\$2,900,825	\$302,050
Revenues	\$945,408	\$976,967	\$1,194,042	\$1,224,351	\$30,309
Tax Levy	\$1,731,599	\$1,829,712	\$1,404,733	\$1,676,474	\$271,741
FTE Positions		58.6	49.8	51.2	1.4

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Levy Cost per Swimmer (Indoor Pools)	\$9.27	\$8.58	\$8.50
Levy Cost per Swimmer (Deep Well Pools)	\$5.93	\$4.94	\$4.50
Levy Cost per Swimmer (Water Parks)	\$1.65	\$0.00	\$0.00
Sustainability Ratio (Indoor Pools)	24.3%	27.8%	27.8%
Sustainability Ratio (Deep Well Pools)	24.0%	27.0%	27.0%
Sustainability Ratio (Water Parks)	80.0%	100.0%	100.0%

Strategic Implementation:

This program area operates and maintains the indoor and outdoor pools and water parks for public use. The total FTE count for 2015 increases 1.4 over 2014 due to a reallocation of seasonal staff. Expenditures increase in personal services due to the reallocation of seasonals from org 9199 and align more appropriately with 2013 actuals. Overall program revenues will increase due to daily and annual pass fee increases.

PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Strategic Program Area 6: McKinley Marina

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Number of slip rentals	638	640	640
Number of season boat launch permits	408	425	450
Number of daily boat launches	5,176	5,200	5,200

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$931,526	\$1,244,987	\$1,042,230	\$1,229,706	\$187,476
Revenues	\$2,483,554	\$2,468,619	\$2,478,587	\$2,529,150	\$50,563
Tax Levy	(\$1,552,028)	(\$1,223,632)	(\$1,436,357)	(\$1,299,444)	\$136,913
FTE Positions		9.7	2	6.7	4.7

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
User Satisfaction Survey	n/a	70%	70%
Occupancy Ratio	93%	93%	93%

Strategic Implementation:

This program area supports the McKinley Marina, the County's only public lakefront marina. The 2015 staffing level includes 6.7 FTE positions, which is an increase of 4.7 FTE due to a reallocation of seasonal staff from 9199. Expenditures increase in personal services due to the reallocation of seasonals from org 9199. Parks will identify facility needs in 2015 with the understanding that any future fee increases should be invested back in the Marina.

PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Strategic Program Area 7: Horticulture & Nature Education

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Boerner Botanical Gardens attendance	115,659	117,000	117,000
Mitchell Park Domes attendance	197,230	180,000	195,000
Wehr Nature Center attendance	50,879	51,000	51,000

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$3,735,118	\$3,840,060	\$3,634,069	\$4,043,823	\$409,754
Revenues	\$1,090,287	\$1,120,640	\$1,030,676	\$1,337,272	\$306,596
Tax Levy	\$2,644,831	\$2,719,420	\$2,603,393	\$2,706,551	\$103,158
FTE Positions		36.4	27.4	29.9	2.5

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Satisfaction rating – Boerner	n/a	80%	80%
Satisfaction rating – Domes	n/a	80%	80%
Satisfaction rating – Wehr	n/a	80%	80%
Sustainability ratio – Boerner	32%	35%	35%
Sustainability ratio – Domes/Greenhouse	43%	47%	47%
Sustainability ratio – Wehr	9%	9%	9%

Strategic Implementation:

This program area maintains horticulture facilities at the Mitchell Park Conservatory (Domes), Boerner Botanical Gardens, Greenhouses and Wehr Nature Center. 2015 staffing levels include 29.9 FTE positions that include the abolishment of a Horticulturist In-charge to create an Operating and Maintenance Engineer in org 9430. Expenditures increase in personal services due to the reallocation of seasonals from org 9199 and legacy costs.

The Parks Department proposes the elimination of the University of Wisconsin Cooperative Extension Nature in the Parks services agreement. The Parks will assume these responsibilities and provide programming and land management services through the creation of 2.03 FTE in org 9176 and 2.0 FTE in org 9420 with the intention of creating one new org to combine the Wehr Nature Center and Natural Areas functions. The Greenhouses will be fully operational with a plan to restore plant sales and maximize the space for other revenue opportunities which accounts for the revenue increase. Milwaukee County Code of Ordinances Chapter 47.32 will be updated.

PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Strategic Program Area 8: Community Centers

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Memberships – King & Kosciuszko	1,627	1,650	1,650
Daily passes - King & Kosciuszko	18,094	18,250	18,500
Court hours for indoor rentals – Sports Complex	4,207	4,250	4,275
Outdoor field rentals – Sports Complex	321	325	330
Special Events- Sports Complex	10	13	15
Total attendance – King Center	86,272	87,000	88,000
Total attendance – Kosciuszko Center	62,793	65,000	65,500
Total attendance – Sports Complex	186,800	190,000	195,000
Total attendance – Wilson Recreation	59,678	60,000	62,500

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$2,442,549	\$2,440,779	\$2,063,109	\$2,697,100	\$633,991
Revenues	\$725,273	\$804,327	\$686,744	\$742,290	\$55,546
Tax Levy	\$1,717,276	\$1,636,452	\$1,376,365	\$1,954,810	\$578,445
FTE Positions		29.9	11	22	11

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Satisfaction rating - King	n/a	80%	80%
Satisfaction rating - Kosciuszko	n/a	80%	80%
Satisfaction rating – Sports Complex	n/a	80%	80%
Satisfaction rating – Wilson Recreation	n/a	80%	80%
Sustainability ratio – King Center	26%	26%	28%
Sustainability ratio – Kosciuszko Center	30%	30%	35%
Sustainability ratio – Sports Complex	115%	116%	116%
Sustainability ratio – Wilson Recreation	43%	45%	45%

Strategic Implementation:

This program area maintains and provides services at the Dr. Martin Luther King, Jr. Community Center, Kosciuszko Community Center, Wilson Sports Complex, and the Milwaukee County Sports Complex. Expenditures increase in personal services due to the reallocation of seasonals from org 9199 and in services due to higher utility costs. Program revenues at the community centers will increase through modest daily and annual pass fee increases. That additional revenue will be invested back into the centers to upgrade fitness

PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

UNIT NO. 9000

FUND: General - 0001

equipment. Sports Complex revenues will increase with the addition of special rates for off peak times to increase rentals.

PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Strategic Program Area 9: Land Resources Management

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Soft trail miles maintained (hiking/biking)	60	60	60
Number of playgrounds	113	113	113

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$4,189,256	\$4,129,145	\$4,550,015	\$5,472,464	\$922,448
Revenues	\$155,952	\$181,590	\$158,078	\$188,200	\$30,122
Tax Levy	\$4,033,304	\$3,947,555	\$4,391,937	\$5,284,264	\$892,326
FTE Positions		39.6	38	44	6

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Natural areas management ratio*	12%	12%	12%
# of work orders completed	511	550	575

*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. The program area is also responsible for the maintenance and safety of playgrounds. Crews are responsible for the maintenance of Parks’ woodlands inventory and of roadway and landscape maintenance.

The 2015 staffing level includes 44 FTE positions and includes an additional 2.0 FTE positions as a result of insourcing the Nature in the Parks program, the cost of which is offset by the elimination of the service contract to the University of Wisconsin Cooperative Extension. Personal services increase due to the reallocation of seasonals from org 9199.

Expenditure increases are due primarily to Fleet cross charges for new equipment and higher repair costs and to provide \$35,000 in funding to match anticipated State and Federal grant awards. Revenue increases are due primarily to the implementation of additional organized hikes and tours, a result of overwhelming community feedback through the Parks Interest and Use Survey.

PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Strategic Program Area 10: Planning & Development

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Number Capital development projects	25	21	15
Number of Right of Entry permits	61	68	55
Number of Land Conveyances	10	3	6
Number of Master Plans completed	3	2	6
Value of County-funded parks capital projects	\$8,113,679	\$8,993,500	\$7,005,000
Value of non-county funded projects	\$11,369,591	\$3,249,855	TBD

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,256,082	\$903,482	\$1,424,007	\$1,566,069	\$142,062
Revenues	\$104,584	\$152,228	\$105,039	\$152,000	\$46,961
Tax Levy	\$1,151,498	\$751,254	\$1,318,968	\$1,414,069	\$95,101
FTE Positions		5	6.2	6.5	0.3

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Deferred maintenance addressed	7.9%	8.0%	10.0%

Strategic Implementation:

This program area prepares the capital budget, provides in-house design and master planning for parks and trails, reviews the plans provided by consultants, conducts long and short range system planning including setting goals and priorities relating to the future development of the Parks System, manages and oversees the land assets including land acquisitions and dispositions, easements, and right-of-entry permitting, develops and maintains the geographic information system (GIS), which includes an inventory of park facilities and assets, and provides mapping and analysis, identifies grants, selects projects, prepares application materials and provides applications and implements grant projects, and maintains historical records and archives.

The Parks Department will work with the Department of Administrative Services to identify funding to engage in a ten-year system wide Needs Assessment Study to identify facility and program needs, including community surveys to identify recreational programming, open space, natural resources and park needs and will result in a comprehensive plan for land, asset and program management. The Parks will work with the Office of Sustainability on the development of a comprehensive, department-wide Energy Management Plan.

PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Strategic Program Area 11: Downtown

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Average monthly parkers at O'Donnell	592	850	900

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$787,619	\$1,077,699	\$794,422	\$164,338	(\$630,084)
Revenues	\$1,939,705	\$1,701,149	\$1,944,560	\$401,682	(\$1,542,878)
Tax Levy	(\$1,152,086)	(\$623,450)	(\$1,150,138)	(\$237,344)	(\$912,794)
FTE Positions		4	4	0	-4

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Sustainability Ratio – O'Donnell	241%	241%	241%

Strategic Implementation:

Revenue and expenditures reflected in this request are generated by the O'Donnell parking structure only for three months due to the possibility of the sale of the property. 2015 staffing levels are 0.0 FTE in this org due to a reallocation of staff to org 9136. This consolidated unit will continue the operations, maintenance, and oversight of the downtown parks as well as the ten Lake Park Unit parks and the mowing contract for Lakeshore State Park and other Milwaukee Water Works sites. Special Event and parking operations will continue to be managed and operated by this staff.

PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Strategic Program Area 12: Concessions

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Number of catering events	254	260	260
Number of food & beverage locations	40	40	40

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,369,653	\$2,047,474	\$1,403,602	\$2,886,135	\$1,482,533
Revenues	\$1,589,123	\$1,618,738	\$1,655,048	\$2,730,995	\$1,075,947
Tax Levy	(\$219,470)	\$428,736	(\$251,446)	\$155,140	\$406,586
FTE Positions		28.7	7.8	34	26.2

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
\$ earned per patron - Golf	\$2.75	\$3.00	\$3.25
\$ earned per patron - Aquatics	\$1.10	\$1.15	\$1.20
Sustainability Ratio	104%	110%	110%

Strategic Implementation:

This program area manages concessions, including golf courses, at 40 locations throughout the Parks System. The 2015 staffing level includes 34 FTE positions, an increase of 26.2 over 2014 that is due to the reallocation of seasonal staff from org 9199 as well as the creation of 1.0 FTE Park Unit Coordinator – Concessions due to the proposed expansion of revenue-generating concession initiatives. Revenues increase by \$1,075,947 primarily as a result of those new concession initiatives. Corresponding expenditure increases for these initiatives total \$710,000, which includes the staffing increases and additional commodities.

PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Strategic Program Area 13: Marketing

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Number of events – Parks own	104	89	100

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$671,525	\$585,818	\$615,154	\$580,648	(\$34,506)
Revenues	\$23,761	\$2,131	\$5,400	\$2,200	(\$3,200)
Tax Levy	\$647,764	\$583,687	\$609,754	\$578,448	(\$31,306)
FTE Positions		5	4	3	-1

Strategic Implementation:

This program area is responsible for marketing and communications, graphic design, and promotion services for Parks events, activities, and programs through television, radio and print media connections, social media, and website administration. The 2015 staffing level includes 3.0 FTE positions that includes a reduction of 1.0 FTE due to an internal transfer to org 9010 and includes a salary adjustment. Tax levy decreases \$31,306.

PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Strategic Program Area 14: Public Services

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
# of building rentals	2,386	2,500	2,500
# of athletic field permits	8,662	8,750	8,750
# of athletic programs	29	35	35
# of special events	571	590	610
# of dog park permits	3,502	3,650	3,700
# of picnic rentals	3,202	3,300	3,350

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,131,459	\$1,079,999	\$1,228,303	\$1,369,912	\$141,609
Revenues	\$1,463,920	\$1,858,935	\$1,761,578	\$2,181,321	\$419,743
Tax Levy	(\$332,461)	(\$778,936)	(\$533,275)	(\$811,409)	(\$278,134)
FTE Positions		13.8	16.3	13.9	-2.4

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Booking ratio – picnic shelters	39.9%	45%	50%
Booking ratio – picnic sites (no shelters)	27.6%	35%	40%
Booking ratio – buildings	61.0%	65%	66%
Booking ratio – ball diamonds	11.2%	12%	12%
Booking ratio – athletic fields	6.4%	7.5%	7.5%

Strategic Implementation:

This program area includes organized sports leagues, picnic and building rentals, and coordinates special events throughout the Parks System. Revenue increases are due partially to athletic field/league permit and building permit fees increases. Disc Golf Courses will transition from volunteer management and maintenance to the Parks Department which will result in an increase in expenditures for Park Operations. Those expenditures will be offset by new revenue with the creation of daily and yearly pass fees. Other new revenue will be generated by the creation of daily and yearly pass fees for cross country skiing to offset expenditures related to trail grooming and maintenance. In addition, staff will pursue partnerships to expand sporting opportunities through tournaments, races, and programming and amusement opportunities throughout the system.

PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Strategic Program Area 15: Security & Training

Service Provision: Discretionary

Strategic Outcome: Personal Safety

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Number of citations	1,008	900	1,000

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$398,307	\$376,528	\$417,202	\$478,746	\$61,545
Revenues	\$10,000	\$25,190	\$35,000	\$25,200	(\$9,800)
Tax Levy	\$388,307	\$351,338	\$382,202	\$453,546	\$71,345
FTE Positions		5.5	5.5	5.3	-0.2

Strategic Implementation:

This program area manages training and continuing education for Parks employees, administers the Park Ranger program, and department-level risk management functions including insurance scheduling, claims, and employee safety and health programming. 2015 staffing levels remain similar to 2014. Tax levy increases \$71,345 due to personal services increases, legacy costs, a \$25,000 workforce development investment, and a slight reduction in revenue.

PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Parks, Recreation & Culture Budgeted Positions				
Title Code	2014 Budget	2015 Budget	2015/2014 Variance	Explanation
Adm Asst	1	1	0	
Aquatic Program Sup Sea	0.8	0.7	-0.1	Adjust to 2013 actual
Asst Chief of Rec/Business Op	2	2	0	
Asst Headlifeguard Seas	4	8.2	4.2	Adjust to 2013 actual
Asst Natural Areas Coordinator	1	2	1	Exchange for NIP contract
Botanical Gardens Dir	1	1	0	
Budget Mgr - Parks	1	1	0	
Carpenter	3	3	0	
Carpenter Supv	1	1	0	
Clerical Spec Parks	1	1	0	
Clubhouse Concessions Mgr	1	1	0	
Comm Center Mgr	2	2	0	
Comm Center Supv	2	2	0	
Construction Technician-Parks	1	1	0	
Contract Services Officer	1	1	0	
Dep Regional Operations Mgr	4	5	1	Exchange for NIP contract
Electrical Mech	1	1	0	
Electrical Mech Dot	3	3	0	
Electrical Mech Supv	1	1	0	
Ex Director Parks Rec Culture	0	1	1	Re-titled
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	0	-1	Re-titled
Food Serv Operator Seas	4.8	6.7	1.9	Adjust to 2013 actual
Golf And Recreation Turf Mgr	1	1	0	
Golf Services Mgr	1	1	0	
Golf Superintendent-PGA	1	1	0	
Head Lifeguard Seas	4.2	7.6	3.4	Adjust to 2013 actual
Heating Equip Mech	1	1	0	
Heating Equip Mech Supv	1	1	0	
Horticultural-Director	1	1	0	
Horticultural-Supervisor	1	1	0	
Horticulturist 1	10	10	0	
Horticulturist 1 Seas	3.4	0	-3.4	Adjust to 2013 actual
Horticulturist 2 In Charge	2	1	-1	Unfunded to fund Operation & Mtce Engrn
Horticulturist 2 Seas	0.3	0	-0.3	Adjust to 2013 actual
Ironworker	1	1	0	
Ironworker Supervisor	1	1	0	
Landscape Arch 3	3	3	0	
Landscape-Const Region Super	2	2	0	

PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Lifeguard Seas	37.8	24.9	-12.9	-.7 for planned maintenance closure of Pulaski Pool. Adjust to 2013 actual
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 Service Manager	1	1	0	
Nat Resources Tech IC - Parks	5	5	0	
Natural Res Spec Parks	1	1	0	
Natural Resources Tech - Parks	29	29	0	
Office Asst 1	1	1	0	
Office Asst 1 Seas	0	3.1	3.1	Adjust to 2013 actual
Office Asst 3	5	5	0	
Office Asst 3 Seas	3.4	0	-3.4	Adjust to 2013 actual
Operating and Mtce Engrn	2	3	1	Funded by unfunding Hort II IC
Organized Sports Coordinator	1	1	0	
Painter Bldgs	2	2	0	
Park Artist	1	1	0	
Park Intern Athletic Of	4.8	1	-3.8	Adjust to 2013 actual
Park Intern Seas	0.8	0	-0.8	Adjust to 2013 actual
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	0.5	0.3	Exchange for NIP contract
Park Operats Analyst 2	5	5	0	
Park Patrol Seasonal	2.5	2.3	-0.2	Adjust to 2013 actual
Park Ranger in Charge	2	2	0	
Park Unit Coord 1	10	7	-3	Promoted 4 UC1 to UC2. Added 1 UC1 in exchange for NIP contract.
Park Unit Coord 1 Conc	0	2	2	Hired as UC 1, not UC22. Added 1 FTE for Concessions revenue opportunities.
Park Unit Coord 1 Golf	3	2	-1	Promoted 1 FTE to UC 2 Golf
Park Unit Coord 2	4	8	4	Promoted 4 UC1 to UC2.
Park Unit Coord 2 Conc	1	0	-1	Hired as UC1, not UC2 2
Park Unit Coord 2 Golf	4	5	1	Promoted 1 FTE to UC 2 Golf
Park Unit Coord 2 Golf Seas	1.2	0	-1.2	Adjust to 2013 actual
Park Unit Coord 2 Seas	0.3	0	-0.3	Adjust to 2013 actual
Park Worker 5 Seas	96.4	116.5	20.1	10.7 for new revenue initiatives. 9.4 as exchange for other unfunded seasonal positions.
Parks/Highway Maint Worker	9.6	9.1	-0.5	1 less week at parks; 1 more week at Hwy
Planning & Development Manager	0	1	1	New position approved by CB
Plumber	4	4	0	
Plumber Supv	1	1	0	
Public Services Mgr	1	1	0	

PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Recreation-Aquatic Prog Mgr	1	1	0	
Safety Security & Training Mgr	1	1	0	
Salary Adjustment	0	1	1	Adjustment for Marketing Coordinator
Senior Exec Asst Parks NR	1	1	0	
Special Events Coord	1	1	0	
Special Events Coord Hr	0.5	0.5	0	
Specialist POS Parks-	1	1	0	
Supervisor Aquatics	1	1	0	
Vacancy & Turnover	-14.3	-11.8	2.5	3% of total wages
TOTAL	363.7	378.3	14.6	

Legacy Health Care and Pension Expenditures				
2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
\$4,280,169	\$4,477,930	\$4,762,664	\$6,570,763	\$1,808,099

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$13,530,344	\$13,165,477	\$13,498,925	\$15,194,577	\$1,695,652
Operation Costs	\$8,997,429	\$8,415,759	\$9,641,788	\$9,705,286	\$63,498
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$520,688	\$423,067	\$524,179	\$611,640	\$87,461
Interdept. Charges	\$1,555,095	\$1,493,271	\$1,676,864	\$2,031,144	\$354,281
Total Expenditures	\$24,603,556	\$23,497,619	\$25,341,756	\$27,542,647	\$2,200,891
Revenues					
Direct Revenue	\$19,684,801	\$17,605,504	\$19,826,372	\$19,245,432	(\$580,940)
Intergov Revenue	\$0	\$11,935	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$19,684,801	\$17,617,439	\$19,826,372	\$19,245,432	(\$580,940)
Tax Levy	\$4,918,755	\$5,880,180	\$5,515,384	\$8,297,215	\$2,781,831
Personnel					
Full-Time Pos. (FTE)	128.8	N/A	128.8	131.8	3
Seas/Hourly/Pool Pos.	126.0	N/A	125.1	125.1	0
Overtime \$	\$398,544	\$372,265	\$295,644	\$301,560	\$5,916

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.

