MILWAUKEE COUNTY

Chris Abele, *County Executive*

2017 ADOPTED OPERATING BUDGET

GOVERNMENT FINANCE OFFICERS ASSOCIATION

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January 1, 2016

Executive Director

Introduction

Budget Message
of the County Executive

County Executive & Budget Staff

County Board of Supervisors

Table of Contents

Countywide Organizational Chart

Readers' Guide

Community Profile

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OFFICE OF THE COUNTY EXECUTIVE

Chris Abele

MILWAUKEE COUNTY EXECUTIVE

January 1, 2017

The 2017 Budget reflects my commitment to tackle the challenges facing Milwaukee County, invest in sustainable programs and infrastructure that help people live better lives, and continue building the foundation for a stronger, healthier community. This Budget demonstrates that investing in our people and in our communities doesn't have to come at the expense of fiscal responsibility; by making smart, but tough, decisions we can add millions of dollars in neighborhood development and public safety initiatives while still protecting the taxpayers.

For far too long there has been talk about tackling the higher than average crime, poverty, and unemployment rates facing many of Milwaukee's diverse and vibrant neighborhoods, but there has been little to no meaningful action. To get to the roots of these problems, we must make deeper investments in workforce development, addressing income inequality, criminal justice reform, public safety and mental health, and transportation.

In the face of declining state and federal funding and rising capital and operating costs, the Budget heads off a looming crisis in our transportation system by making reforms to the GO Pass; adding a dedicated source of new funding for transportation; and moving forward on a significant modernization to the transit system, Bus Rapid Transit. This Budget also includes a $665,000 investment in Milwaukee's neighborhoods with the highest poverty and unemployment rates to fund programming and services that will support young people in the community. Through a partnership with Employ Milwaukee and the Boys & Girls Club, we will expand opportunities for career development at the Mary Ryan Boys & Girls Club in Sherman Park and similar neighborhoods.

But just having a job isn't enough; we need to invest in ways to put people on the path to a family-sustaining career, which is why I am putting a stake in the ground in Milwaukee County by joining the movement for a living wage. Building on a foundation laid by the County Board, this Budget will establish a sustainable path to a $15 per hour minimum wage for County workers and contractors by 2021, and it will send a strong message to other employers that investing in our workers is investing in our community and our future.

This Budget also prioritizes public safety through keeping people who don't pose a threat to the community out of the system in the first place. We're doing that with more resources for the District Attorney's office, additional mental health and substance abuse programming, and continued reform of our juvenile justice system into a national best-practice model.

When I look around Milwaukee County, I see opportunity in every corner. We've made progress over the past six years but there is still work to be done. This Budget is the next step in building a stronger community for years to come.

The following pages highlight key initiatives from the 2017 Budget.

Chris Abele

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2017: THE PATH FORWARD

IN 2010, MILWAUKEE COUNTY FACED a dire fiscal outlook, and the Public Policy Forum asked of County government, "Should It Stay or Should It Go?"[1] Today, Milwaukee County is setting performance records and evolving into a model government, using disciplined and data-driven approaches to address critical community issues. From expanding employment opportunities to all in the community, to ensuring that children in our community have the support of both parents, to addressing chronic homelessness, Milwaukee County is creating a record of accomplishment and demonstrating real progress in the way it serves residents and strengthens community.

At the same time, the fiscal pressures facing Milwaukee County are real and cannot be ignored. The "cost to continue" current operations in 2017, measured by the County's independently-elected Comptroller, is expected to rise by 2.2 percent from 2016. While that may seem a modest increase, the County's revenue sources are expected to rise by less than one percent, leaving a gap of $15 million at the onset facing the 2017 Budget.

Further, the "cost to continue" does not fully recognize the increasing demands placed on the County to maintain a vibrant transportation network that serves both individual and business development needs, enhance economic opportunities, improve critical services such as juvenile justice alternatives, and address decades of deferred maintenance.

Understanding the need to balance the needs of the community and its fiscal responsibilities, the County Executive presents in this Budget a path forward. This Budget prioritizes investments in economic opportunity and equality along with transportation operations and infrastructure, in public safety and justice, and in community support particularly for the most vulnerable among us. It emphasizes the need to invest in our core assets, particularly our hardworking and dedicated employees. Continuing the emphasis on fiscal prudence, this Budget keeps property tax bills for the average homeowner flat, and it holds borrowing levels at the Board-sanctioned cap. It reflects the County's aggressive efforts to find program partners through grants and other supports to meet critical needs. And it diversifies the County's revenue sources through the introduction of a vehicle registration fee, one of the few ways for Wisconsin counties and municipalities to broaden their revenue sources. Each of these initiatives, along with other key elements of the 2017 Budget, are described below.

Serving Residents and Strengthening Community

Milwaukee County is responsible for a wide mix of services critical to the wellbeing of its citizens and community. The 2017 Budget focuses the County's investments on its transportation network and operations, so vital to individual and community

prosperity, along other forms of economic development. It also emphasizes investments that make our community safer, and it seeks continuing improvements for the most needy and vulnerable among us. Throughout these investments runs an underlying principle that the quality of life in Milwaukee County depends on ensuring opportunity for all residents.

Expanding Opportunities for All

Milwaukee County has long recognized the important role it plays in the economic health and wellbeing of the community, especially in ensuring that all in the community have equal access to family-sustaining jobs, along with the skills and support to succeed in them. The Community Development Business Partners program promotes business opportunities and offer capacity-building programs to a range of businesses; the County's Office of Veterans Affairs offers veterans access to ever-widening circles of interested employers. The Zoo partners with Goodwill Industries and others to offer transition-to-work experience for high school students with disabilities with classroom as well as hands-on training at the Zoo. This Budget places improvements in the economic health of our community at its center by challenging the community to value workers with family-oriented wages and by investing in training, as well as in significant investments in transportation infrastructure and support.

Boosting the Living Wage In 2014 Milwaukee County passed a "living wage" ordinance that tied the minimum salary paid to employees of the County and its contractors to the poverty index for a family of four, or $11.32 per hour at the time and $11.68 per hour today. The 2017 Budget accelerates that momentum by raising the minimum to $15 over the next five years for all County employees and contractors, helping to ensure that those providing services to Milwaukee County are paid a family-sustaining wage. In doing so, it challenges other employers to follow its lead to improve the lives of working families across the community.

Accelerating Employment Through the Neighborhood Initiative Preparing citizens for gainful employment remains a key priority for the County. From the 2012 Ready to Work Initiative to the launch in 2015 of Uplift Milwaukee, the County has worked to ensure that its economic development efforts create employment opportunities, particularly for those in areas with the most acute unemployment. These investments recognize that our collective quality of life depends on all citizens having opportunity to work and contribute to the community.

The 2017 Budget funds a $665,000 Neighborhood Initiative to continue these efforts. Of the total, $500,000 will expand the Ready to Work initiative and Uplift Milwaukee. In 2016, Uplift Milwaukee will assist over 100 individuals from Milwaukee's poorest neighborhoods find and hold jobs. The 2017 funding will allow Uplift Milwaukee to expand its mobile access points to include the Mary Ryan Boys & Girls Club in Sherman Park and similar neighborhoods. In addition, the Boys and Girls Club of Milwaukee will receive $55,000 a year for the next three years to add a Youth Career Development project manager to serve teenagers in Sherman Park and other areas. In 2015 over 300 teenagers found employment through the efforts of the Boys and Girls Club, and this funding will expand their efforts.

Expanding the Office on African American Affairs The County Executive remains committed to addressing racial inequities and increasing opportunities across the community and doubling the budget for the Office on African American Affairs to reflect the high priority of its mission. With enhanced resources, the office will continue to lead workforce development efforts, partner with other County Departments and community organizations on initiatives, seek additional funding opportunities, and participate in criminal justice reform activities. Additionally, the office will leverage up to $1 million in land sales revenue for economic stimulus projects that further the mission of the office.

Providing Employment for the Disabled An important initiative from the Division of Disability Services will provide employment connections to all children with intellectual disabilities exiting high school. This three-year effort will establish stronger connections with municipalities and their school systems and will involve collaborating with stakeholders to establish job coaches and job developers, to educate businesses, and to secure

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employment opportunities. These efforts will enable young adults to participate in employment focused on their strengths, and not their disabilities.

Improving Transportation

The transportation networks and services are critical to the vitality of the community – and the region. While these services have always been provided in partnership with the state and federal governments, funding from these partners is failing to keep up with ongoing needs, threatening our ability to maintain these services. The 2017 Budget expands the focus on and the resources available for these crucial responsibilities.

Supporting the GO Pass Physical mobility is directly tied to socioeconomic mobility. The ability to travel outside one's neighborhood is often necessary to access jobs, healthcare, education and recreation. The Growing Opportunities Pass (GO Pass), created by the County Board in a previous budget, identified a need in the community to support residents who may be homebound because of an inability to pay standard transit fares. In its current form, though, according to Milwaukee County Transit System analysts and the independently-elected Comptroller, the GO Pass has created a multi-million dollar deficit in transit operations, imperiling the long-term future of our transit system on which so many in our community depend for mobility and livelihood.

Thus, the 2017 Budget proposes reshaping the GO Pass to make it more financially viable – and in turn to improve the stability and sustainability of the transit system as a whole. Under these reforms the GO Pass would remain available for seniors and people with disabilities who have limited means. It would be administered by the County's Aging and Disability Resource Centers, who already provide support to these populations. The revisions would also include very modest fees from users to help offset the costs of operating the program. This initiative was developed with insights from community advocates such as Disability Rights Wisconsin, which endorses the proposed adjustments.

Launching Bus Rapid Transit Providing fast and easy access across the metropolitan area, especially between major employment and activity centers, is a critical role for our transit system. Bus Rapid Transit (BRT) is the County's greatest opportunity to improve that access – as well as to boost ridership on Milwaukee County Transit System. The County's first BRT route will link downtown Milwaukee to the Milwaukee Regional Medical Campus with rush hour travel times competitive with driving. Just over $21 million in total funding is included in the 2017 Budget for the review and design phases of the route development and to purchase specialized BRT buses. In 2017, the County expects to be selected by the U.S. Department of Transportation for federal funding covering 80% of the total project cost.

Paying for Transportation Improvements
Developing and managing a robust transportation network has historically been a joint responsibility of all levels of government, with the heaviest share of funding coming from state and federal resources. In recent years, though, these resources have declined substantially and the future outlook is uncertain. State funding for transit – the largest source of revenue for the Milwaukee County Transit System – in 2015 was below 2011 levels by more than $4 million, a decline of more than 6 percent. State funding for highways follows a similar pattern, dropping by 25 percent since 2007.

In light of uncertainty about future funding and in the face of the County's ongoing infrastructure and operating needs, the 2017 Budget includes a vehicle registration fee (VRF) to support transportation needs in Milwaukee County. This fee, one of very few revenue options outside the property tax allowed to Wisconsin counties to support transportation related services, would be collected by the State as part of its vehicle registration process and remitted to the County.

Making Our Community Stronger and Safer for All

The safety and security of the community depends not solely on policing strategies, but – as recent events have shown all too clearly – on economic opportunity and racial justice as well. This Budget proposes specific initiatives to help keep our community safe by improving outcomes for those in contact with the criminal justice system, both adult and youth offenders.

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Further, it increases the resources available to the District Attorney to protect witnesses needed to prosecute criminals. And it supports innovations in the Office of Emergency Management and other measures to increase safety for all.

Expanding Employment Opportunities After Incarceration Over the past four years the House of Correction has launched numerous efforts to help inmates transition into employment as they re-enter the community, offering GED preparation and testing; resume building and interview coaching; and job training and experience in culinary services, printing and other areas. In 2017 it plans a major expansion of its job training efforts as one of 20 correctional facilities nationwide to offer an American Jobs Center within the facility. This center, funded in part by the U.S. Department of Labor, will help inmates build job skills and will provide them ongoing support as they transition back into the community – and into employment.

Bettering Outcomes for Youth Offenders One of Milwaukee County's most important responsibilities, particularly with regard to public safety, is overseeing the experience of youth in contact with the criminal justice system. Its success – or lack – in this area affects not only outcomes for these young people in the short-term but also can greatly influence their longer term prospects, as well as the safety and the security of the wider community.

The County's Department of Delinquency and Court Services (DCSD is proposing several important initiatives in this year's budget, continuing its own research-based improvements, and also responding to the failings of the State's youth correctional services.

Foremost among DCSD's proposals is the plan to create a new staff-secure Residential Treatment Center that will serve as a "step down" program for high-risk delinquent youth who have been discharged from juvenile corrections or related programs but who are in need of additional treatment in a structured residential program. The budget also includes funding for the County to take over after-care services for juveniles who are released from the State's Lincoln Hills and Copper Lake facilities, rather than contracting with the State for these services. Additionally, the budget expands electronic monitoring and other community-based alternative programming, all part of a comprehensive effort to provide alternatives to juvenile detention or State institutional placements and better outcomes for youth – and for the community.

Improving Emergency Response Times The County's Office of Emergency Management has focused on improving community safety and resilience since it was formed in 2015. It has increased joint planning for emergencies across the County, and in the 2017 it proposes funding for a mutual aid system. This will allow participating municipalities to see all equipment available to respond to an emergency and to dispatch the nearest, regardless of jurisdictional ownership, increasing responsiveness and decreasing time to aid citizens in emergencies.

Expanding Responses to Opioid Epidemic The Behavioral Health Division, which offers a broad range of alcohol and drug treatment and recovery services, is proposing in the budget to purchase Narcan and train staff in its use as an antidote for opiate overdoses.

Reducing Drowning Accidents The Parks budget funds an initiative to develop strategies, particularly for the central city, to address racial and ethnic disparities in drowning rates across the community.

Caring for the Community

Milwaukee County operates a wide variety of programs that provide critical support across the community, particularly to the most vulnerable among us. These programs make meaningful differences to participants, whether they attend senior meal centers, receive treatment for mental health issues, or attend recovery services for addictions. The 2017 Budget includes numerous key initiatives to support and further improve these services, including:

Expanding Community-Based Mental Health Care The Behavioral Health Division continues to evolve from institution-based to community-based care and to broaden and strengthen the continuum of care it offers. The 2017 Budget increases the number of Crisis Mobile Teams bringing resources to individuals in crisis, rather than requiring them to come to treatment locations. This outreach, provided in conjunction with the City of Milwaukee Police Department, has been demonstrated

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to reduce the need for involuntary care. The Budget also expands hours at the two Crisis Resource Centers, which offer both clinical and peer support, to seven days a week, 24 hours per day.

The Budget also funds an Intensive Outpatient program for individuals who need focused support but not inpatient care, part of the department's goal of offering a broad continuum of care tailored to individual needs. The department also proposes expanding its Targeted Case Management services that support individuals, often homeless, with serious and persistent mental illness. And it continues to implement its strategies of delivering services from locations more centrally located in the community via north-side and south-side hubs.

Housing the Homeless The Budget also builds on progress in addressing chronic homelessness in Milwaukee County through the Housing First initiative and related case management services. These efforts address chronic homelessness by first providing housing and then offering wrap around services as needed to address such issues as alcohol and drug addictions. Through mid-year 2016 these efforts had resulted in 150 individuals being served, and the 2017 budget expands this successful effort with additional funding. Further, the budget holds constant funding for emergency shelter care, which was increased several years ago in response to cuts in federal funding.

Offering Energy Assistance at More Locations Through its two contractors, the County manages the Wisconsin Home Energy Assistance Program, which assists low income households in meeting their energy needs. In 2017 the program will expand from four to six locations for customers to apply for assistance. It will also expand its program specialist staff to ensure a high quality experience for consumers at all locations.

Supporting Employees and Other Key Assets

Managing its assets prudently and responsibly is important to Milwaukee County's success – and to the long-term wellbeing of the community. The County has important accountability to its 4,500 workers, the dedicated employees who provide today's services, as well as over 8,000 retirees who depend on the County to keep its financial commitments. Further, Milwaukee County operates some of the County's – as well as the region's – key resources, from the Airport to the Zoo. The 2017 budget recognizes and strengthens the County's role in supporting these important assets.

Providing for Employees, Past and Present

Milwaukee County's most vital assets are the 4,500 employees who provide services to the community, day in and day out. Whether it's a zookeeper caring for a newborn seal, a snow plow driver ensuring a safe commute after a winter's storm, a service center worker explaining services available to an elderly widow, or an analyst ensuring the proper accounting for a grant – our employees routinely offer high quality and important support across Milwaukee County. This budget provides funding to assure that they are paid fairly and competitively for the work that they do and that they have access to a full range of benefits.

Boosting Employee Salaries The 2017 Budget includes funding for increases in employee salaries to ensure that they are competitive with the marketplace and managed equitably across the organization. These funds will provide a one-percent increase for all employees effective midyear.

Expanding Competitive Benefits During feedback sessions with the County Executive, employees expressed interest in a vision benefit, and in response the budget includes a new standalone, voluntary program. For a modest monthly premium, to be paid half by the County and half by the participating employee, the new plan will pay fixed dollar amounts for eye exams, glasses, and other vision related expenses.

Also of note, an employer match for contributions to Flexible Savings Accounts will continue as a 1:1 match, up to the first $1,500 contributed by an employee. Pension contributions for most employees will not rise in 2017, though public safety workers will see a modest increase. Premiums for some health care plans will rise in keeping with market conditions, with no other notable changes in coverage or other plan elements.

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Continuing Commitments to Retirees The Budget funds $161 million in retirement and healthcare costs, up 7 percent or $12 million from 2016. Of this total, $95 million supports retirees, and the remaining 40 percent, or $66 million, is for active employees. These costs, and their accompanying growth, represent a major challenge in developing the 2017 Budget but also a major responsibility to its current and past workers.

Managing Key Assets Prudently and Sustainably

It's hard to overstate the vastness of the assets and resources managed by Milwaukee County: it's a major landlord with approximately 1,000 properties and more than 13 million square feet; it owns more than 15,000 acres of parkland, and it operates over 400 miles of County roadways and parkways and 48 bridges. Plus the County manages and safeguards a vast inventory of technological assets, with over 450 applications and 85 terabytes of data stored across more than 300 servers.

Assets require ongoing maintenance, repair, improvement, and periodic replacement, and the County has struggled for years to keep pace with these needs. The Adopted Budget includes total capital spending, including for the airport to $103.4 million in 2017, while staying under the County's borrowing cap. This represents a material improvement in our ability to manage our key assets prudently and responsibly.

Funding (Non-Airport) Capital Improvements
Focusing on the capital spending for general County needs, excluding spending for the airport paid by airline fees, the County's Capital Budget is proposed to increase from $58 million this year to $88.1 million in 2017. This includes spending from all sources, including funding from other levels of government and from privately-raised sources.

Remaining Accountable to Taxpayers

While the County seeks to meet community needs in innovative and effective ways, it is also challenged to remain fiscally prudent and responsible to taxpayers. The 2017 Budget achieves this balance in key ways: by managing and expanding the revenue sources available to the County and by aggressively seeking partners in innovation and program delivery.

Expanding County Revenue Sources

The State of Wisconsin limits counties both in the types of revenue they can tap and the rate at which they can raise revenue. Today, counties' primary funding sources are the property tax, a sales tax up to the $.005 rate (already charged in Milwaukee County), user fees for services, and vehicle registration fees to support operations. Increases in sales tax or tools such as income taxes are not allowed under current State law.

Adding a Vehicle Registration Fee (VRF) Given these limitations, counties and municipalities in WI are increasingly looking to the Vehicle Registration Fee to finance necessary investments in transportation infrastructure and operations. Today a VRF is levied by 3 counties and 12 municipalities, and it is being considered by numerous others. Further, the overall level of VRF, current and proposed, in Milwaukee County is still below levels of other jurisdictions.

As discussed earlier, the addition of the VRF is a critical component in the 2017 Budget. At the proposed level of $30 per vehicle, the fee will raise about $13.5 million to fund transit operations and help offset the costs of the GO Pass program and hold fare costs down for most riders.

At this time state law provides that the VRF can be levied only as a fixed fee per vehicle, not varied by value or age of vehicle. Recognizing that such fees can pose a challenge to low-income members of the community, the County Executive is proposing two approaches to help reduce the impact of the VRF. He will convene a public / private task force to investigate and recommend strategies for reducing the impact of the fee on low income individuals, and he will work actively with the County Board and the State Legislature to provide counties in Wisconsin with the flexibility to vary the VRF in ways that reduce its impact on low-income residents.

Managing Property Tax Revenues The property tax will remain the predominant funding source for the foreseeable future, and it is our responsibility to manage it prudently under the parameters set by the

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State of Wisconsin. Wisconsin limits property tax increases each year through a complex formula based largely on the increase in the net new construction in a jurisdiction. Currently Milwaukee County has been an active participant in spurring development across the county, which is experiencing an increase in new construction through projects such as 833 East Wisconsin, the Buckler Apartments at 401 West Wisconsin, the Drexel Town Square, and the Burleigh Triangle. Together, these and other new developments have increased the property tax base by nearly $300 million.

As a result, the 2017 Budget assumes that the County will reap the benefit of this construction activity by allowing its property tax collections to rise by the value of net new construction in the County. This means that the average homeowner will not experience a rise in property taxes collected by the County, about 17 percent of the average property tax bill, but it will allow the County to benefit from the new construction occurring, adding about $4.1 million in new revenue next year as a result.

Partnering for Innovation and Success

Another strategy that the Milwaukee County is actively pursuing to manage its revenue streams and to improve it services is to seek out funding from other sources to leverage its efforts, particularly from other levels of government and private funding sources, as well as from grants.

Notable in the 2017 Capital Budget is the dramatic increase in funding expected from other levels of government, specifically federal funding of over $18 million for BRT and over $6 million planned from private sources. These represent intentional efforts on the County's part to seek support for best practices such as BRT, where the federal government is willing to support innovative ways to improve services. The reliance on private funding for projects such as Adventure Africa and the replacement of the Ravine Bridge also follow efforts across the country to raise community-wide support for key cultural initiatives.

In its pursuit of excellence Milwaukee County is increasingly focused on bringing the best thinking and programming to its citizens by partnering with leading practitioners and researchers. Examples of these partnerships, which often include grant funding, are:

MacArthur Foundation Safety and Justice Challenge Grant Awarded in April 2016 to just eleven jurisdictions, the Safety + Justice Challenge grant, supported by the John D. and Catherine T. MacArthur Foundation, is providing $2 million to Milwaukee County and its partner the Milwaukee Community Justice Council to safely reduce Milwaukee's jail population and address racial and ethnic disparities in the justice system.

The grant provides both technical assistance and funding to implement a reform plan over the next two years to reduce local jail populations by at least 18 percent while maintaining public safety. Key elements of the plan include: piloting a "book and release" model for individuals with non-violent, low-level misdemeanors who represent 40 percent of arrests made by the Milwaukee Police today; expanding mobile crisis teams of mental health professionals to partner with law enforcement and treat the mental health needs of individuals; stabilizing the mental health of individuals who are booked; and focusing on a small number of individuals who are repeatedly cycled through the current system with an aim of providing more comprehensive support. These efforts are expected to reduce racial disparities and improve the overall effectiveness of support for individuals in the judicial system.