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

Strategic Program Area 1: Administration & Finance

Service Provision: Discretionary

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data			
Item	2013 Actual	2014 Budget	2015 Budget
Zoo Attendance	1,232,899	1,309,500	1,309,500

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$5,773,208	\$4,953,702	\$5,946,176	\$6,905,883	\$959,707
Revenues	\$1,698,125	\$1,452,228	\$4,108,002	\$4,019,306	(\$88,696)
Tax Levy	\$4,075,083	\$3,501,473	\$1,838,174	\$2,886,577	\$1,048,403
FTE Positions	16.5	N/A	17.5	18.5	1.0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Net Levy cost per Visitor	\$3.64	\$4.77	\$4.21	\$6.34
Average visitor spending	\$14.58	\$14.29	\$15.14	\$14.70
AZA Accreditation Status	Accredited	Accredited	Accredited	Accredited
Zoo Sustainability Ratio	80%	75%	78.3%	70%

Strategic Implementation:

This program area includes cash management, financial and capital project planning including facilities design and construction management, accounts payable and receivable, personnel and payroll, reception, radio dispatch, information technology, safety and security services, employee training, contract review, program and audience evaluation and research services, oversight of Zoo's Green, Guest Services and Safety committees and other general office services.

The 2015 staffing level includes 18.5 FTE positions, which is an increase of one FTE from the 2014 Adopted Budget. A new position of Managing Engineer-Facilities Design and Construction is requested to plan, direct and evaluate programs and projects in support of all phases of the renovations or new construction of Zoo facilities. An on-site engineer is critical to support the implementation of new facilities in the master plan and construction of the West Entry and new parking lot. The full cost of the position including fringe benefits is \$120,644 completely offset with charges to the Capital Budget.

The State of Wisconsin Department of Transportation (WIDOT) Zoo Interchange project continues into 2015 creating navigation challenges for Zoo guests. In addition to on/off ramp freeway closings and closure of parts of the freeway, the Bluemound and Wisconsin Avenue bridges will be down at different times for reconstruction in 2015. In light of this, gate admission fees and parking remain unchanged at the 2014 levels. Both Zoo and WIDOT staff are working together to publicize the best routes to arrive at the Zoo, which also includes signage.

In 2014, the Zoo received \$8.5 million from the WIDOT for land acquisition. To alleviate parking issues due to loss of parking spaces in the main lot, the Zoo will construct in 2015 a new West parking lot and new entrance

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

along with amenities to create a “sense of arrival” similar to the main parking lot. This project is fully funded by revenues from WIDOT.

The 2015 Request includes a Dinosaur Special Exhibit. The fee will be \$2.50 per person and it will run Memorial Day weekend through Labor Day to help the Zoo generate 1,309,500 annual visitors.

Tax Levy increases \$1,048,404 primarily in the following areas:

- \$422,712 increase in personal services of which \$302,068 is comprised of increases in health and pension benefit costs, the 2014 wage increase annualized and the two percent wage increase for 2015 and funding for merit awards;
- \$157,253 in services cost increases is primarily from an increase of \$292,500 for natural gas and electricity which is partly offset with \$59,153 reduction in the special exhibit contract fee and various other reductions; and
- \$411,781 in crosscharges increases of which \$307,171 is from the Central Service Allocation charge.

The Zoo is in the process of evaluating whether a concessionaire for catering, novelty sales and concessions is more financially beneficial than running the operations in-house. A Request for Proposals will be issued in the month of July, 2014 with responses due in August, 2014. If the analysis shows that the shift to an outside vendor is more cost effective, the Zoo will recommend the concessionaire initiative be included in the County Executive’s Budget.

The projected average visitor spending of \$14.70 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 remains at the 2014 level 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 during the months of January, February, March, October, November and December. The April free day was replaced with the month of October due to capacity issues in the main parking lot while the West parking lot is being built. The West parking lot will open for Memorial Day weekend.

The Zoo is also authorized to enter into the following Professional Service Contracts in 2015. 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.
\$315,000	Dinosaur Exhibit	Billings Productions
\$92,000	Raptor Bird Show	World Bird Sanctuary

ZOO (9500) BUDGET

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			
Item	2013 Actual	2014 Budget	2015 Budget
Advertising Expenditures	\$499,883	\$481,000	\$481,000
Group Sales Revenue	\$1,768,591	\$2,360,222	\$2,357,222

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$2,932,388	\$2,687,898	\$2,915,034	\$3,063,000	\$147,966
Revenues	\$3,863,487	\$3,463,294	\$3,749,716	\$3,750,316	\$600
Tax Levy	(\$931,099)	(\$775,395)	(\$834,682)	(\$687,316)	\$147,366
FTE Positions	19.6	N/A	19.6	19.6	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Guest experience survey: Extremely or Very Satisfied	96%	98%	96%	96%
Guest educational value survey "Extremely or Very Educational"	94%	96%	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 2015 staffing level includes 19.6 FTEs and is unchanged from the 2014 Adopted Budget. Expenditures are largely unchanged. Tax Levy increases by \$147,966 mainly due to \$86,490 increase in personal services of which \$68,806 is due to fringe and pension benefit costs.

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

Strategic Program Area 3: Operations Division

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	2013 Actual	2014 Budget	2015 Budget
General Admission Revenue	\$3,660,459	\$4,032,053	\$4,032,053
Concession/Catering Revenue	\$3,186,823	\$3,796,201	\$3,819,353
Novelty Revenue	\$1,749,558	\$1,747,508	\$1,645,149
Rides Revenue	\$1,080,667	\$1,359,989	\$1,308,143

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$4,643,676	\$4,522,594	\$4,811,638	\$4,675,598	(\$136,040)
Revenues	\$14,072,189	\$12,650,625	\$11,917,654	\$11,424,810	(\$492,844)
Tax Levy	(\$9,428,513)	(\$8,128,031)	(\$7,106,016)	(\$6,749,212)	\$356,804
FTE Positions	83.9		84	85	1

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Guest Survey: Excellent or Very Good Food Service	86%	84%	88%	88%
Guest Survey: Excellent or Very Good at Retail Outlets	91%	87%	91%	91%
Guest Survey: Excellent or Very Good Service at Ride Locations	94%	92%	94%	94%
Guest Survey: Excellent or Very Good Service at Gates/Admissions	88%	88%	88%	90%

Note: Operational revenues in this section do not include admissions and other revenue accounts generated from other divisions.

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.

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

The 2015 staffing level includes 85.0 FTE positions which is an increase of one position from the 2014 Adopted Budget. One position of Assistant Concessions and Merchandise Coordinator is requested to be created at a total cost of \$87,440 completely offset with vacancy and turnover. The Zoo is open seven days a week and operates multiple shifts on many days during the year and only has one direct manager for the combined operations of concessions and merchandise, which also includes warehouse functions and overseeing various revenue generating contracts. This area is responsible for over \$5.8 million in revenues and over \$2 million in resale concession and novelty items. The new position will help provide the oversight needed to optimize revenue and manage operations.

Tax Levy increases \$356,804 due primarily to personal services increases of \$175,341 of which \$99,703 is related to health and pension benefits and a \$50,000 reduction in revenues from outside vendors due to actual experience.

ZOO (9500) BUDGET

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	2013 Actual	2014 Budget	2015 Budget
Number of Work Orders Completed	1,235	1,100	1,100

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$4,430,680	\$4,105,170	\$4,334,251	\$4,762,136	\$427,885
Revenues	\$0	\$10,883	\$0	\$0	\$0
Tax Levy	\$4,430,680	\$4,094,286	\$4,334,251	\$4,762,136	\$427,885
FTE Positions		58.7	58.7	58.7	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Guest Survey: Excellent or Very Good Cleanliness	86%	“A” Priority = 95% All Others = 90%	88%	88%
Work Orders completed in a timely manner	96%	94%	96%	96%

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 2015 total staffing level includes 58.7 FTE positions and is unchanged from the 2014 Adopted Budget; however, the Zoo is requesting the abolishment of one position of Heating and Ventilating Mechanic 2 and the creation of a Zoo Steamfitter position to have the proper skill level needed to service the heating and cooling systems at the Zoo. The net cost for the position change is \$44,074 and is completely offset with a reduction in Time and Materials expenditures. In the past, the Zoo has spent over \$50,000 in Time and Materials contractors to service Zoo systems and this new position will be able to make the repairs in-house, saving more than the \$44,074 net cost of the position. This position would complement the plumber and electrician positions creating a highly skilled team that could work together, sharing their knowledge and skills to address most of the heating and ventilating systems at the Zoo. In addition to the savings in repair accounts, additional savings will occur in purchasing of equipment and parts because the new position will be licensed to purchase refrigerants replacing the need for outside contractors to purchase these items at a much higher cost to the Zoo. The heating and ventilating systems are critical to the health and well-being of the Zoo’s animal collection and revenue generating centers.

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

Tax Levy increases \$427,885 mainly due to an increase of \$337,254 in personal services costs of which \$293,180 is related to fringe and pension costs and an increase of \$97,825 in Fleet Management crosscharges.

In 2015, the Zoo will work with the University of Wisconsin Stevens Point Waste Management Intern Program to examine the Zoo's waste stream and the costs associated with both the Zoo's recycling and waste disposal in an effort to find operational and cost efficiencies.

ZOO (9500) BUDGET

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	2013 Actual	2014 Budget	2015 Budget
# of Species in collection	372	435	435
# of Specimens in collection	2724	3200	3200

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$6,823,604	\$7,228,256	\$7,334,657	\$8,136,040	\$801,383
Revenues	\$51,000	\$40,408	\$51,000	\$51,000	\$0
Tax Levy	\$6,772,604	\$7,187,848	\$7,283,657	\$8,085,040	\$801,383
FTE Positions	74.2		74.1	75.1	1

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Participation in AZA Species Survival Plans	Yes	Yes	Yes	Yes
% of time Animals are displayed to public*	N/A	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 \$801,383 mainly due to an increase of \$673,865 in personal services of which \$586,659 is due to fringe and pension benefit costs and \$85,000 in projected animal food cost increases based on 2013 experience.

The 2015 staffing level includes 75.1 FTE positions, which is an increase of one FTE from the 2014 Adopted Budget. A new position of Elephant Care Coordinator is requested to meet the AZA accreditation standards, which requires a dedicated elephant care position. This position is also critical in supporting the Adventure Africa Capital Project that is requested in 2015. The full cost of the position including fringe benefits is \$70,118 completely offset with vacancy and turnover.