Juvenile Detention Alternatives Initiative Since 2012 the Annie E. Casey Foundation has provided technical assistance to the Milwaukee County Delinquency and Court Services Division to help improve outcomes for youth involved in the juvenile justice system by reducing reliance on secure confinement and out-of-home placements. The assistance has also had a specific focus on reducing racial and ethnic disparities. Core strategies informing this work include using data to create objective assessment tools, expediting case processing, expanding community-based alternatives, and modifying conditions of confinement – all with a goal of improving outcomes for youth and improving community safety.

American Job Center Through a partnership with

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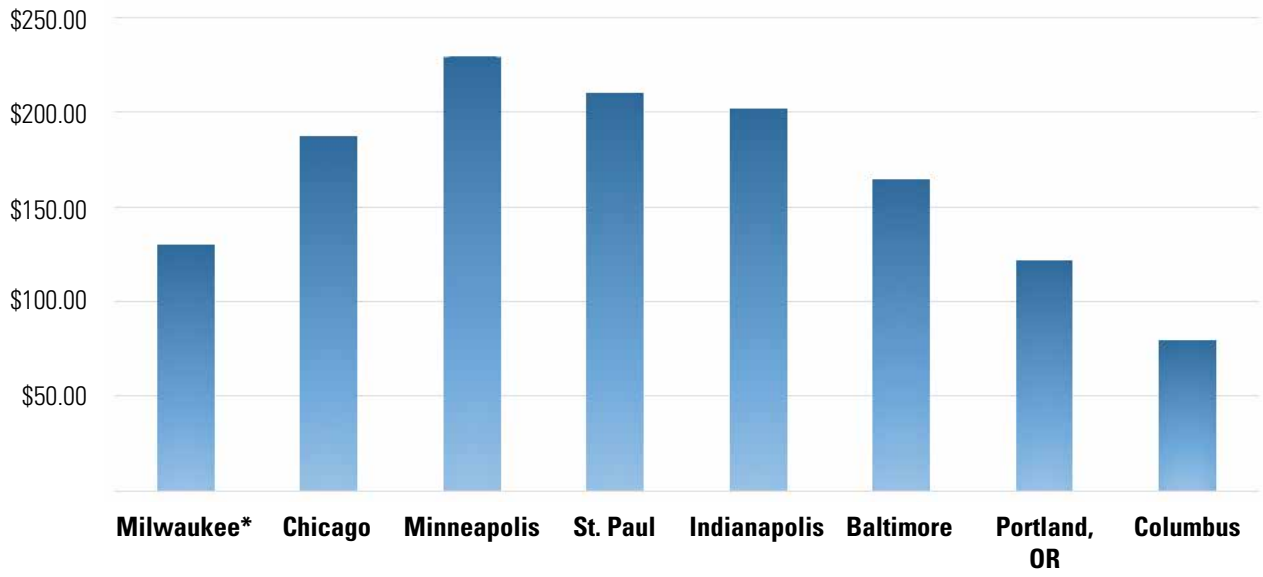
2016 Aggregate Vehicle Registration Costs by City

(annual costs for passenger vehicles)



**Includes $30 Milwaukee County Vehicle Registration Fee*

Employ Milwaukee (formerly the Milwaukee Area Workforce Investment Board) – a public/private partnership that plans, administers and coordinates employment and training programs for adults and youth in Milwaukee County – the House of Correction is using a $500,000 grant received this spring from the U.S Department of Labor to create an American Jobs Center within the facility. This jobs center provides training and support to inmates to help them prepare for employment and then offers help in finding and keeping jobs once they are released, with a goal of helping up to 1000 inmates over the next two years. The House of Correction is one of 20 facilities nationwide to receive this grant.

Housing First Grant In August 2016 the Milwaukee County Housing Department received a $2.4 million grant from the U.S. Substance Abuse and Mental Health Services Administration, part of the Department of Health and Human Services, to further its goal of ending chronic homelessness in Milwaukee County. Over the next three years, funding will support case management, peer support, mental health and alcohol and other drug abuse (AODA) treatment through non-profit partners including The Center for Veterans Issues.

The grant will also make possible the hiring of additional outreach staff and support for a new homeless resource center. This facility will serve as an outlet for the Milwaukee Police Department's Homeless Outreach Team and Milwaukee County's network of homeless outreach teams to help individuals and families living on the street to receive needed services.

New Pathways for Fathers and Families Grant Announced last fall, this grant from the U.S. Department of Health and Human Services to the Milwaukee Department of Child Support Services (CSS) provides $10 million over five years. Not only will it help the Department collect support for children who need it and strengthen family relationships, but it will also help fathers receive job training, improve their economic mobility opportunities, and recover lost driver's licenses. The only child support agency selected for this grant, CSS is partnering with 15 community agencies to support low-income fathers up to age 24 in improving their economic stability, parenting skills, and healthy marriages.

1 Public Policy Forum, "SHOULD IT STAY OR SHOULD IT GO? Exploring the potential for structural reform in Milwaukee County government," January 2010.

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Special Thanks to:

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TABLE OF CONTENTS

INTRODUCTION

County Executive Budget Message 5
Executive Summary 7
Acknowledgments....15
Table of Contents 19
Milwaukee County Organizational Chart....23
2017 Budget Narrative Readers' Guide 25
Community Profile 27

BUDGET SUMMARY

Budget Frequently Asked Questions....33
2017 Tax Levy Summary....37
County Share of Property Taxes....39
Budget Assumptions 41
Long-Range Fiscal Analysis 43
2017 Expenditure Analysis....47
2017 Revenue Analysis....53
2017 Countywide FTE Positions....56

BUDGET POLICIES & STRUCTURE

Budget Process & Calendar 61
Financial Management Policies....63
Basis of Budgeting 69
Fund Balance Policy 71
Fund Descriptions....73
Budgeted Funds....75

DEPARTMENTAL NARRATIVES

Legislative & Executive Function

1000 – County Board of Supervisors 81
1011 – County Executive – General Office 85
1020 – County Executive – Office of Government Affairs....89
1021 – County Executive – Office of Veterans' Services 93

General Government Function

3090 — Office of the County Treasurer....99
3270 — Office of the County Clerk & Election Commission 105
3400 — Office of the Register of Deeds 111
3700 — Office of the Comptroller 119

CONTINUED

TABLE OF CONTENTS

Administrative Function
1090 — Office on African American Affairs 133
1120 — Personnel Review Board, Civil Service Commission & Ethics Board 137
1130 — Corporation Counsel 143
1140 — Department of Human Resources 147
1151 — Department of Administrative Services 159

Courts & Judiciary Function
2000 — Combined Court Related Operations 199
2900 — Courts – Pretrial Services 213
2430 — Department of Child Support Services 217

Public Safety Function
4000 — Office of the Sheriff 223
4300 — House of Correction 241
4500 — Office of the District Attorney 251
4800 — Office of Emergency Management 263
4900 — Medical Examiner 275

Transportation Function
Department of Transportation
5040 — Airport 281
5100 — Highway Maintenance 289
5300 — Fleet Management 293
5600 — Transit/Paratransit System 297
5800 — Director's Office 305

Health & Human Services Function
8000 — Department of Health & Human Services (DHHS) 309
6300 — DHHS – Behavioral Health Division 323
7900 — Department on Aging 343

Recreation & Culture Function
9000 — Department of Parks, Recreation & Culture 353
9500 — Zoological Department 373
9910 — University of Wisconsin – Extension 385

Consolidated Non-Departmental Cultural Contributions (1900) 389

CONTINUED

TABLE OF CONTENTS

Fund for the Arts 390
County Historical Society 392
Federated Library System 394
Marcus Center for the Performing Arts 396
Milwaukee Public Museum 398
Villa Terrace/Charles Allis Museums 400
War Memorial Center 402
Milwaukee Art Museum 404

Debt Service Function
9960 — General County Debt Service 409

Non-Departmental Revenue Function
1991 — Property Taxes 417
Non-Departmental Revenues – Unclaimed Money, Land Sales, Potawatomi Allocation, State Shared Taxes, State Exempt Computer Aid, County Sales Tax Revenue, Surplus from Prior Years, Other Miscellaneous Revenue 422

Non-Departmental Expenditures Function
1950 — Employee Fringe Benefits 427

Non-Departmental Expenditures (1940) 435

Appropriation for Contingencies 437
Offset to Internal Service Charges 438
Charges to Other County Departments 440
Human Resource & Payroll System 442
Law Enforcement Grants 443
Litigation Reserve 444
Capital Outlay/Depreciation Contra 445
Civil Air Patrol 447
Wages & Benefits Modification 448

Glossary 449

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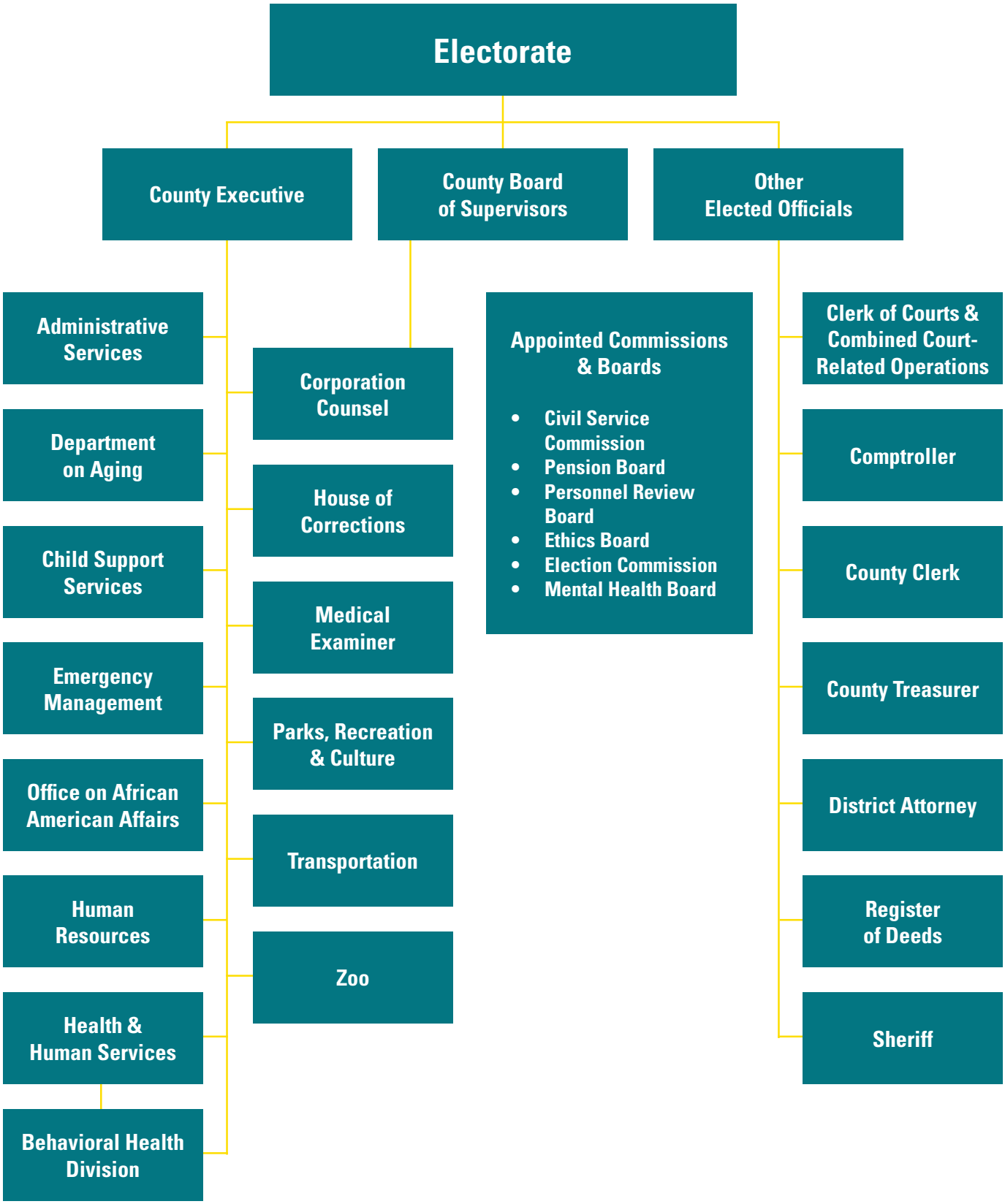
ORGANIZATIONAL CHART



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Milwaukee County Government will provide high-quality, responsive services that enhance self-sufficiency, personal safety, economic opportunity and quality of life for all its people.