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

Zoo Budgeted Positions				
Title Code	2014 Budget	2015 Budget	2015/2014 Variance	Explanation
Accountant 1	1	1	0	
Accountant 2 - Zoo	1	1	0	
Accting Manager Zoo	1	1	0	
Admin Services Coordinator	0	1	1	
Admin Spec - Zoo	1	1	0	
Admissions And Transp Sup	1	1	0	
Animal Division Coord	1	1	0	
Asst Concessions & Merch Coord	0	1	1	
Asst Concessions Coord	1	1	0	
Asst Group Sales Coord	1	1	0	
Asst Zoo Maint-Grds Coord	1	0	-1	
Audiovisual Coord-Zoo	1	1	0	
Clerical Asst 1 Nr	1	1	0	
Clerical Spec Zoo	1.8	0.8	-1	
Clerk Receptionist Zoo	1	0	-1	
Concession & Merchandise 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	
Director Animal Mgmt Health	0	1	1	
Electrical Mech Permits	1	1	0	
Elephant Care Coordinator	0	1	1	
Ex Director Zoo	0	1	1	
Exdir2-Dep Zoo Dir Ad F	1	1	0	
Exdir2-Dep Zoo Dir Am And H	1	0	-1	
Exdir3-Zoological Dir	1	0	-1	
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	0	-1	
Forestry Worker (Zoo)	1	1	0	
Grounds Maintenance Manager	0	1	1	
Group Sales Coord	1	1	0	
Group Sales Specialist	1	1	0	
Guest Services Supv	1	1	0	
Heating And Vent Mech 2	2	1	-1	
Heritage Farm Attdt	3	3	0	

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

Heritage Farm Attdt Sea	4.4	4.4	0	
Heritage Farm Supv	1	1	0	
Horticulturist	0	2	2	
Horticulturist 2	2	0	-2	
Locomotive Engr Zoo	2	2	0	
Mach Operator Engineer Welder	1	1	0	
Maintenance Supervisor	0	1	1	
Maintenance Supv	1	0	-1	
Merchandise Sales Coord	1	1	0	
Mnging Eng - Fac,Design,Const	0	1	1	
Office Services Specialist	0	1	1	
Office Supp Asst 1	1	1	0	
Overtime	8.9	8.8	-0.1	
Plumber Permits	1	1	0	
Prog/Audience Eval Spec (Zoo)	1	0	-1	
Program Audience Eval Spec	0	1	1	
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 Cash Accounting Asst	0	1	1	
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	
Steamfitter Temp Contrl	0	1	1	
Stores Clerk 3	1	1	0	
Vacancy & Turnover	-12	-13.7	-1.7	
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 Seas	52.7	52.7	0	
Zoo Worker 2 Seas	20.7	20.7	0	
Zoo Worker 3 Seas	16.3	16.3	0	
Zoo Worker 4 Seas	23.3	23.3	0	
Zoo Worker 5 Seas	2.2	2.2	0	
Zoo Worker 6 Seas	5.6	5.6	0	
Zookeeper	41	41	0	
TOTAL	252.9	254	1.1	

Legacy Health Care and Pension Expenditures

2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
\$2,404,359	\$2,525,159	\$2,762,701	\$3,536,281	\$773,580

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

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
\$955,676	\$955,676	\$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
\$61,614	\$61,614	\$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	\$57,205	\$1,303
Operation Costs	\$183,527	\$180,588	\$204,020	\$228,415	\$24,395
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$220,462	\$220,595	\$220,292	\$222,806	\$2,514
Total Expenditures	\$458,712	\$456,606	\$480,214	\$508,426	\$28,212
Revenues					
Direct Revenue	\$121,080	\$117,422	\$144,350	\$121,680	(\$22,670)
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$1,200,000	\$1,200,000	\$1,200,000	\$1,300,000	\$1,200,000
Total Revenues	\$121,080	\$117,422	\$144,350	\$121,680	(\$22,670)
Tax Levy	\$337,632	\$339,184	\$335,864	\$386,746	\$50,882
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-researched 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 76,000 county residents of all ages. A trained volunteer force of over 6,000 individuals allows the department to further extend educational programming to 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. Most services are provided free of charge or at a nominal fee.

Department Description: UW Extension is made up of Administration and four educational program areas: **Administration** is responsible for supporting educators and support staff in: program development, evaluation, and professional development; personnel matters, financial management, and ensuring technology support; **4-H Youth Development** offers children and youth (K-5 – grade 13) cutting-edge and relevant opportunities to learn real-world skills that will prepare them for the challenges of today and tomorrow. Club programs provide leadership and team development through activities, such as: civic engagement, environmental studies, arts, multicultural awareness, and science, technology, engineering and math (STEM); **Community Natural Resources and Economic Development (CNRED)** stresses community building, 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. **Family Living** provides training in the areas of parenting, food science and nutrition education, poverty awareness, and professional development for home visitors; **Urban Agriculture** and **Horticulture** provide county land to grow food, information, training and support in horticulture and urban agriculture that increases the social and economic

UW EXTENSION (9910) BUDGET

DEPT: UW Extension

UNIT NO. 9910

FUND: General - 0001

impacts on people and communities; Two other programs in collaboration with County Parks are: the **Natural Areas Program** that engages residents, organizations and businesses through the ecological restoration of county park land; and the **Wehr Nature Center/Nature in the Parks** that offer environment education to residents of all ages.

In 2013, the department delivered 30 different programs and reached over 76,000 County residents; Milwaukee County UW Extension is a highly leveraged program: for every \$1.00 of county levy, Milwaukee County UW Extension brings in approximately \$3.00 from the UW System, federal, other state, and local private and public sector grants or donations.

UW EXTENSION (9910) BUDGET

DEPT: UW Extension

UNIT NO. 9910
FUND: General - 0001

Strategic Program Area 1: University of Wisconsin-Extension

Strategic Outcome: Quality of Life (all programs), self-sufficiency and/or economic opportunity (for several programs)

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Number served in 4-H Youth Development program	49,642	49,900	49,642
Number served in Community Development/Natural Resources (CNRED) program	7,675	7,675	7,675
Number served in the Family Living program	7,075	6,631	6,631
Number served in Horticulture & Urban Agriculture	9,681	9,700	9,700

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	\$508,426	\$28,212
Revenues	\$121,080	\$117,422	\$144,350	\$121,680	(\$22,670)
Tax Levy	\$337,632	\$339,184	\$335,864	\$386,746	\$50,882
FTE Positions	0.8	0.8	0.8	0.8	0

How Well We Do It: Performance Measures			
Performance Measure (selected, not inclusive)	2013 Actual	2014 Budget	2015 Budget
4-H Youth Development			
High school & college student learn new work-Related skills through summer employment	6	6	6
Children & youth receive knowledge & instruction in Environmental education	12,352	12,352	12,352
Youth develop their skills in Science, Technology, Engineering and Math (STEM)	329	703	329
Middle & high school youth and their families Receive career and college information & visit UW campuses	255	524	275
Community Development/Natural Resources (CNRED)			
Residents of two central city neighborhoods receive Leadership Development Training	0	30	30
Strategic Planning support to County Parks Dept. Initiated & completed	60	60	0
Educational programs provided to residents and organizations in: stormwater management, invasive Species, and water	1170	1170	1170

UW EXTENSION (9910) BUDGET

DEPT: UW Extension

UNIT NO. 9910
FUND: General - 0001

Family Living			
Development Screening Training provided to Childcare providers & early childhood educators	404	300	300
Nutrition Education provided to low-income school-age children, adults and seniors	6,070	6,070	6,070
Horticulture/Urban Agriculture			
Community Garden Rental program promotes local Food production, assists family budgets, enhanced Community building	2,525	2,525	2,525
The Master Gardener Certification & Community Service Program trains residents how to grow food and care for their gardens and provide volunteer services via community projects	4721	4721	4721
The Urban Apiary Programs trains residents to become beekeepers	27	27	27
Horticulture Helpline & Walk-in Service provides free consultation and university-researched information on their garden, lawns and household insects	746	746	746

Strategic Implementation: Milwaukee County-UW Extension program will continue to maintain overall service levels in the number of people served (76,000 residents) and the quality of educational programs provided. A tax levy in this program increased in 2014 by \$50,882 primarily due to the funding of \$50,000 to provide for an expansion of the 4H Pre-college Program to three middle schools on Milwaukee's Northside. The current program targets zip codes of 53204, 53207 and 53215. A reduction in operation costs of \$25,605 was largely offset by a revenue reduction of \$22,670.

In the proposed 2015 budget, Extension seeks to reduce its revenue requirement to \$110,000 due to the loss of revenue generated by an educator who is no longer with the department. The educator brought in \$17,000 per year through a state grant. Revenue for 2014 is \$121,680. A requested increase in the Professional Services Contract (6148) pertains to the UW Extension's statewide evaluation of educator salaries. One position within the Professional Services Contract had an adjustment and all (4) educator positions are receiving a salary increase in 2015. Extension is seeking 1.0 FTE Executive Assistant from the .8 FTE as the position has absorbed additional responsibilities over the past three years.

UW Extension will continue to bring in approximately \$3.00 dollars for every \$1.00 of County levy. The WI Food & Nutrition Program, for example, brought in \$722,000 in 2013, and no County funds contributed to this program. Other federal and state funds bring in over \$500,000 annually; other funds include grants, donations and program feeds. In addition, 6,098 volunteers provided 57,842 volunteer hours in 2013 for over 300 community projects; The average Wisconsin volunteer hourly rate is \$18.50 (source: volunteeringinamerica.gov) which means that \$1,070,077 was an in-kind contribution to Milwaukee County. Interdepartmental Collaborations: The department works collaboratively with Milwaukee County Parks Department in community gardening, natural areas improvements, nature and ecological education, horticulture services at Boerner Botanical Gardens and strategic planning support. Through the Precollege Institute program, the department collaborated with the Milwaukee County Research Park to hold 14 Saturday enrichment sessions for 150 middle and high school youth. With funds from a grant, UW Extension was able to provide a nominal fee to the MCRP for the Saturday sessions. Should the program be refunded, we will enter into discussions for similar accommodations. The department will assess the feasibility of further collaboration with the office of Sustainability in 2014 as UW Extension has access to studies and a statewide network of specialists in this field. 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 off-site room rental, staff time, and mileage for conducting programs. This

UW EXTENSION (9910) BUDGET

DEPT: UW Extension

UNIT NO. 9910

FUND: General - 0001

provides savings in offsite instructional costs. The final value of Extension services is that most department services are provided free of charge or at a nominal fee, making services affordable for most county residents.

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	\$14,748	\$1,950

Program Overview & Deliverables
Milwaukee County UW Extension
(9910 - Low Org: None)

The Milwaukee County office of UW Extension is in full alignment with the mission of Milwaukee County which is to provide high-quality, responsive services that enhance self-sufficiency, personal safety, economic opportunity and quality of life for all its people.

Milwaukee County - UW Extension is engaged in **significant collaborations** with the County Parks Department with: Wehr Nature Center/Nature in the Parks, Natural Areas Land Management, the Community Garden Rental Program, Moody Park Neighborhood Re-development, the development of Rainbow Park Community Gardens in West Allis, support to the Boerner Botanical Gardens staff and visitors, Parks Administration Strategic Planning Process and we have begun an exchange of information & resources with the Office of Sustainability.

Major Programs¹ provided by the Extension office:

4-H:

- Academic, Entrepreneurial and Precollege Support to African American Youth
- CommunityClubs
- Precollege Institute
- SySTEMatics
- Tech Wizards

Community Development & Natural Resources

- Resident Leadership Development
- Organizational Development and Community Collaboration
- Natural Resources Education

Family Living

¹ The office provides 30 different programs; the following are the major programs offered in the County.