MILWAUKEE COUNTY MISSION STATEMENT

Budget Narrative Reader's Guide

The budget narrative serves as the County's business plan for the upcoming year. It provides information to taxpayers, policymakers, stakeholders, community groups, and other interested parties about what the County intends to produce with the resources provided to it. The goal of the budget narrative is to present this business plan in a format that is easy to read and informative for everyone who has an interest in the County. We seek to achieve this goal in part by adopting best practices, which are exemplified by the Government Finance Officers Association's (GFOA) Distinguished Budget Presentation Award, which the County was awarded in both 2015 and 2016.

Structure of the Narrative

Each departmental narrative starts with one or more summary pages. The first page shows expenditures, revenues, tax levy for the entire department, and how much of each department's resources are consumed by retiree fringe benefits, when applicable.

Staffing information for the entire department shows FTEs based on full-time and part-time (seasonal, hourly, pool, etc.) positions, and overtime by dollars. Following this information is a brief overview of the department's mission and structure.

Below each department's mission and structure is a section called "2017 Major Changes." This section describes the changes from the prior year. These may include any changes with policy implementation, personnel changes, change in fees, new revenue or significant changes in revenue, or any other extraordinary changes.

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

Service Provision: This indicates whether the program is mandated by State or Federal law, committed via contract or other long-standing relationship, discretionary, or administrative in nature. Administrative program areas generally assist other County departments with basic business functions.

Strategic Outcome: This indicates the plank of the County's mission statement, to which the program is most closely aligned. The County's Mission Statement reads: "Milwaukee County Government will provide high quality, responsive services that enhance self-sufficiency, personal safety, economic opportunity and quality of life for all its people."

For instance, in many of the programs within the Office of the Sheriff, the Strategic Outcome is listed as "personal safety;" likewise in many administrative departments, the Strategic Outcome is listed as "high quality, responsive services."

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What We Do": This indicates activity data that shows "how much" service is provided, for instance the number of aquatics attendees at parks or the number of individuals served in the senior meal program.

"How We Do It": This displays the resources dedicated to this program, including expenditures, revenues, tax levy, and total FTEs, including full and part-time positions (note that this figure does not include FTE equivalents for special premium, salary adjustment or shift differential).

"How Well We Do It": This displays performance measures for the program area. Many departments have identified and developed performance measures for several program areas; more will be created and included in future budget years, as this is intended to be an iterative process.

Strategic Implementation: This is an overview of how the resources provided to the program area will be used to achieve the performance measures (where developed) and help the County achieve its mission in the upcoming year. It also provides information on significant changes.

Budgeted Position Table: The table lists all budgeted positions from the previous year as well as the upcoming year. There is a column that indicates any variance between years as well as a column for any explanation that is given related to any changes.

MILWAUKEE COUNTY

COMMUNITY PROFILE

Milwaukee County was formed in 1835 when it was part of the Michigan Territory.

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

Today Milwaukee County is, by population, the largest county in the State of Wisconsin and the 47th largest in the United States with 957,735 residents.[2] Milwaukee County is one of the few fully-incorporated counties in the United States and includes 19 municipalities that range from a large urban center in the City of Milwaukee with 600,155 residents to small villages such as River Hills with a population of 1,607.

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

As in many other major urban areas in the upper Midwest, the regional economy in the 20th century was based on heavy manufacturing. As the manufacturing sector has declined nationally since the 1970s, the region has transitioned to attract economic growth based on high-tech, light manufacturing and service-oriented industries and is now developing into a worldwide leader in freshwater sciences and technology. New for 2017, the University of Wisconsin–Milwaukee (located on the East side of the County) has received the highest rating for a research institution from the Carnegie Classification of Institutions of Higher Education. UW–Milwaukee is one of two research institutions in the state of Wisconsin to receive this honor.

Pop-up beer garden at Scout Lake.
(Photo courtesy of Milwaukee County Parks Department)

New baggage claim area at General Mitchell International Airport.
(Photo courtesy of General Mitchell International Airport)

MILWAUKEE COUNTY

COMMUNITY PROFILE
(continued)

Basic Data	Milwaukee County	Wisconsin
Land area in square miles — 2010	241	54,158
Population — July 2015 estimate	957,735	5,771,337
Population Density (Population per Square Mile)	3,926	105

Demographic Data	Milwaukee County	Wisconsin
Persons under 5 years, percent — July 1, 2015	7.2%	5.9%
Persons under 18 years, percent — July 1, 2015	24.3%	22.4%
Persons 65 years and over, percent — July 1, 2015	12.4%	15.6%
High school graduate or higher	86.3%	90.8%
Bachelor's degree or higher	28.7%	27.4%
Veterans — 2010–2014	50,684	395,931

Economic Data	Milwaukee County	Wisconsin
Housing units — July 1, 2015	416,951	2,657,231
Homeownership rate — 2009–2013	50.7%	67.7%
Median value of owner-occupied housing units — 2009–2013	$154,400	$165,900
Households — 2010–2014	381,446	2,293,250
Median household income — 2010–2014	$43,385	$52,738
Total Employment — 2014	447,390	2,450,254*
Total Employment, percentage change — 2013–2014	0.8%	2.1%*
Manufacturers shipments ($1000) — 2012	19,176,207	177,728,926
Merchant wholesaler sales ($1000) — 2012	12,445,288	77,066,883
Women-owned firms — 2012	24,978	133,859
Minority-owned firms — 2012	20,847	40,507
Veteran-owned firms — 2012	5,307	39,830
Retail sales ($1000) — 2012	10,427,898	78,201,822
Retail sales per capita — 2007	$10,917	$13,656
Accommodation and food services sales ($1000) — 2012	1,831,041	10,303,256
Building permits — 2015	1,269	16,793

** Includes data not distributed by county*

Source: U.S. Census Bureau

10 Largest Principal Property Tax Payers	2015 Equalized Value
Mayfair Mall LLC	$436,554,000
Bayshore Town Center LLC	$327,260,000
Northwestern Mutual Life	$302,521,000
US Bank Corp.	$280,866,000
Mandel Group	$175,466,000
Wal-Mart/Sam's Club	$157,076,000
BRE Southridge Mall LLC	$152,295,000
Forest County Potawatomi Community	$128,640,000
Metropolitan Associates	$127,656,000
Marcus Corp/Milwaukee City Center/Pfister	$120,132,000
Aurora Health	$102,690,000

Source: 2015 Milwaukee County Comprehensive Annual Financial Report, Office of the Comptroller

10 Largest Private Sector Employers	Industry	2015 Employees	% of Total County Employment
Aurora Health Care, Inc.	Health Care	24,509	5.45%
Wheaton Franciscan	Health Care	11,281	2.51%
Froedtert & Community Health	Health Care	9,800	2.18%
Roundy's Supermarkets	Retail Supermarkets	8,260	1.84%
GE Healthcare	Health Care	6,000	1.33%
The Medical College of Wisconsin	Private Medical School	5,170	1.15%
Northwestern Mutual	Insurance & Investment Products	5,100	1.13%
ProHealth Care, Inc.	Health Care	4,729	1.05%
Children's Hospital	Health Care	4,530	1.01%
Columbia St. Mary's Health System	Health Care	4,500	1.00%

Source: 2015 Milwaukee County Comprehensive Annual Financial Report, Office of the Comptroller

1 *Wisconsin Historical Society, online at http://www.wisconsinhistory.org/Content.aspx?dsNav=N:4294963828-4294963788&dsRecordDetails=R:BA8864*

2 *U.S. Census Bureau Quickfacts, online at: http://www.census.gov/quickfacts/table/PST045215/55079,00*

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Budget Summary

2017 Budget FAQ's

Tax Levy Summary

County Share of Property Tax Levy

Budget Assumptions

Long-Range Fiscal Analysis

Expenditure Analysis

Revenue Analysis

Countywide FTE Positions

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The County's structural budget deficit exists because ongoing costs continue to grow faster than revenues.

2017 Budget FAQs

A budgetary best-practice recommended by the Government Finance Officers Association (GFOA) is to provide a list of the questions that might be most frequently asked about this year's budget. This is the familiar term FAQs. Some of the most pertinent questions related to the budget are as follows:

How much would this budget raise my property taxes?

The change in individual property tax bills is subject to a number of factors, including changes across the County in equalized values, and tax levy changes made by local governments, the State of Wisconsin, and other taxing districts.

The cost to operate County government makes up approximately 17 percent of the total property taxes levied, so other units of government and taxing districts combined have a significant impact on your individual property tax bill. The 2017 Budget property tax levy increases by over $4 million over the 2016 level of $287 million. This means that individual tax payers may see a change in the County's share of taxes on their bills due to a combination of changes in equalized value across the County and in the total amount of tax levied. The countywide increase in equalized property value was 2.1%. Of that, 1.4% was the result of new construction. The median sale price for a home in Milwaukee County was $129,190 in 2015. Accounting for the increase in market value (.7%), the tax bill for a home in Milwaukee County will increase by about $0.25 over 2016.

What are the key assumptions contributing to the County's structural budget deficit?

The County's structural budget deficit, exists because ongoing costs to continue grow faster than revenues. The projected structural deficit for the 2017 budget is approximately $36.9 million.[1] Key assumptions contributing to the deficit in 2017 include an increase in the pension contribution and retiree healthcare, steady or declining state and federal revenue and growing transportation infrastructure and maintenance expenses. Offsetting these expenditure increases are increases in property tax levy, increased revenues from sales tax, increases in fees for services and the implementation of a vehicle registration fee. Overall, revenue growth is averaging .7% per year without significant policy change.

Why is the pension contribution increasing?

Pension costs are expected to rise in 2017 and then continue to increase over a five- year forecast period. The increase in 2017 is due to a reduced rate of return on investments and the implementation of funding policy changes to accelerate funding of the current unfunded liability. The total increase from 2016 to 2017 is projected to be $6 million. The employee contribution

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will remain unchanged from 2016.

What is the Vehicle Registration Fee?

Milwaukee County is responsible for maintaining nearly 600 miles of roads, 96 bridges and a fleet of buses. Declining State & Federal funding have forced Milwaukee County to divert around $25 million per year in capital funding in order to maintain the infrastructure maintenance and level of service. A new source of dedicated transportation funding is needed to ensure that vital capital infrastructure improvements are not delayed in order to sustain operations. Wisconsin State Statute 341.35(1) allows local governments to establish and implement a Vehicle Registration Fee (VRF) in addition to the regular annual fee paid for a vehicle. The fee applies to vehicles kept in the municipality or county where the vehicle is registered. Revenues from this fee can only be used for transportation related activities like roads, bridges, trails and public transportation. According to a May 2016 report on Wisconsin Transportation, Milwaukee area drivers are estimated to incur an average of $861 each year due to deteriorated pavement conditions.[2] The 2017 Adopted Budget includes a $30 Vehicle Registration Fee to provide a stable revenue source for infrastructure and transportation maintenance.

Why is the health care contribution increasing?

Health care costs continue to rise and are expected to increase by 5% in 2017. Milwaukee County realigned the insurance coverage to more closely mirror the market for comparable organizations resulting in small increases to monthly premium contributions for some employees. Milwaukee County has added a vision benefit to the health care package for 2017.

Milwaukee County Health Care Monthly Premiums 2016-17

	2016	2017
Single	$130	$130
EE+Child	$160	$170
EE+Spouse	$230	$240
EE+Family	$250	$270

How will the County balance the budget?

County expenses are projected to grow an average of 2.2%annually while revenue is growing at only .7% per year. In order to reduce this gap, the 2017 budget includes the following initiatives to expand revenues.

Investments in Revenue Initiatives: One goal of the 2017 budget is to find financial opportunities to expand the County's revenues. The initiatives include:

- Vehicle Registration Fee.
- Increasing the property tax levy.

Investments in Information Technology: Funding is provided in the 2017 budget for major Information Technology related projects that include:

- Enterprise Resource Planning (ERP) Software.
- Phone & Voicemail System.
- Disaster Recovery & Data Center.
- IT Security.

Reducing the County's Footprint: The 2017 budget continues to minimize outstanding maintenance requirements by reducing infrastructure that is outdated and expensive to maintain. The 2017 Budget reflects savings from footprint reduction at the O'Donnell Parking Garage and the Milwaukee County Transit Center. Additional ongoing initiatives include:

- Courthouse Complex Planning to plan for a replacement to the Safety Building.

Efficiency Measures: The 2017 budget continues significant changes to how the County provides many of its internal administrative functions, with the goal of providing significant time and cost savings in the long-term. These efforts include:

- Planning & purchase of Enterprise Resource Planning Software to consolidate over fifty different business processes and systems into one integrated system.
- Ongoing utilization of Continuous Improvement processes that adopt lean-management principles.
- Strengthening financial management policies that will direct large, unanticipated one-time revenues to projects that enhance efficiency, drive economic development, and build debt reserves for the future pre-payment of debt obligations.
- Hiring a continuous improvement manager to spearhead new lean projects and monitor ongoing projects.

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Investment in Workforce: The 2017 budget includes significant changes that invest in the County's workforce. These efforts include:

- $2.9 million for pay increases.
  — Full year funding for 2016 COLA.
  — Funding for mid-year pay increase.
  — Stabilize pay for everyone and increase pay for those below market.
- Fund a tuition reimbursement program and training fund.

Utilize One-Time Revenues Properly: The use of one-time, non-recurring revenues to finance ongoing, long-term operations is not sustainable. The 2017 Budget continues to implement sound financial policies regarding the use of one-time revenues.

What are the key capital investments being made in this budget?

The 2017 capital budget includes more than $66 million in capital investments in the County's infrastructure, including $6.8 million in cash financing provided via sales tax revenue.

With the implementation of the Vehicle Registration Fee Milwaukee County can continue to expand the use of cash financing which addresses deferred maintenance without incurring more long-term debt. The 2017 capital budget includes $1.9 million dollars in additional cash financed projects which is available for use only on transportation related infrastructure.

The 2017 capital budget continues to emphasize improving County facilities and managing long-term costs. Highlights include:

- $8.3 million in funding for Airport improvements.
- $7.4 million for improvements to infrastructure in the County Parks.
- 5.7 million for replacement of general fleet vehicles and vehicles in the Sheriff, House of Correction and Parks Departments.
- $4.0 million to complete the final phase of overall HVAC replacement at the Marcus Center.
- $4.5 million to make improvements to Zoo infrastructure and exhibits (including $4.3 million for continued work on the African Plains Elephant exhibit).
- $6.3 million for facility improvements to the Courthouse, Criminal Justice Facility & Safety Building.

Projects funded by the Vehicle Registration Fee include:

- $1.96 million to implement Bus Rapid Transit.

What is the impact of the budget on compensation for County employees?

Increases in health care premiums will be offset by cost of living adjustment implemented in mid-2017. The table below illustrates an example of compensation changes from recent budgets.

1 *Milwaukee County Five-Year Financial Forecast, 2017-2021*

2 *TRIP, May 2016, Wisconsin Transportation By The Numbers: Meeting the State's Need for Safe, Smooth & Efficient Mobility. (http://www.tripnet.org/docs/WI_Transportation_by_the_Numbers_TRIP_Report_May_2016.pdf)*

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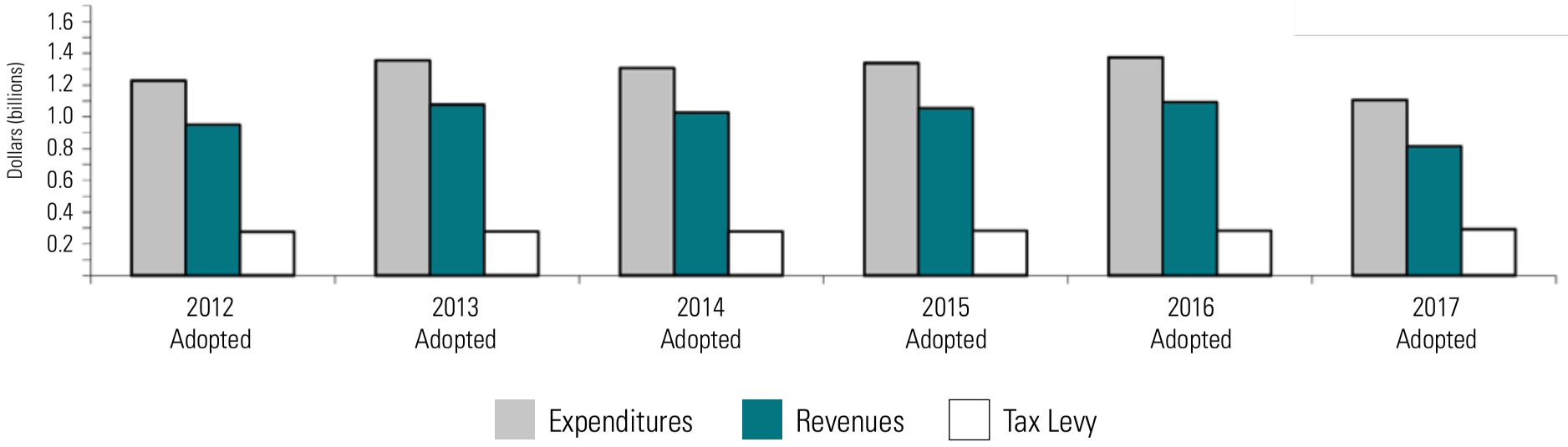
Budget Effects on County Employees (2015-2017)

	Health Care Plans			
	Employee Only	**Employee + Child**	**Employee + Spouse**	**Employee + Family**
Base Salary — 01/01/2015	$75,000	$75,000	$75,000	$75,000
2015 Annual Increase — 06/1/2015	$563	$563	$563	$563
Base Salary — 01/01/2016	$75,563	$75,563	$75,563	$75,563
Add'l Pension Cont. 2016	($1,133)	($1,133)	($1,133)	($1,133)
2016 Annual Increase PP14	$756	$756	$756	$756
2016 Merit Pay PP14	$378	$378	$378	$378
2016 Compensation	$75,563	$75,563	$75,563	$75,563
New Base Salary — 01/01/17	$75,185	$75,185	$75,185	$75,185
Increase Health Premium	$0	($120)	($120)	($240)
2017 Annual Increase	$376	$376	$376	$376
Change in Pension	$0	$0	$0	$0
Performance & Equity Adj.*	TBD	TBD	TBD	TBD
2017 Total Compensation	$75,561	$75,441	$75,441	$75,321

** Funds are budgeted in each department for equity adjustments, step increases or reclassifications*

ADOPTED 2017 BUDGET FOR GENERAL COUNTY PURPOSES

	2016 Adopted Budget	2017 Adopted Budget	Change	Percent
EXPENDITURE	1,374,343,192	1,106,275,726	(268,067,466)	–19.51%
REVENUE	1,087,358,067	815,197,898	(272,160,169)	–25.03%
TAX LEVY	**286,985,125**	**$291,077,828**	**$4,092,703**	**1.43%**



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County Share of Property Taxes

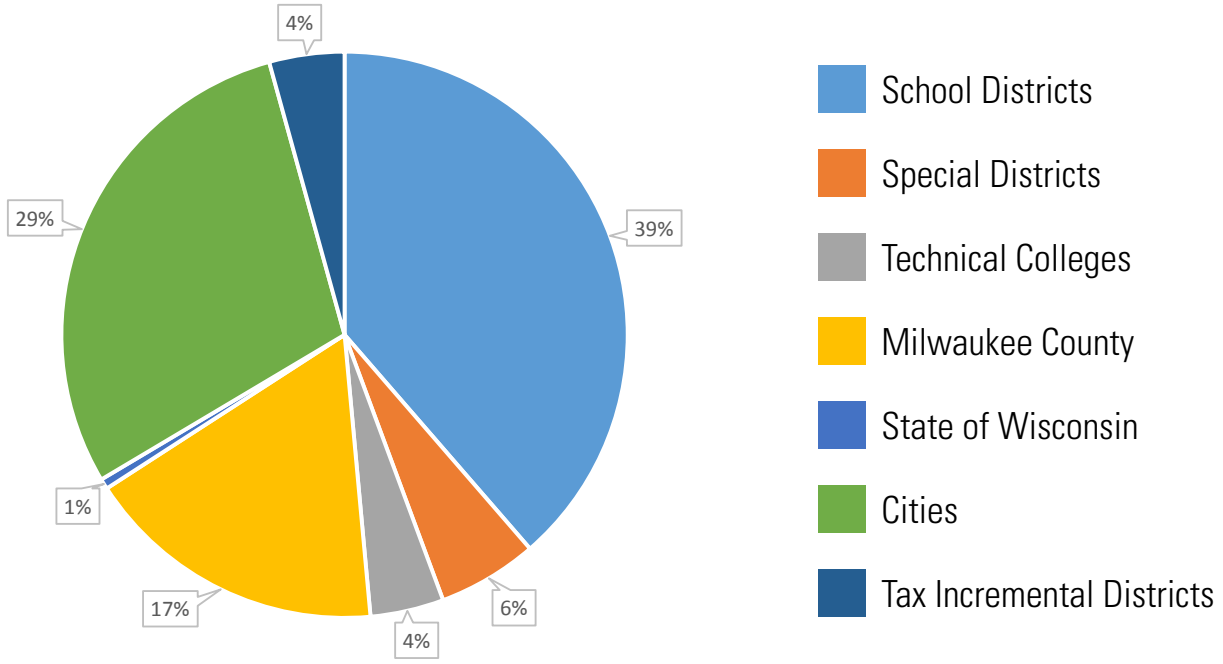
The 2017 Budget for Milwaukee County levies approximately $291 million in taxes on property during the year, which is approximately $4 million over the 2016 Adopted Budget.

In 2016, according to data gathered by the Public Policy Forum, citizens and business will pay a total of approximately $1.7 billion in property taxes to the various taxing entities in the County. These entities include:

- Milwaukee County government.
- Municipal governments (cities & villages).
- School Districts.
- Technical Colleges.
- The State of Wisconsin.
- Special Districts (such as the Milwaukee Metropolitan Sewerage District or the Southeast Wisconsin Regional Planning Commission).
- Tax Incremental Finance Districts.

Of this $1.7 billion total, Milwaukee County government makes up about 17 percent in 2016.