UW EXTENSION (9910) BUDGET

DEPT: UW Extension

UNIT NO. 9910
FUND: General - 0001

Developmental Screening (ASQ) Training for Childcare Providers & Early Childhood Educators
Poverty Awareness for Community Engagement (PACE) Trainings
Professional Development & Technical Assistance for Home Visitation Program personnel
Wisconsin Nutrition Education Program

Horticulture

Horticulture Education, Phone Helpline & Summer Walk-in services
Master Gardener Volunteer (MGV) Program

Urban Agriculture

Arts & Education through Gardening
Beekeeping Training
Community Garden Rental Program
Community Food Systems
Micro-farmer/Urban Discovery Program

(the following provides the details per program)

Milwaukee County UW Extension Program Outcomes for 2013

Program Title: Academic, Entrepreneurial and Precollege Support to African American Youth

Outcome Areas: Quality of Life and economic opportunity

Program Narrative:

1.0 FTE Youth Development educator and part-time summer student staff comprise the Youth Development Program; program fosters a philosophy of positive youth development principles to the marginalized youth in the city of Milwaukee. The paths of discovery, integration, application and teaching have been the key factors shaping the work done with children and youth. Growth and development occur through a process of engagement and positive interaction. Marginalized youth are taught practical life skills for success. Culturally appropriate programs are integrated to teach critical thinking and problem solving skills as best practices for developing self-sufficiency. 270 primarily African American youth were reached in 2013.

Performance Measures:

Results are assessed through focus groups, case studies and pre/post-test evaluations.
Student retention rates
Youth involved in more than one program service or multi-year involvement
Development of work skills through summer employment

Program brings in an additional \$15,000 in grants annually.

UW EXTENSION (9910) BUDGET

DEPT: UW Extension

UNIT NO. 9910
FUND: General - 0001

Program Title: 4-H Science Technology Engineering and Mathematics (STEM) Clubs

Outcome Areas: Quality of Life and economic opportunity

Program Narrative:

4-H STEM (4-H SySTEMatics) is a two-year STEM and precollege certificate-based program targeting low-income middle school students at their schools. Key program features are engaged hands-on learning, experimentation and exposure to UW colleges and career opportunities. Five public and private schools in three South side zip code areas in Milwaukee in 2013 offered 4-H SySTEMatics and expanded to two north side schools in 2014.

120 youth were enrolled and 65 completed the program. Fifty-five youth attended the annual UW-Waukesha STEM Day and took science and engineering classes. Twenty-six 4-H SySTEMatics students attended the UW-Waukesha Summer College Experience that was held at UW-Richland for one week in July. Youth took Chemistry, Ecology, GIS/GPS, and Forensics classes, and visited UW-Platteville for a campus tour. Fifteen parents attended the last weekend at UW-Richland, toured the campus and participated in activities. Twelve volunteers (professionals and college students) supported student learning as lead teachers, assistants or visiting instructors.

STEM Performance Measures:

- The number of middle school youth who complete requirements for each level of the 4-H STEM Certificate. For example, in levels one and two, youth are required to develop an experiment highlighting the steps of the scientific method which is displayed at a science fair.
- Number of youth who complete and earn the one-day STEM UW-Waukesha Continuing Education certificate
- Post-program survey results that reflect the youths' interest in STEM careers and have sufficient understanding of financial aid opportunities for college admission.
- Number of youth who enroll in STEM enrichment programs between 7th to 9th grades.
- Sufficient volunteers to be lead STEM teachers or visiting instructors in all schools.

\$20,000 in leveraged funds from individuals, student fees, a foundation and UW Extension supported this program in 2013-14. County provided \$50,000 in support in 2014 to expand services to Milwaukee's north side.

Program Title: 4-H Community/Afterschool and In-School Club Chapters

Outcome Area: Quality of Life

Program Narrative:

The organization has over 100+ members in the Milwaukee County, from ages five to twenty-one, in approximately 9 clubs. One full-time educator and a part-time support staff and approximately 40 volunteers provide support to the clubs.

UW EXTENSION (9910) BUDGET

DEPT: UW Extension

UNIT NO. 9910
FUND: General - 0001

The goal of 4-H is to develop citizenship, leadership, responsibility and life skills of youth through experiential learning programs and a positive youth development approach. Youth work with community volunteers who are trained in a variety of areas to educate and provide experiences for youth to build life skills in our community club program. Countywide programs supported by our 4-H youth development program friends group (called the Milwaukee County 4-H Leaders Council) are open to youth in Milwaukee County. These programs include demonstration/speech contests, exhibition opportunities, cultural arts and science activity days, summer day camp, national/international trip opportunities, robotics competitions, archery and wildlife habitat education, horseback riding/live model horse, and music/drama festivals.

Youth Leadership Performance Measures:

- The number of youth who complete active 4-H member requirements including 4-H portfolio and regular attendance/participation in 4-H chapter activities.
- Number of youth who complete an exhibiting experience to receive constructive feedback on their learning experience.
- Number of adult volunteers, youth leaders, and/or youth development professionals who show an increase in skill level for using youth-adult partnerships in the implementation of the program models.
- Number of youth to report an increase in developing skills to communicate with peers on collaborative projects.

The 4-H Leader's Council contributes \$4,000 annually towards operational expenses and about \$6,000 towards scholarships and program underwriting. This does not include the funds raised by the other 9 4-H clubs in carrying out local 4-H Club chapter programs. A Federal Grant, in the amount of \$22,910, was from the Office of National and Community Service toward AmeriCorp VISTA positions including 1 year round and 2 summer positions (2 month appointments) focused on Food Security, Financial Literacy, Capacity Building of College Preparation/Scholarship Fund programs for Higher Education.

Program Title: 4-H Tech Wizards Program

Outcome Areas: Quality of Life and economic opportunity

Program Narrative:

Sixty (60) middle school youth were engaged in the Wisconsin 4-H Tech Wizards, an afterschool program that exposes school-aged youth to technology in a small-group mentoring environment. Youth learn basic life and workforce skills to build stronger communities and a better world. Family involvement is promoted to ensure young people have support along their pathway to higher learning. Family members are invited to serve as mentors or 4-H volunteer leaders and attend events to show social support for their child's growth.

Fifteen (15) volunteer mentors come from local industries or community organizations. These volunteers received training to develop learning strategies and measure the effectiveness of their

UW EXTENSION (9910) BUDGET

DEPT: UW Extension

UNIT NO. 9910
FUND: General - 0001

interaction with youth they mentor. Youth are committed to learning interpersonal and technology skills to become productive and successful leaders.

This program, in its third year, has been fully funded with a grant in the amount of \$41,000 from National Office of Juvenile Justice and Delinquency Prevention (Federal Grant);

Program Title: Precollege Institute

Outcome Areas: Quality of Life and economic opportunity

Program Narrative:

The Precollege Institute goal was to effectively expand access and increase coordination of services to middle and high school students involved in 4-H YD programs in the Milwaukee UW Cooperative Extension office and other county youth. A key project component will be to bring UW Colleges (UWC) and other UW System resources under one roof in Milwaukee to enhance and supplement services. The Pipeline will connect UWC /UW System to approximately 250 middle and high school students each year, many of whom come from traditionally underserved populations and are from central city north and south sides. The strategic layering of UWC resources to current programming can have a significant impact on a youth's decision to attend UW post-secondary institutions and their ability to obtain well-paying jobs.

Performance Measures:

Serve a minimum of 250, primarily low-income, middle and high school students through enrichment classes, UW College campus visits and attend a week-long summer STEM program at UW Richland. At the end of the program year, 371 students participated in one or more of these services.

In mid 2013, a one-year grant from UW Extension was received in the amount of \$79,800. No County funds were used.

Community, Natural Resources and Economic Development (CNRED):

Program Title: Sustained Resident Leadership Assessment Tool and Development/ Engagement Curriculum

Outcome Area: Quality of Life

Program Narrative:

In 2014, a resident leadership and engagement assessment tool and curriculum will be developed and used in 2014-2015 in seven central city and adjacent Milwaukee County neighborhoods. The engagement curriculum will include how to sustain engagement across issues with city, county, and state elected and appointed public officials. 100 residents are anticipated to become involved.

UW EXTENSION (9910) BUDGET

DEPT: UW Extension

UNIT NO. 9910
FUND: General - 0001

30 central city neighborhood residents are engaged in park revitalization planning across two neighborhoods, and 70 community stakeholders engaged through Transform Milwaukee initiative;

Government/nonprofit Technical Assistance: 62

60 staff senior- and mid-management staff from the Milwaukee County Department of Parks, Recreation & Culture participated in strategic planning process that began November 2013; former educator assisted two individuals who applied for IRS 501c3 nonprofit status.

Performance Measures:

- Sustained Resident Leadership/Engagement Assessment Tool & Curriculum
- Process Documentation, Participant Digital Story Development & Interactive Technology based Archive/Training Infrastructure, including quantitative surveys and qualitative participant interviews of desired outcomes and impact/outcome achievement and assessment from their perception and participation in community engagement

Program Title: UW Extension – Organizational Development and Community Collaboration

Outcome Area: Quality of Life

Program Narrative:

Institute for Urban Agriculture Network (IUAN) is a two-year old partnership of six academic institutions, the City of Milwaukee and Growing Power, a Milwaukee-based international pioneering entrepreneurial business with a community education and training emphasis in urban agriculture. Community representation has been engaged over time through the Milwaukee Food Council. Milwaukee County UW-Extension office director Eloisa Gomez has participated in the steering committee of IUAN as it has formed. IUAN is in the process of formalizing its operational infrastructure among both academic and community partners. In 2014, the CNRED educator will support the community-based research and program agenda.

Program Mission:

To solidify and strengthen community engagement through co-creating a community-based research and food systems/nutrition agenda between the IUAN Community Collaboration Council and academic institutions.

Performance Measures:

- Develop and facilitate community conversations based on the three IUAN co-council retreats and community partner interviews done in summer 2014, using those community conversations to co-create a community-based research and program agenda
- Build from 14 community partner interviews and yet-to-be determined number of community conversations a community engagement assessment tool that identifies and lists which community partners are engaged and maps the overall urban agriculture and community food system network

UW EXTENSION (9910) BUDGET

DEPT: UW Extension

UNIT NO. 9910
FUND: General - 0001

- Convene and facilitate trust-building relationship dialogues, that increase diversity of community stakeholder representation and participation to build a collective community voice within and alongside the formal IUAN organization building process
- Potentially leverage the Community Collaborative Council work to increase diversity in the Milwaukee Food Council and county by teaching the methodology used in the IUAN organizational process to other community economic development groups, promoting multicultural awareness through food security – with potential partnership with the parks department and other related community-serving organizations through the city of Milwaukee HOME GR/OWN program

Program Title: UW Extension – 9910— Natural Resources Program (Regional)

Outcome Areas: Quality of Life, Economic Opportunity, Self-sufficiency, Personal Safety

Program Narrative:

2.0 FTE Natural Resource Educators (NRE) and 1 part-time student intern comprise the team for Southeastern Wisconsin. The educators provide local and statewide education, training, and technical support for environmental and natural resource issues. The Natural Resource Educators expertise includes water resources, forestry, citizen engagement, process facilitation, evaluation and design and delivery of natural resource outreach materials.