Distribution of Property Taxes in Milwaukee County



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The County must focus on a long term strategy to match revenue and expenditure growth, while minimizing the impact of the current year structural deficit.

2017 Budget Assumptions

The Department of Administrative Services Office of Performance, Strategy and Budget (PSB) and the County Executive utilized the most recent version of the five-year forecast, produced by the Office of the Comptroller, to develop broad assumptions about the 2017 budget. The figures below represent some of the significant known or estimated items that would have been considered throughout the budget process.

Inflationary Revenue Concerns

Expenditures are forecasted to grow by an average of 2.2 percent and revenues are forecasted to grow by 0.7 percent annually over the next five years. The continuous, low growth rate suggests that the County has not been successful in growing its revenue base. The County must focus on a long term strategy to match revenue and expenditure growth, while minimizing the impact of the current year structural deficit. Revenue growth is a factor in the County's annual cost-to-continue.

One-Time Revenues

The 2016 Budget included the use of $10.5 million from the Debt Service Reserve and $1.5 million from the Pension Obligation Bond Reserve to phase in, over three years, the impact of an $18.3 million increase in the County's annual pension contribution caused by modifying assumptions related to the unfunded accrued liability. The planned use of reserves presented as a part of the 2016 Budget would see the use of reserves for this purpose decrease to $8.25 million in 2017 and zero in 2018.

Sales Tax

The five-year forecast assumed local option sales tax revenues would in 2017 include inflationary increases of $1.6 million. The 2017 Recommended Budget includes a $1.4 million increase in sales taxes based on projected increases in consumer spending.

Property Tax Levy

The forecast assumes that in 2017, an additional $2.9 million in property tax revenue is levied. New construction in 2016 was approximately $800 million. Applying the 2016 Adopted Budget property tax rate to the amount of new construction would yield an additional $4.1 million. The County is able to raise the levy by an amount equal to the net new construction and by an amount equal to the growth in debt service issued after July 1, 2005. Holding the property tax levy flat would increase the deficit, resulting in the need for the County to find additional alternative revenue sources or need for expenditure reductions.

State & Federal Revenues

State and Federal Revenues made up approximately 24.7 percent of County revenue in the 2016 Adopted Budget. The five-year forecast and 2017 base budget assumed no change in State Revenue from 2016. Federal revenues were also assumed to remain flat.

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Transit

It is forecasted that transit passenger revenue will decrease by $5.0 million in 2017. Reductions in revenue are attributed to a decline in ridership and the Growing Opportunities Pass (GO Pass) program. Unanticipated healthcare and fuel cost savings result in a $2.9 million dollar savings in 2017.

Health & Human Services Expenditures

Annual projections increase Health and Human Services expenditures by $3.8 million dollars.

Expenditure Reductions

Abatements included in the 2016 budget are not included in the 2017 budget due to the assumption that departments will not be able to maintain the expenditure reductions. The 2016 abatements included $5.6 million to the Office of the Sheriff and $1.7 million to other County Departments. This increases the County's cost to continue and structural deficit by $7.3 million.

Debt Service & Infrastructure Needs

The five-year forecast projected that Debt Service would decline by approximately $33 million annually. However, infrastructure needs outpace the current level of cash and debt financing for capital assets. Liabilities will grow without increases in funding for capital projects or decreases in the size of the County's asset portfolio.

Employee & Retiree Fringe Benefits

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

Without additional changes to the current plan design or premiums, the five-year forecast conservatively assumes a 7.0 percent or $6.1 million increase in healthcare costs in 2017. Healthcare savings from 2016 are expected to be minimal due to the breakeven projection for 2016 actual healthcare costs.

Due to amortization of 2015 investment losses and amortization of the increased pension liability for additional pension members, the total pension related expenses increase by $6 million in 2017. There is an assumed rate of return of 8% on pension investments. The Pension Board has adopted a policy to reduce the assumed rate of return to 7.75% in 2018 and 7.5% in 2020, which will increase the County's annual required contribution.

Salaries & Wages

Significant savings from salaries in 2016 offset the ongoing overtime deficit, as well as the previously forecasted increases in countywide salary costs. The five-year forecast includes the assumption that there will be a 2.4% increase for inflation and projects that salaries and overtime costs will grow at a total of 1% in 2017. For 2017, approximately 2.4% in additional salary dollars are projected over the 2016 employee salary costs. In 2017 employee salaries and wages will also increase by a 1% Annual Increase Adjustment ($1.1 million). Other salary and wage adjustments include $70,000 to phase in an increase of Milwaukee County Employee's minimum wage to $15.00 by 2021 and $1.86 million in funding to bring affected employees' wages to market minimums and $2 million for pay increases related to employee performance and equity adjustments.

The Comptroller's analysis shows that the County faces a significant lack of revenue.

Long-Range Fiscal Analysis

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

This analysis has consistently shown that the County faces a long-term structural deficit. The most recent five-year model predicts that on average annual expenditures and revenues will grow more slowly than predicted in the past. In the 2017-2021 projection, the 2017 structural deficit is $36.9 million, about $10.7 million more than the 2016 forecast. On average, projected expenditures increase to $1.01 billion (2.2 percent) and revenues increase to $0.98 billion (0.7 percent). Substantial drivers of the 2017 structural deficit include:

- A Loss of Transit Revenue.
- Increases in Pension and Healthcare Costs.
- An elimination of Budget Abatements and Reserve Contributions.

This forecast shows that labor costs, especially fringe benefits, continue to be a primary driver of this structural imbalance. Fringe benefits, including pension and healthcare, will grow by 19.4 percent during the forecasted period. This is less than the forecasted projections from 2013 (29%), 2014 (22%) and more than the 2016 (16.8%) projection. The changes in 2017 are due to investment losses in 2015 and the addition of previously excluded pensioners. Due to the separation of Family Care from the County Personnel Costs increase of 5 percent from the 2016 forecast, to about 44% of the County's total expenditures.

Revenues not keeping pace with the county's expenditures is another driver of the structural deficit. Revenue is projected to grow 0.5 percent more slowly than the 2016 projection of 1.2 percent annually. Table 1 below, demonstrates the anticipated revenues and expenditure growth for the upcoming five-year period. This graph highlights how, despite the gap, expenditures and revenues vary similarly until 2020. After 2020, revenues drop off sharply, illustrating the need for a more intensified long term focus on revenue.

Expenditures Continue to Grow Faster Than Revenues

The Comptroller's analysis shows that the County faces a significant lack of revenue. In 2017 there is a predicted loss of transit passenger revenue of $5 million. In general, the County relies heavily on State and Federal revenues, and has limited discretionary alternatives. While the County's ability to adjust property tax or sales tax revenue is limited by State law, the County has prudently levied amounts that fall short of the total available levy. "[T]he County is able to raise levy by an amount equal to net new construction and by an amount equal to the growth in debt service

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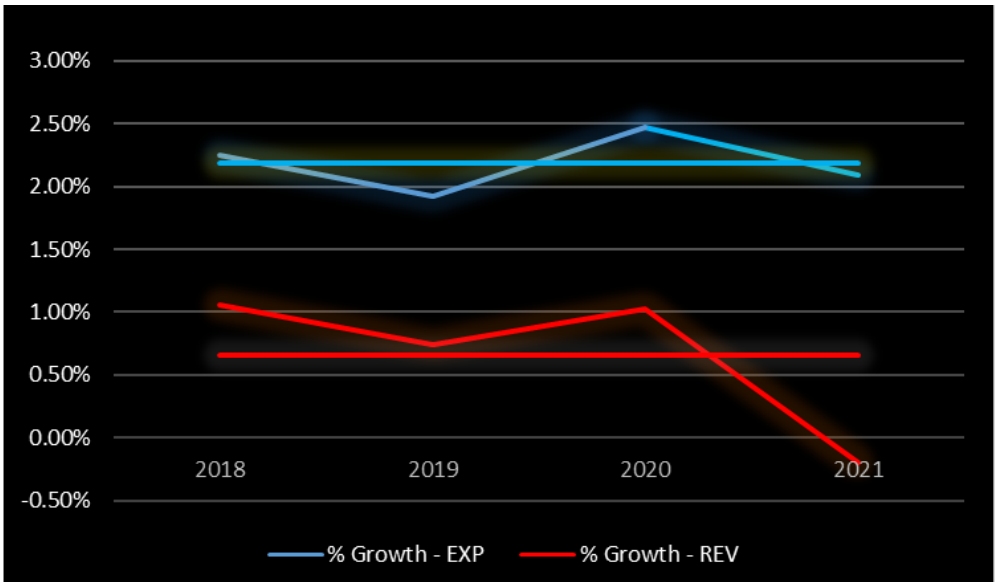
Table 1 — Anticipated Forecasted Revenue & Expenditures, 2018–2021



Source: Office of the Comptroller

issued after July 1, 2015."

Expenditures are now forecasted to rise 2.2 percent annually, a 1.5 percent improvement over 2016's projections and an improvement of 4.1 percent from the 2009 forecast. Many expenditures have been controlled through service model changes and historically low inflationary periods. The County has controlled major expenditures related to salaries and healthcare. Since 2010, the County continues to make significant structural changes in its wage and benefit structure, including:

- Realigning the share of health care costs borne by employees and retirees.
- Complying with 2011 Wisconsin Act 10, having employees to contribute to their defined benefit pension plan.
- Stabilizing pension costs by issuing Pension Obligation Bonds starting in 2009.
- Reducing headcount through policy changes, such as the State takeover of the Income Maintenance program, contracting services such as housekeeping and consolidating job duties.
- Mainstreaming overtime, sick leave policies and other risk-type policies such as workers' compensation to reduce payouts and liability accruals.
- Accelerated funding of unfunded pension liability.
- Reducing the County's facilities' footprint through the sale of underutilized assets, such as City Campus.

These practices have contributed to driving down the County's cost to continue and structural deficit. However, despite these gains, losses in revenue, increases in growing infrastructure maintenance expenses, as well as, increases in pension and retiree health care expenses have hampered County efforts to reduce the structural deficit.

Personnel Costs Remain a Key Concern

While recent fiscal policy has "bent the structural deficit curve," the County continues to need to make significant structural changes to achieve long-term sustainability. The rise in personnel costs is largely due to anticipated increases in pension ($6.0 million) and healthcare costs ($6.1 million) in 2017.

Aside from the investment losses and increased pension liability due to additional pensioners, in 2018 and 2020 the pension investment return assumption will be lowered from 8 percent, driving increases in the County's pension contribution. However, pension investment returns greater than 8 percent of the actuarial assessment could offset any increases.

While prior years benefited from healthcare savings,

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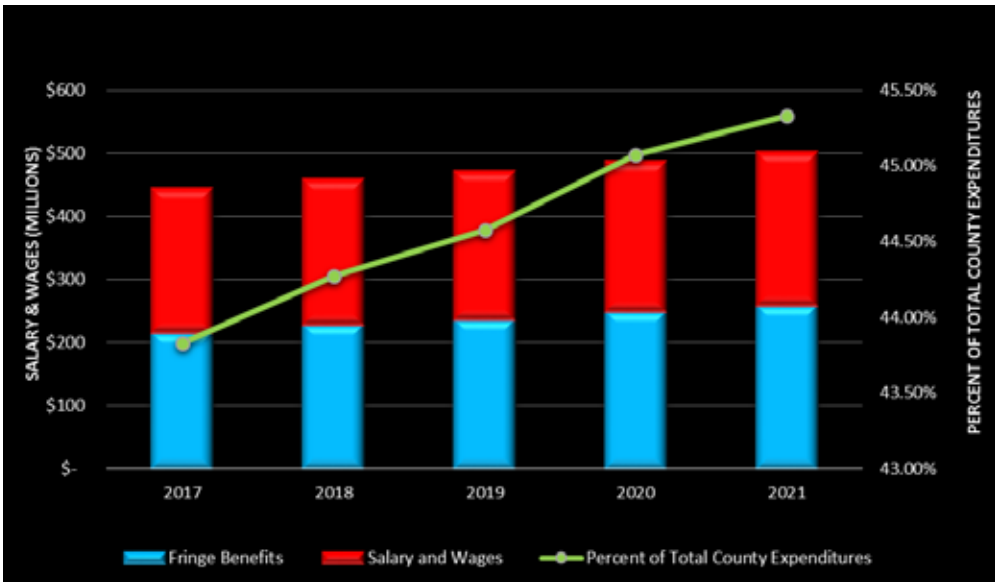
Table 3 — Forecasted Personnel Costs, 2017–2021



Source: Office of the Comptroller

the projected savings in 2016 are minimal. Healthcare costs are projected to rise by 7 percent annually over the five year forecasted period. Unless there is a change to the current plan design or premiums, the County will need to absorb these costs.