Program Mission:

Working with people and communities to take care of our local environment. The NRE program supports local, state and federal efforts to protect natural resources.

Performance Measures:

Results are assessed through focus groups, data compilation and pre/post-test evaluations, attendance numbers,

- Partnerships created and fostered
- Citizens engaged and contributing
- Participants and Stakeholders served
- Citizens trained and supported
- Municipalities and Groups assisted and supported
- Signs, publications and PSAs produced and delivered
- Articles and newsletters produced and delivered
- Programs and projects facilitated
- Programs designed and delivered
- Restoration plans generated
- Outreach Strategies developed
- Exhibits designed and produced
- Media campaigns designed

UW EXTENSION (9910) BUDGET

DEPT: UW Extension

UNIT NO. 9910
FUND: General - 0001

- Rain Gardens Installed
- Recreational opportunities
- Restored beneficial uses of Milwaukee Estuary and Rivers, including: improved fishery, improved fish and wildlife habitat, fewer fish consumption advisories, fewer beach closings, improved aesthetics
- Grant funding received or leveraged
- Federal requirements met

This program has been fully funded by state and federal agencies that includes two FTE Educator positions. No county funds are used for program.

Program Title: Family Living-Developmental Screening Training for Childcare Providers & Early Childhood Educators

Outcome Area : **Quality of Life**

Program Narrative:

The Family Living Educator is a certified Trainer for **Ages and Stages Questionnaire (ASQ-3) and Ages and Stages Questionnaire: Social Emotional Developmental Screening Training and provides Technical Assistance for Childcare Centers and Early Childhood Programs.** As UWEX partners with Project LAUNCH, coordinated by the City of Milwaukee, the state Dept. of Children and Families and the Dept. of Health Services, we:

- Provide the ASQ and Ages & Stages Questionnaire Social-Emotional (ASQ:SE) training for child care providers and early childhood educators, so they can share the parent-administered tool with parents to use with their children, score the psychometrically sound tool and share screening results with parents
- Assist centers to strengthen partnerships with families and support the development of children by implementing the ASQ
- Increase capacity for early childhood development screening in Milwaukee County through a train-the-trainer coaching model

Program Mission:

The ASQ Training and TA provide research-based professional development and technical assistance to programs that support the optimal development and functioning of children and families.

Performance Measures:

- The number of childcare providers and early childhood educators trained to use the ASQ in their centers.
- The number of ASQ trainers trained by UWEX to offer the ASQ workshop to family support workers (child care providers, Early Head Start and Head Start educators, Birth-to-Three agency staff, etc.)
- The number of provider agencies that implement the ASQ with the families they serve.

UW EXTENSION (9910) BUDGET

DEPT: UW Extension

UNIT NO. 9910
FUND: General - 0001

- YoungStar's recognition of the ASQ as an accepted childhood development screening tool for both group and family childcare providers.
- An increase in the number of preschool-age children who receive child development screening.
- Development of ASQ implementation protocols for Supporting Families Together Association, Wisconsin's statewide member association for organizations and individuals committed to making every early childhood a great one.

External Funds brought in by Family Living in 2013:

\$27,000 was leveraged by the WI Dept of Children and Families, WI Dept. of Health and the WI Alliance for Infant Mental Health.

Program Title: Family Living-Home Visitation (HV) Foundations

Outcome Area: Quality of Life

Program Narrative:

Professional Development and Technical Assistance for Home Visitation Programs in Milwaukee County and around Wisconsin was provided through a contract. In partnership with the WI Dept. of Children and Families, Extension provided foundational training, childhood development tools, and advanced content and skills workshops; assisted home visitation programs implement best practices in their work with families and staff supervision; collaborated with agencies, programs and professionals in a cross-systems approach to educate and support parents to promote positive outcomes for their children's health and development.

Program Mission:

Providing research-based professional development and technical assistance to programs that support the optimal development and functioning of children and families.

HV Performance Measures:

- The number of participants receiving training in childhood development tools and advanced content and skills training in home visitation programs.
- The number of post-workshop participants who indicate a change in knowledge and skill level.
- The number of children in families served by home visitation programs that receive immunizations, childhood development screening, well-baby checks and other positive indicators of children's well-being.
- A lower rate of infant mortality in families served by home visitation programs.

Program Title: Poverty Awareness for Community Engagement (PACE)

Outcome Area: Quality of Life

UW EXTENSION (9910) BUDGET

DEPT: UW Extension

UNIT NO. 9910
FUND: General - 0001

Program Narrative:

A Family Living Educator co-authored and provides training in the research-based UWEX statewide **Poverty Awareness for Community Engagement (PACE) curriculum**. It was developed to explore the complexity of poverty issues; including power and privilege, social class, and racism. It is a continuum of educational resources that address issues of poverty in our own communities through a Call to Action. This non-prescriptive interactive approach to poverty education involves personal reflection, raising awareness, increasing knowledge and skill-building. The premises of PACE are: 1. Poverty is complex. 2. Poverty connects and intersects with other issues and 3. Poverty is a Call to Action. Two trainings in Milwaukee held in 2013.

Program Mission:

To affect positive changes in our community regarding the complex issues surrounding poverty.

PACE Performance Measures:

Workshop Outcomes: Participants will:

- Learn how poverty is defined
- Increase understanding of poverty, diversity, and social class issues
- Identify skills needed to work more effectively with low-income clients
- Develop an outline for a personal, professional, or agency action plan to address issues of poverty within their circle of influence.

Program Title: Family Living-Milwaukee Promise

Outcome Area: Quality of Life

Program Narrative:

The Family Living educator assists a nonprofit organization, called **The Milwaukee Promise, Inc.**, an organization that hopes to guarantee Milwaukee public school high school graduates free or reduced tuition to any partnering college or university in the state of Wisconsin. The Family Living Educator has experience in poverty awareness, group discernment and action planning for organizations with missions to reduce poverty.

Program Mission:

The mission of the Milwaukee Promise is to fund post-secondary education for graduates of public schools in the City of Milwaukee.

The Family Living Educator provides research, logic model development, and facilitates group dialog and discernment.

UW EXTENSION (9910) BUDGET

DEPT: UW Extension

UNIT NO. 9910
FUND: General - 0001

Milwaukee Promise volunteers have a presence in Morse-Marshall High School and a UW Extension VISTA worker is working with the Guidance Counselor to raise parental and student awareness of college as an option for students. The group is assessing its fund development strategy.

Program Title: Wisconsin Nutrition Education Program (WNEP) – SNAP-Ed and EFNEP

Outcome Area: Quality of Life

Program Narrative:

1.0 FTE Administrator, 7 FTE Nutrition Educators and 1.5 support staff are affiliated with the **Supplemental Nutrition Assistance Program Education (SNAP-Ed)** and the **Expanded Food and Nutrition Education Program (EFNEP)**. The WNEP is primarily made up of these two federally funded nutrition education programs for low-income families and individuals. **SNAP-Ed is to provide** educational programs that increase, within a limited budget, the likelihood of all food stamp recipients making healthy food choices and choosing active lifestyles consistent. **EFNEP** is designed to assist limited income populations in acquiring the knowledge, skills, attitudes, and behavior change necessary to make sound nutritional decisions.

Program Mission:

The Wisconsin Nutrition Education Program (WNEP) is a major educational program within UW-Extension Family Living Programs (FLP). The mission and mandate of WNEP is to develop and implement educational programs in Wisconsin that are consistent with and fulfill the goals and missions of EFNEP and SNAP-Ed.

Performance Measures:

SNAP-ED

- Participants will choose and prepare nutritious meals and snacks (dietary quality)
- Participants will use safe food handling, preparation and storage practices (food safety)
- Participants will manage their food resources, use thrifty shopping practices for nutritious foods, and use community programs and resources to improve their food security (food resources management and food security)

EFNEP

- Participants' nutritional behavior improvements are tracked over the course of the program by giving entry and exit surveys.
- Participants learn new knowledge and skill to make healthy food and activity choices

\$722,289 in Federal Funds were brought into Milwaukee County in 2013 (SNAP-Ed \$386,297 and EFNEP \$335,992); No County funds are used for program.

UW EXTENSION (9910) BUDGET

DEPT: UW Extension

UNIT NO. 9910
FUND: General - 0001

Program Title: Horticulture Education Programs

Outcome Areas: Quality of Life and responsive services

Program Narrative:

The Horticulture Educator (1 FTE) disseminates research-based information through the mass media (especially Fox6TV Wake-up News "In the Garden"), public presentations, educational exhibits and displays at public events, classroom programs, demonstration sites, print and on-line articles and publications, and the Milwaukee County UW-Extension website and facebook page. Programs for youth, adults, seniors, families and the disabled help Milwaukee County residents garden smarter for life, learning to eat better, save money, beautify their yards and communities and feel the satisfaction of succeeding with their gardening pursuits. Topics include vegetable, fruit and flower gardening, landscaping, trees and shrubs and houseplants. Issues include invasive plant and insect species such as garlic mustard and emerald ash borer, storm water management through rain gardens and rain barrels, reduced and low-toxicity pesticide use, and recycling and composting.

Program Mission:

To disseminate research-based information about horticulture, gardening and food production to Milwaukee County residents to enhance self-sufficiency, health, family traditions and neighborhood dynamics.

Horticulture Education Program Performance Measures:

- Continued weekly presence on Fox6 TV Wake-up News "In the Garden" segments.
- Feedback from attendees of public presentations and number of attendees.
- Level of community education efforts, such as: number of displays and events at public events, number of class participants for classes and courses, number of visitors to demonstration sites; readership of print media where articles appear; and number of hits to websites and facebook.

Program Title: Horticulture Helpline & Horticulture Center

Outcome Areas: Quality of Life and responsive services

Program Narrative:

A part-time Horticulturist and several Master Gardener Volunteers assist Milwaukee County residents by providing answers to their gardening, yard care and household insect questions through the Horticulture Help Line and the UW-Extension Horticulture Center at Boerner Botanical Gardens. The Horticulture Help Line, located at the Milwaukee County Extension office is staffed Monday through Wednesday from 9:00 - 12:00 year around by a UW-Extension horticulturist assisted by Master Gardener Volunteers (MGVs). Residents may call or visit during staff hours or drop off samples during business hours. The UW-Extension Horticulture Center at Boerner Botanical gardens is staffed by MGVs Monday through Friday from 10:00 - 2:00 May through September. MGVs also answer plant questions

UW EXTENSION (9910) BUDGET

DEPT: UW Extension

UNIT NO. 9910
FUND: General - 0001

at farmers' markets in West Allis and Fox Point. Booths at local public events are often staffed by MGVs who answer visitors' questions including the Realtors' Home and Garden Show, the Wisconsin State Fair and the Milwaukee County Fair.