The forecast assumes wages will only increase by 1 percent in 2017. However, over the five year model, salaries and wages are predicted to grow 6.5 percent. On the whole, as demonstrated in Table 3, personnel costs continue to rise sharply in 2017 and over the remainder of projected five year forecast.

Debt Reduction Is a Key Driver to Sustainability

Repaying debt continues to be a drag on the County and channels resources away from funding core services. The County's general obligation debt service costs increase by $1.3 million in 2017 and, assuming adherence to the present bonding levels, should decline in the coming years (note this table does not include pension obligation bond debt service, which is considered with fringe benefits).

General obligation bonding debt service is funded by the Sales Tax in Milwaukee County. After funding debt service, surplus sales tax revenues are allocated to cash finance capital projects. This amount is approximately $8.2 million in 2017. This level of sales tax funding enables the County to utilize cash financing for approximately 6.2 percent of total capital project costs (net of federal, state, or other outside financing) .

Remaining sales tax revenue is then allocated to the operating budget to fund programs. Utilizing non-debt funds for capital projects minimizes future debt service obligations, which makes more sales tax funding available to support capital improvements or programs in the operating budget. In 2017, excess sales tax revenue of $8.2 million is available to finance capital projects while $32.6 million is available to support general operations.

County Continues to Face Fiscal Challenges

The forecast shows that the County has progressed in addressing its fiscal imbalance each year since the forecast model was introduced. Unless the County implements significant new revenue sources, long term revenues are still forecasted to rise less rapidly than expenditures, mainly due to recent trends in and uncertainty regarding state and federal revenues. While expenditure growth is reduced due to the changes described above, the County will continue to face fiscal pressures due to this imbalance.

This situation requires, continued examination of service delivery models, the prudent use of one-

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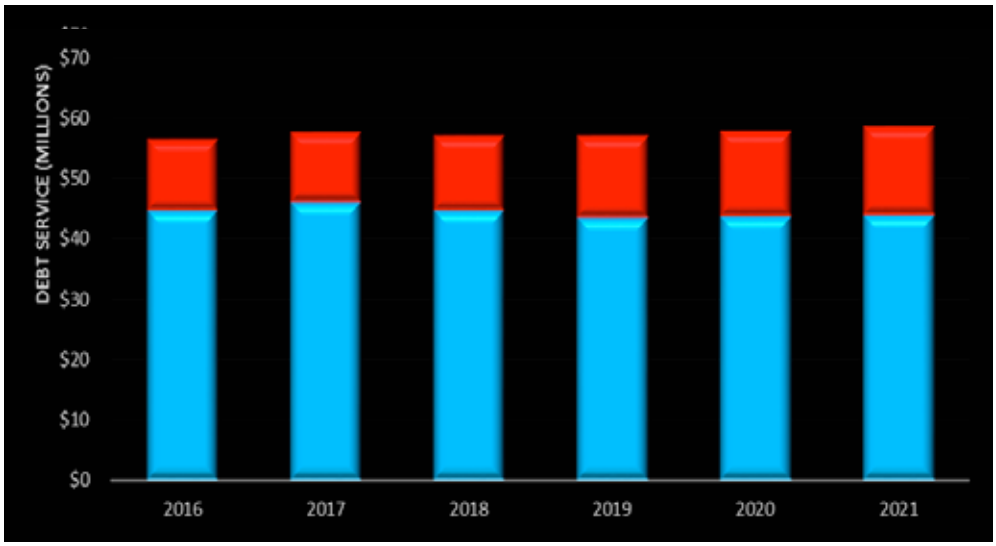
Table 4 — Forecasted Annual Debt Service
(Excluding Pension Obligation Bonds)



Source: Office of the Comptroller

time revenues to drive cost saving operational efficiencies, implementation of new revenue sources and a continual focus on reducing debt. Additionally, a thorough examination and rightsizing of the County's facilities is necessary in order to reduce the County's future capital and maintenance requests; bringing future needs in line with the County's ability to support capital funding. The County does not have the fiscal flexibility to add additional debt service to adequately address the deferred maintenance that has accumulated over decades. Therefore, the County must prioritize its facilities and focus on those that deliver core services and those that operate in the most cost-efficient manner. This will allow the County to eliminate underutilized facilities that have high operating costs and facilities that would require significant capital expenditure to maintain.

1 *From the Office of the Comptroller, Milwaukee County Five Year Financial Forecast 2017-2021, September 2016*

2 *Overall, County cash financing for capital projects has historically included not only sales tax, but also private contribution, PFC revenue, airport reserves, and tax levy. Refer to the Capital Improvements Budget Introduction for additional detail.*

3 *The Comptroller's Office is in the process of sizing the 2016 debt. The first payment for the 2016 bonds occurs in 2017; therefore, the 2017-2021 debt service amount is preliminary.*

2017 Expenditure Analysis

Overview

The 2017 gross expenditure budget is $1,159,398,588, a decrease of $239,483,955 (or 16 percent) from the 2016 Adopted Budget. The 2017 expenditure budget includes $1,054,859,032 for departmental and non-departmental operations and debt service and $103,480,850 for capital projects. In comparison with the 2016 Adopted Budget, operating budget expenditures decrease by $239,483,995 (or 19 percent), and capital budget expenditures increase by $23,480,060 (or 29 percent).

Budget Narrative Appropriation Units	Included Budgetary Control Appropriation Units
Personal Services	Personal Services
Operation Costs	Operation Costs Other Charges
Debt & Depreciation	Debt & Depreciation
Capital Outlay	Capital Outlay Capital Contra
Interdept Charges	Internal Service Charges Abatements

2017 Countywide Expenditure Highlights

The 2017 budget contains four major components of expenditure changes.

In 2017, Legacy Health and Pension costs are abated within departments and centralized in Org. 1950 **Employee and Retiree Fringe Benefits**. For appropriate comparisons the 2015 Budget, 2015 Actuals and 2016 Budget figures are restated to include this change. Additionally, some departments received abatements via amendment of active fringe benefits in the 2017 budget. All program area tables within departmental narratives reflect this change.

The 2017 budget includes the implementation of a Vehicle Registration Fee (VRF). Wisconsin State Statute 341.35(1) allows local governments to establish and implement a VRF in addition to the regular annual State fee paid for a vehicle. The fee applies to vehicles kept in the municipality or county where the vehicle is registered. Revenues from this fee can only be used for transportation related activities like roads, bridges, trails and public transportation. A $30 annual VRF is included in 2017 which will raise approximately $13.4 million dollars. Expenditures of approximately $11.5 million are budgeted within the Department of Transportation – Transit/Paratransit division and the remaining $1.97 million in expenditures are in the Capital Improvement Budget.

The Milwaukee County Department of Family Care will complete its separation from the County resulting in the reduction of $303 million in expenditures and offsetting revenues.

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2017 Expenditure Highlights by Category

Personal Services increase marginally by $322,000.

Operation Costs decrease by $226.6 million (or 42 percent) primarily due to the separation of Family Care from Milwaukee County operations.

Debt & Depreciation increase by $1 million from $119.9 million to $120.9 million (or just under 1 percent).

Capital Outlay increases $10.3 million (or 12 percent) over 2016. The capital outlay included in the capital improvement budget increases by $23.4 million (or 29 percent) over 2016. Operating Capital Outlay, not including items related to Capital Outlay/Depreciation Contra (see the Non-Departmental Expenditure narrative, agency 1940, for additional detail), including funding for major maintenance, decreases by $2.2 million (or 15 percent).

Internal Service Charges including the net total of abatements and crosscharges between County departments remain unchanged but are allocated differently due to amendment 1A036 which removed crosscharges from all budgets of elected officials.

2017 Expenditure Highlights by Functional Area

Below are summaries of major changes within most departments or organizational units by Functional Area for the Operating Budget. Please review the specific organizational or capital project narrative for more detailed information. If a department is not listed it is because its expenditure budget did not change materially (less than 2 percent) from the 2016 Adopted Budget.

Legislative & Executive

Expenditures decrease by $1.4 million (or 55 percent) in the **Office of the County Board** due to the transfer of personnel to the Office of the County Clerk, removal of crosscharges and active fringe benefits through amendments 1A036 & 1A026.

The expenditure decrease of $226,287 (or 42 percent) in the **Office of Government Affairs** is related to the removal of federal lobbying funds, membership fees in the Great Lakes & St. Lawrence Cities initiative and removal of active fringe.

The Milwaukee County **Office of Veteran's Services** expenditures decrease by $40,914 (or 14 percent). The decrease is related to the centralization of active fringe.

General Government

Expenditures decreased in the **Office of the County Clerk & Election Commission** by approximately $1 million (or 38 percent) due to decreased operating costs relating to fewer elections in 2017 for the Election Commission and the removal of crosscharges and active fringe in the Office of the County Clerk.

Expenditures in the **Office of the Register of Deeds** decreased by $1.3 million (or 44 percent) mainly due to removal of crosscharges and active fringe benefits through amendments 1A036 & 1A026.

Expenditures in the **Office of the County Treasurer** decrease by $349,270 or 24 percent mainly due to the addition of personnel and costs related to improving the efficiency of tracking and sales of foreclosed properties.

Administrative

In the **Department of Human Resources**, expenditures are increased by $908,236 (or 14 percent) mainly due to an increase in personnel of 4 FTE. Partially offsetting the increase is a reduction in the tuition reimbursement program to reflect actuals and reduction in costs for drug testing.

In 2017 the **Personnel Review Board, Civil Service Commission & Ethics Board** are combined into one division. Expenditures decrease by $127,727 (or 27 percent) due to increased efficiencies by sharing once separated duties and removal of crosscharges and active fringe benefits through amendments 1A036 & 1A026.

Expenditures decrease in the **Office of the Corporation Counsel** by $740,075 (or 41 percent) because of reductions in personnel costs, decreased interdepartmental charges and removal of crosscharges and active fringe benefits through amendments 1A036 & 1A026.

Department of Administrative Services — General Fund Programs

General Fund divisions in the Department of Administrative Services were combined into a single agency in 2015. Expenditures in the General Fund

CONTINUED

operations in the Department of Administrative Services decrease by $1,927,012 or (4 percent) in 2017.

Department of Administrative Services — Internal Service Funds

Expenditures in the **DAS–Information Management Services Division (DAS–IMSD)** increase by $548,189 or 4 percent. The expenditure increases include $190,000 for a reserve for future personal computer and laptop replacement needs, the implementation of an Information Security Management Program and resources to host an off-site data center.

Courts & Judiciary

Expenditures in **Pre-Trial Services** increase by approximately $199,086 (or 4 percent) primarily due to contracted pretrial services being re-bid through the RFP process in 2016 for the years 2017-2019 and removal of crosscharges and active fringe benefits through amendments 1A036 & 1A026.