Program Mission:

To disseminate research-based information about horticulture, gardening and food production to Milwaukee County residents to enhance self-sufficiency, health, family traditions and neighborhood dynamics.

Horticulture Helpline & Center Performance Measures:

- Number of phone inquiries responded to and customer satisfaction feedback
- Number of plant samples evaluated.
- Number of visitors at booths at public events and farmers' markets.

Program Title: Horticulture-Master Gardener Volunteers (MGV) Program

3. Outcome Areas: Quality of Life and self-sufficiency

Program Narrative:

The Horticulture Educator is liaison to the Master Gardener Volunteer (MGV) program. Our educator trains adults 18 and older in the science of horticulture, gardening, yard care and related environmental issues. In turn, trainees volunteer to assist UW-Extension horticulture and urban agriculture staff with a wide variety of educational programs and services for communities and Milwaukee County residents. At Boerner Botanical Gardens specifically, MGVs assist horticulture staff with weeding, garden maintenance and caring for the plant sales yard. They maintain a database of bloom times for the gardens. They also staff the UW-Extension Horticulture Center to answer plant questions May through September. MGVs also participate in special events at Wehr Nature Center.

Program Mission:

To disseminate research-based information about horticulture, gardening and food production to Milwaukee County residents to enhance self-sufficiency, health, family traditions and neighborhood dynamics.

Performance Measures:

- Number of volunteers trained.
- Number of hours of volunteer service reported.
- Number of hours of continuing education partaken.
- Number of public presentations and public events where an educational exhibit was on display.
- Number of MC residents' plant-related questions answered.
- Number of organizations and agencies assisted with educational programs.

UW EXTENSION (9910) BUDGET

DEPT: UW Extension

UNIT NO. 9910
FUND: General - 0001

2013 funds associated with the Horticulture education, Hort Help Line, Horticulture Center at Boerner Botanical Gardens and the Master Gardener volunteer program include: MGV course fees (\$25,600), plant sample fees (\$50), donations from the SouthEast Wisconsin Master Gardeners, Inc.(\$1,500), and honoraria for published articles and public presentations (\$1,000).

Program Title: Urban Agriculture

Outcome Areas: Quality of Life, responsive services and self sufficiency

Program Narrative:

Urban Agriculture program includes 1.0 FTE and 5.0 LTE positions and expenditures of about \$150,000. The **Community Gardening Program** started in 1972 on the County Grounds. Since that time we have continuously supported primarily seniors, low income and immigrant families in their efforts to grow food. At present we have 70 acres throughout Milwaukee County devoted to community gardening and urban agriculture at 11 community garden sites. Over 2500 people benefit from renting our garden plots.

The Urban Agriculture Program also maintains **demonstration gardens for people with limitations** at both Wil-O-Way Grant and Underwood, for residents with disabilities. The sites include multi-use garden areas for not only the clients but also for rental affairs for private parties. At our accessible demonstration garden at Firefly Ridge community garden in Wauwatosa, we partner with Milwaukee Center for Independence and provide space and materials for their activities.

Our **Urban Apiculture Program** trained twenty-seven certified beekeepers in 2013. UWEX Urban Agriculture Institute maintains five apiaries in Milwaukee County to help pollinate the community gardens and provide member beekeepers with honey and wax. Four community projects occurred by staff and four volunteers. Approximately \$4,000 (gross) is raised from classes and donations annually.

In 2013 we provided space for the **Vet Center** to garden in our Kohl Farm Community Garden. Eight veterans, all new gardeners, reported that the gardening experience helped them to re-adjust to civilian life, to grow food, reconnect with their families, have a sense of pride, and re-build faith in people.

Program Mission:

Urban Agriculture program provides land, education and resources for Milwaukee County residents to grow food for themselves, families and friends

In 2013 the Urban Agriculture Program rented 1,088 plots. Close to 500 families enjoy gardening at our community gardens. Eighty four per cent (84%) of our gardeners returned from the 2012 gardening season. In addition, land is dedicated for special use purposes, such as Organic Gardening Club, and garden sites dedicated to people with disabilities;

UW EXTENSION (9910) BUDGET

DEPT: UW Extension

UNIT NO. 9910
FUND: General - 0001

Gardeners provided positive feedback in a review of their experiences. Some of the comments included: “I love growing a garden and eating good veggies, you do a great job”; “I don’t have a large yard so my garden plots are very important to me”; “being part of an extensive gardening community is very gratifying”; “...we have no sun in our yard...”; “Access to quality programming and staff”; “important because it provides a source of affordable organic food”; “provides me with outdoor activity” and “relieves stress of day to day life”. Very few gardeners mention that saving money is an import reason to garden. The quality of life issues are very important to our gardening community.

Performance Measures:

- number of garden plots rented
- number of returning renters
- positive feedback from the gardeners
- collaborations with community groups or organizations to maintain areas and involve renters in other neighborhood services.

Renters are charged a per plot fee with net revenue returned to Milwaukee County. On average, an additional \$5,000 -\$10,000 is brought in through grants or donations from businesses for garden upgrades.

Urban Discovery Farm

Outcome Areas: **Quality of Life and self sufficiency**

Mission

The Milwaukee Urban Discovery Farm Initiative (*MUDFI*) researches the economic viability and social capital of urban agriculture while empowering small-scale farmers in the region. We do so by facilitating land access and providing technical and educational resources for selling local food. Participants – or “micro-farmers” – learn sustainable methods to increase their food production while cultivating buyer relationships with partnered Milwaukee restaurants, markets, and food co-ops.

Create regional research-based urban agriculture sites with opportunities to test micro-farming intensive techniques in urban settings.

Connect beginning farmers to micro-farming concepts and the expertise of UW Extension faculty.

Assist Discovery Farmers in developing business plans and analysis of their economic production.

Guide farmers in establishing productive selling relationships and developing cooperative marketing strategies with other farmers.

Performance Measures:

- 8 Discovery farms plan their operations, invest in materials, vary their growing techniques, and assess their net profit

UW EXTENSION (9910) BUDGET

DEPT: UW Extension

UNIT NO. 9910
FUND: General - 0001

- The project coordinator assists micro-farm growers in developing business plans and analyzing their economic production.
- The project coordinator engages micro-farmers in identifying varying market opportunities and considering the use of a farmers cooperative model for aggregating and selling produce in cooperation with other urban discovery farmers.

Support has been provided to building an organized local food systems in Milwaukee:

A member of Milwaukee Food Council encompasses 50 – 70 active members who are involved in local foods in some capacity in the Milwaukee region.

Build and utilize knowledge from UW through the Community Food Systems Team, a UW-Extension statewide interdisciplinary team which hosts regular meetings and collaborates online around food systems.

Collaborate with community organizations, such as the Garden of Arts and Education Program, involving 55 residents in community visioning sessions, Milwaukee Gallery Night, and Walker's Point Harvest Festival, etc.

2013 funds associated with the Urban Discovery Farm is a federal Grant in the amount of \$64,105.

REQUESTED 2015 BUDGET

DEPT: GENERAL COUNTY DEBT SERVICE

UNIT NO. 9960

FUND: Debt Service - 0016

BUDGET SUMMARY			
	2013 Actual*	2014 Budget	2015 Budget
Expenditures			
Debt Service Principal (8021)	\$ 62,111,120	\$ 75,955,635	\$ 62,858,664
Debt Service Interest (8022)	31,530,303	29,312,768	28,122,834
Penalties and Interest (8031)			
Principal Payment Refunded G.O. Bonds (8033)	249,201,862		
Total Principal and Interest	\$ 342,843,285	\$ 105,268,403	\$ 90,981,498
Debt Issue Expense (8026)			11,500
Interest Allocation (9880)	(40,591,314)	(41,474,462)	(39,992,925)
Total Expenditures	\$ 302,251,971	\$ 63,793,941	\$ 51,000,073
Contributions			
Reserve for County Bonds (4703)	\$ 8,432,234	\$ 12,099,198	
Total Contributions	\$ 8,432,234	\$ 12,099,198	\$ 0
Revenues			
Jail Assessment Surcharge (1315)	\$ 1,214,172	\$ 1,458,104	\$ 1,284,898
ARRA IRS Reimbursement (2410)	1,851,032	1,740,502	1,750,364
Sale of Capital Asset (4905)	10,998,000	6,100,000	5,960,000
Bond and Note Proceeds (4907)	700,602		
Proceeds of Refunding Bonds (4913)	236,949,796		
Revenue from Project Rents (4999)	439,581	206,588	202,462
Total Revenues	\$ 252,153,183	\$ 9,505,194	\$ 9,197,724
Direct Property Tax Levy**	\$ 41,666,554	\$ 42,189,549	\$ 41,802,349

* 2013 actual excludes balance sheet entries to record principal retired for proprietary fund departments. This adjustment is intended to allow 2013 information to be reported on a basis comparable to the subsequent year budget summaries. 2013 actual also includes transactions relating to the 2013 Pension Obligation Bond Promissory Notes and the 2013B Taxable General Obligation Pension Refunding Bonds.

** 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.

REQUESTED 2015 BUDGET

DEPT: GENERAL COUNTY 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 12/31/14	2015 Requirements	
					Principal	Interest
R	3.48	07/01/03	08/01/17	20,085,000	6,750,000	756,385
R	3.89	02/01/06	10/01/15	3,065,000	3,065,000	160,913
C	4.14	04/01/07	10/01/21	17,705,000	2,525,000	885,250
C	4.12	06/01/08	12/01/22	22,680,000	2,835,000	921,375
C	3.93	06/01/08	12/01/23	24,300,000	2,700,000	968,625
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	4,850,000	2,415,000	124,294
C	4.87	11/15/09	08/01/24	28,510,000	1,340,000	1,357,563
N	2.55	11/15/09	08/01/19	6,455,000	1,485,000	191,869
C	4.60	05/01/10	10/01/25	22,725,000	1,530,000	992,743
N	2.37	05/01/10	10/01/18	6,580,000	1,580,000	171,313
C	4.79	12/21/10	10/01/26	35,545,000	1,580,000	1,645,983
N	2.82	12/21/10	10/01/20	6,745,000	965,000	203,675
R	1.73	03/15/11	10/01/18	18,005,000	6,225,000	900,250
R	1.00	12/03/12	12/01/20	21,365,000	3,570,000	854,600
C	2.43	08/14/13	09/01/23	25,095,000	2,790,000	669,150
C	TBD	XX/XX/14	TBD	40,495,000	3,270,000	1,247,704
Projected Outstanding Balance as of December 31, 2014 and Associated Debt Service				\$ 328,980,000	\$ 44,625,000	\$ 13,273,422
Taxable GO Notes	6.84	12/01/09	12/01/33	\$ 133,487,910	\$ 3,988,664	\$ 8,754,614
Taxable GO Notes	3.28	03/15/13	12/31/30	133,725,000	5,030,000	3,902,746
Taxable GO Notes	2.76	06/27/13	12/01/23	90,075,000	9,215,000	2,192,052
				\$ 357,287,910	\$ 18,233,664	\$ 14,849,412
Totals				\$ 686,267,910	\$ 62,858,664	\$ 28,122,834
Total 2015 Debt Service					\$ 90,981,498	

*The 2014 Corporate Purpose Issuance has not yet been issued. The 2015 Requirements in the table above for the 2014 issuance are estimates.

REQUESTED 2015 BUDGET

DEPT: GENERAL COUNTY DEBT SERVICE

UNIT NO. 9960

FUND: Debt Service - 0016

Type of Issue Explanation

A -Airport Bonds
B -Building Bonds
C -Corporate Purpose Bonds
D -Detention Facility Bonds
N -General Obligation Note
R -Refunding Bonds
AR-Airport Refunding Bonds
TB-Taxable Bonds
STFLP- State Trust Fund Loan Program

DEBT ISSUANCE EXPENSE (8026)

Beginning in 2015, the expenditures and revenues for debt issuance expense that were previously budgeted in Org. Unit 1987 – Debt Issuance Expense will instead be incorporated into Org. Unit 9960 – Debt Service. In previous years, \$11,500 of tax levy was budgeted for expenses that were not eligible to be paid from financing proceeds; this amount is unchanged for 2015.

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.

For 2015 it is anticipated that a single corporate purpose issuance will be done. Once the corporate purpose financing amounts have been determined and more robust debt issuance expense estimates have been identified by the Office of the Comptroller, the Department of Administrative Services will process an administrative appropriation transfer in order to make the necessary adjustments.

There is no airport financing anticipated for 2015.

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 2015 debt service costs for the pension obligation notes issued in 2009 and 2013 is \$33,083,076.

REQUESTED 2015 BUDGET

DEPT: GENERAL COUNTY DEBT SERVICE

UNIT NO. 9960

FUND: Debt Service - 0016

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)

No contribution from the debt service reserve is included for 2015.

County Fleet Debt Service Abatement

The 2015 principal costs for the \$30,045,000 issued for vehicles and equipment in 2009, 2010, 2013, and 2014 is \$3,985,000. 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.

In September 2013, the Internal Revenue Service (IRS) issued guidance regarding the sequestration reduction for reimbursements between October 1, 2013 and September 30, 2014. The sequestration rate during this period is 7.2%.

For 2015, \$1,750,364 is anticipated to be received from the IRS as reimbursement for \$5,218,010 of 2015 interest expenses relating to Build America Bonds and Recovery Zone Bonds. The 2015 estimate includes a reduction of 7.2% as a result of the continuing impact of Sequestration.

Jail Assessment Surcharge (1315)

Jail Assessment Surcharge revenue of \$1,284,898 is projected to be used to pay 2015 debt service costs for the construction of the Criminal Justice Facility (CJF) as allowed by Wisconsin Statutes Section 302.46(2). The 2015 estimate is based on the previous five years of fees.

REQUESTED 2015 BUDGET

DEPT: GENERAL COUNTY DEBT SERVICE

UNIT NO. 9960

FUND: Debt Service - 0016

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 previous five years of actual cash flows, the budget for 2015 is projected to be \$5,960,000.

<u>Year</u>	<u>Budget</u>	<u>Actual</u>	<u>Suplus (Deficit)</u>
2009	\$3,190,000	\$79,000	(\$3,111,000)
2010	\$3,900,000	\$6,125,756	\$2,225,756
2011	\$6,300,000	\$8,378,000	\$2,078,000
2012	\$6,300,000	\$4,439,000	(\$1,861,000)
2013	\$6,075,550	\$10,798,000	\$4,722,450
2014	\$6,100,000		
2015	\$5,960,000		

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 totaled \$229,294 and represented the final year of repayments. There was no budgeted in payment for 2014 and there is no budgeted payment for 2015.

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 2015 is \$202,462.

REQUESTED 2015 BUDGET

DEPT: GENERAL COUNTY DEBT SERVICE

UNIT NO. 9960

FUND: Debt Service - 0016

INTEREST ALLOCATION (9880)

Org. No.	Capitalized and Operating Interest Expense for Proprietary Fund Departments	2015 Amount
1160	DAS-Information Management Services Division	\$ 602,494
5041	DOT-Airport Divison	4,100
5300	Fleet Management Division (Prior Year Debt Service)	128,298
5300	Fleet Management Division (Vehicle Initiative-Principal)	3,985,000
5300	Fleet Management Division (Vehicle Initiative-Interest)	410,317
5500	DAS - Utility	206,304
5605	Milwaukee County Transit/Paratransit Services	1,132,030
5725	DAS - Facilities Management Division	441,306
	Sub-Total	<u>\$ 6,909,849</u>
1950	Taxable Pension Obligation Notes	<u>\$ 33,083,076</u>
	Total Estimated 2015 Debt Service Abatement	\$ 39,992,925

REQUESTED 2015 BUDGET

NON-DEPARTMENTAL REVENUES

NON-DEPARTMENTAL DESCRIPTION

The objective of the non-departmental revenue agencies is to properly account for revenue sources that are not under the jurisdiction of any single department. The Office of Performance, Strategy, and Budget (DAS-PSB) has primary responsibility for budgeting and accounting for these revenues. The Non-Departmental revenue budgets are based on historical trends, current economic data, contract terms, and policy changes at the State and Federal level as appropriate.

NON-DEPARTMENTAL REVENUE SUMMARY				
Org	2013 Actual	2014 Budget	2015 Budget	Budget Change
1901 Unclaimed Money	\$ 1,400,000	\$ 0	\$ 1,250,000	\$ 1,250,000
1933 Land Sales	0	0	0	0
1937 Potawatomi Allocation	3,955,694	4,026,477	4,026,477	0
1993 State Shared Taxes	31,118,751	31,080,305	31,080,305	0
1994 State Exempt Computer Aid	3,561,551	3,797,493	3,797,493	0
1996 County Sales Tax Revenue*	65,487,981	66,492,280	67,470,000	977,720
1998 Surplus from Prior Years	0	5,000,000	5,000,000	0
1999 Other Misc. Revenue	(292,873)	882,500	135,000	(747,500)
TOTAL NON-DEPT. REVENUES	\$ 105,231,104	\$ 111,279,055	\$ 112,759,275	\$ 1,480,220

Recommended Amounts are based on the following:

- Unclaimed Money:** Pursuant to Section 59.66 of the Wisconsin Statutes, the County Treasurer is to publish a notice of the fact that the Treasurer’s Office possesses unclaimed money. If no legal claim is made within the time specified in such notice, all funds and interest earned are to be turned over to the General Fund of the County treasury. Every other year, the Treasurer widely advertises unclaimed funds before they are forfeited. As a result, this revenue fluctuates from one year to the next and is difficult to predict. In 2015, unclaimed funds are projected to be \$1,250,000. Monies identified and submitted to the Treasurer as unclaimed from calendar years 2013 and 2014 will be published in early 2015.

Land Sales: Accounts for the sale of County land approved by the County Board. As in previous years, \$400,000 is budgeted in Real Estate Services to cover their operating expenditures. This represents the first \$400,000 of unallocated land sales and is historically realized through the sale of foreclosed properties and other miscellaneous land.

Potawatomi Revenues: Represents payments, based on Class III Net Win during the period July 1, 2014 to June 30, 2015 by the Potawatomi Bingo Casino per contract. The amount is net of allocations to operating departments (see below). The 2013 net win payment was \$3,955,694. Based on actual receipts and the projected level of gaming activity, the amount is unchanged from the 2014 Budget. Allocations to departments total \$1,488,523.

DHHS-Behavioral Health Division (Org. 6300)

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

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

Department of Health and Human Services (Org. 8000)

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

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

REQUESTED 2014 BUDGET

DEPT: Non-Departmental Revenues

UNIT NO. Multiple
FUND: General - 0001

Safe Alternatives for Youth program (SAY)

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

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 Revenues to the County are projected at the same level as the 2014 Budget.

<u>STATISTICAL SUPPORTING DATA</u>	2013 <u>Actual</u>	2014 <u>Budget</u>	2015 <u>Budget</u>
Base Payment	\$ 47,154,849	\$ 47,026,480	\$ 47,026,480
Utility Payment	<u>4,065,202</u>	<u>4,065,202</u>	<u>4,065,202</u>
Subtotal State Shared Taxes	\$ 51,220,051	\$ 51,091,682	\$ 51,091,682
State Child Welfare Reallocation	<u>(20,101,300)</u>	<u>(20,101,300)</u>	<u>(20,101,300)</u>
Total State Shared Taxes	<u>\$ 31,118,751</u>	<u>\$ 30,990,382</u>	<u>\$ 30,990,382</u>

State Exempt Computer Aid: Represents State payments to compensate for the exemption of computers from property tax rolls, per 1997 Wisconsin Act 237. Revenue amount is provided by the Wisconsin Department of Revenue. The 2015 Budget of \$3,797,493 is the same amount that was included in the 2014 Adopted Budget.

County Sales Tax Revenue: 2015 sales tax collections are projected to increase from the 2014 Adopted Budget. The net sales tax budgeted in Org 1996 is the gross sales tax collections of \$67,470,000, less an allocation of \$19,495,832 for capital improvements for a total of \$47,974,168. \$41,802,349 is dedicated to debt service for 2015, resulting in a net of \$6,171,819 for general fund purposes.

<u>STATISTICAL SUPPORTING DATA</u>	2013 <u>Actual</u>	2014 <u>Budget</u>	2015 <u>Budget</u>
Gross Sales Tax Collections	\$ 66,654,433	\$ 67,676,621	\$ 68,671,756
State Administrative Fee	<u>(1,166,452)</u>	<u>(1,184,341)</u>	<u>(1,201,756)</u>
County Sales Tax Collections	\$ 65,487,981	\$ 66,492,280	\$ 67,470,000
Less Sales Tax Allocated to			
Capital Improvements	<u>\$ (5,401,753)</u>	<u>\$ (9,437,025)</u>	<u>\$ (19,495,832)</u>
County Net Sales Tax Collections	\$ 60,086,228	\$ 57,055,255	\$ 47,974,168
Less Allocations to Debt Service	<u>(38,259,610)</u>	<u>(42,189,549)</u>	<u>(41,802,349)</u>
Available for General Fund	<u>\$ 21,826,618</u>	<u>\$ 14,865,706</u>	<u>\$ 6,171,819</u>

Surplus (Deficit) from Prior Year: Represents the County's 2013 surplus per 59.60 of Wisconsin State Statutes. The final 2013 surplus is \$5,000,000.

Other Miscellaneous Revenue: Includes all other revenue sources, including closure of Tax Increment Financing (TIF) districts.