Expenditures in **Child Support Services** increase by approximately $429,681 (or 2 percent) primarily due to an increase in services related to the New Pathways grant program and higher interdepartmental charges.

Transportation

Expenditures in the **Department of Transportation (DOT) Airport Division** decreased by $1,773,309 (or 2 percent) from 2016. This is mainly due to decreases charged by other County Departments such as the Sheriff and DAS–IMSD and favorable commodity prices for fuel and natural gas.

Expenditures in the **Department of Transportation–Fleet** decrease by $220,485 (or 2 percent) primarily due to reductions in the prices of commodities and crosscharges.

The **Department of Transportation–Transit** expenditures increased approximately $2.2 million (or 2 percent) due to the increase of professional service contracts for major maintenance, recurring operations and study of Bus Rapid Transit.

The **Department of Transportation–Director's Office** expenditures increase by $48,031 or 20% due to increased personnel costs and crosscharges.

Health & Human Services

In the **Milwaukee County Mental Health Board's Behavioral Health Division (BHD)**, expenditure increases total $19.1 million dollars (or 10 percent). The increase is related to the expansion of programs including the Comprehensive Community Services program for $5,800,000, Wraparound Milwaukee for $10,900,000, creation of an Outpatient Program for $600,000, increased AODA residential capacity for $600,000 and operating costs of $500,000 for the Northside Community Hub. Continuing support for the Milwaukee County Housing Division's initiative increases expenditures by $250,000. Total personnel costs also increase by $2.1 million.

The **Department on Aging** expenditures increase by $407,873 (or 2 percent) due to Senior Meal Program catering costs and crosscharges for legal services from Corporation Counsel.

The **Milwaukee County Department of Health & Human Services** increased expenditures by $26.5 million (or 30 percent). Contributing factors to the increase include the addition of 23.7 FTE, the planned opening of a 44-bed, staff-secure Residential Treatment Center (RTC), continuing support for the Housing First Initiative to End Chronic Homelessness and changes to the Children's Long Term Support Program payment and reimbursement charges.

The **Department on Aging** expenditures increase by $434,432 (or 2 percent) due to Senior Meal Program catering costs and crosscharges for legal services from Corporation Counsel.

The **Department of Family Care** will complete the transition away from Milwaukee County to become a separate entity. The separation results in an expenditure and revenue reduction of $303.8 million.

Recreation & Culture

In the **Department of Parks, Recreation and Culture**, expenditures decrease by $5.9 million (or 13 percent) over 2016. The decrease is due to the removal of active fringe benefits through amendment 1A026.

Expenditures decrease for the **Zoological Department** by just over $2.9 million (or 12 percent). The decrease

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is due to the removal of active fringe benefits through amendment 1A026.

Expenditures decrease for the **University of Wisconsin–Extension** by $7,138 (or 1 percent) over 2016. The decrease is primarily due to the centralization of active fringe benefits through amendment 1A026.

The contribution to the **County Historical Society** increases by $54,000 to $258,105 to reflect a payment related to a new Lease & Management Agreement. The contribution to the **Milwaukee Art Museum** increases by $190,000 as a result of a settled arbitration agreement. The contribution to the **Marcus Center for the Performing Arts** decreases by $50,000 as requested by the agency.

Debt Service

Expenses for corporate purpose **Debt Service** increase by $1.1 million (or 2 percent). Principal payments increase by $1.4 million and interest payments decline by approximately $152,000. These reductions are partially offset by reduced interest abatement from charging other departments for interest costs of approximately $201,000.

Non-Departmental Expenditures

The **Appropriation for Contingencies** increases by $4.2 million (or 77 percent) from $5.4 million to $9.7 million. This increase is the result of amendments throughout the budget process that removed expenditures from departments and placed them in org 1945 for further deliberation or action at a later date.

Funding for the **Litigation Reserve** decreases by $42,369 (or 7 percent) to reflect actual experience in recent years.

Employee & Retiree Fringe Benefits expenditures increased as a result of centralizing legacy health care, legacy pension costs & selected department active healthcare and pension. In 2017, departments and portions of departments that do not have substantial outside revenue reimbursement have their legacy health care and legacy pension costs abated and instead held centrally in the Fringe Benefits budget in order to more clearly present the resources available to departments to provide services. Amendment 1A026 centralized the active fringe benefit costs of 15 departments whose activities are primarily financed through the tax levy.

TABLE 1 — OPERATING EXPENDITURES BY FUNCTIONAL AREA

County Budget Expenditure Comparison — Operating

TOTAL Operating & Capital Expenditures by Functional Area	2015 Actual	2016 Budget	2017 Budget	$ Change from 2016 Adjusted Budget	% Change from 2016 Budget
Legislative & Executive	5,443,021	4,715,062	2,525,227	(2,189,835)	–46%
Administration	97,824,555	103,922,007	89,337,930	(14,584,077)	–14%
General Government	15,017,664	15,296,862	10,289,015	(5,007,847)	–33%
Courts & Judiciary	65,886,961	70,541,568	56,728,139	(13,813,429)	–20%
Public Safety	176,811,278	185,149,413	136,228,907	(48,920,506)	–26%
Transportation & Public Works	217,435,375	237,001,056	248,369,570	11,368,514	5%
Health & Human Services	582,453,969	597,783,418	340,105,405	(257,678,013)	–43%
Recreation & Culture	80,829,170	77,698,856	69,009,551	(8,689,305)	–11%
Debt Service	61,019,348	50,299,599	51,404,166	1,104,567	2%
Non-Departmental Revenues	0	0	0	0	0%
Non-Departmental Expenditures[(a)]	97,637,361	(48,064,814)	50,861,122	98,925,936	–206%
TOTAL	**1,400,358,702**	**1,294,343,027**	**1,054,859,032**	**(239,483,995)**	**–19%**

(a) = The budgets for some Non-Departmental Expenditure organizations are technical in nature and do not have actual expenditures. These budgets include 1930–Offset to Internal Service Charges and 1985–Capital Outlay Depreciation Contra.

TABLE 2 — CAPITAL EXPENDITURES BY FUNCTIONAL AREA

County Budget Expenditure Comparison — Capital

TOTAL Capital Expenditures by Functional Area	2015 Actual	2016 Budget	2017 Budget	$ Change from 2016 Budget	% Change from 2016 Budget
Legislative & Executive	0	0	0	0	0%
Administration	35,191,496	18,291,168	31,138,105	12,846,937	70%
General Government	0	0	0	0	0%
Courts & Judiciary	0	0	0	0	0%
Public Safety	1,049,524	1,365,000	252,000	(1,113,000)	0%
Transportation & Public Works	58,244,541	47,316,500	55,255,945	7,939,445	17%
Health & Human Services	331,158	69,030	0	(69,030)	–100%
Recreation & Culture	31,058,053	12,958,467	16,834,800	3,876,333	30%
Debt Service	0	0	0	0	0%
Non-Departmental Revenues	0	0	0	0	0%
Non-Departmental Expenditures[(a)]	0	0	0	0	0%
TOTAL	**125,874,772**	**80,000,165**	**103,480,850**	**23,480,685**	**29%**

(a) = The budgets for some Non-Departmental Expenditure organizations are technical in nature and do not have actual expenditures. These budgets include 1930–Offset to Internal Service Charges and 1985–Capital Outlay Depreciation Contra.

TABLE 3 — COMBINED CAPITAL & OPERATING EXPENDITURES BY FUNCTIONAL AREA

County Budget Expenditure Comparison (Capital & Operating)

TOTAL Operating & Capital Expenditures by Functional Area	2015 Actual	2016 Budget	2017 Budget	$ Change from 2016 Budget	% Change from 2016 Budget
Legislative & Executive	5,443,021	4,715,062	2,525,227	(2,189,835)	–46%
Administration	133,016,051	122,213,175	132,348,844	10,135,669	8%
General Government	15,017,664	15,296,862	10,289,015	(5,007,847)	–33%
Courts & Judiciary	65,886,961	70,541,568	56,728,139	(13,813,429)	–20%
Public Safety	177,860,801	186,514,413	136,480,907	(50,033,506)	–27%
Transportation & Public Works	275,679,916	284,317,556	292,811,412	8,493,856	3%
Health & Human Services	582,785,128	597,852,448	340,105,405	(257,747,043)	–43%
Recreation & Culture	111,887,223	90,657,323	85,844,351	(4,812,972)	–5%
Debt Service	61,019,348	50,299,599	51,404,166	1,104,567	2%
Non-Departmental Revenues	0	0	0	0	0%
Non-Departmental Expenditures[(a)]	97,637,361	(48,064,814)	50,861,122	98,925,936	–206%
TOTAL	**1,526,233,474**	**1,374,343,192**	**1,159,398,588**	**(214,944,604)**	**–16%**

(a) = The budgets for some Non-Departmental Expenditure organizations are technical in nature and do not have actual expenditures. These budgets include 1930–Offset to Internal Service Charges and 1985–Capital Outlay Depreciation Contra.

TABLE 1

2016 Budget, 2016 Adjusted & 2017 Budget Comparison

2016–17 Comparable Department Expenditures

Org	Department	2016 Adopted	2016 Adjusted	2017 Budget	Variance 2016 Adj to 2017	Percent Change 2016 Adj to 2017
1000	County Board	2,597,108	1,818,226	1,433,644	(384,582)	–21%
1011	County Executive General Office	1,284,073	1,190,531	1,203,809	13,278	1%
1020	Government Affairs	534,621	523,866	494,539	(29,327)	–6%
1021	Veteran's Services	299,260	271,097	298,302	27,205	10%
1090	Office of African American Affairs	-	-	600,000	600,000	0%
1120	PRB, CSC & Ethics	467,023	448,485	401,403	(47,082)	–10%
1130	Corporation Counsel	1,809,345	1,614,184	1,566,616	(47,568)	–3
1140	Human Resources	8,019,425	6,467,684	7,375,920	908,236	14%
1151	DAS	81,495,326	74,750,664	81,449,862	6,699,198	9%
1900	Cultural Contributions	6,942,577	6,942,577	7,043,688	101,111	1%
1940	Other	(256,201,556)	(256,201,556)	(195,415,941)	60,785,615	–24%
1950	Employee Fringe Benefits	208,136,742	199,434,355	203,279,657	3,845,302	2%
2000	Courts	45,991,266	39,257,820	39,234,839	(22,981)	0%
2430	Child Support	19,842,027	19,842,027	20,328,023	485,996	2%
2900	Pretrial Services	4,708,275	4,715,853	5,491,881	776,028	16%
3090	Treasurer	1,727,726	1,537,603	1,753,647	216,044	14%
3270	County Clerk & Election Commission	2,633,039	2,527,082	1,976,653	(550,429)	–22%
3400	Register of Deeds	3,131,494	2,950,568	3,055,243	104,675	4%
3700	Comptroller	7,804,603	6,308,989	6,370,075	61,086	1%
4000	Sheriff	85,283,631	70,176,629	70,539,241	362,612	1%
4300	House of Correction	63,221,187	55,179,592	54,827,125	(352,467)	–1%
4500	District Attorney	20,505,246	16,803,047	16,980,055	177,008	1%
4800	Emergency Management	11,223,709	10,065,300	9,963,421	(101,879)	–1%
4900	Medical Examiner	4,915,640	4,685,746	4,644,227	(41,519)	–1%
5040	DOT Airport	92,289,655	92,289,655	90,540,746	(1,748,909)	–2%
5100	DOT Highways	22,905,079	22,905,079	23,004,988	99,909	0%
5300	DOT Fleet	11,034,588	11,034,588	10,823,027	(211,561)	–2%
5600	DOT Transit	163,100,369	163,100,369	160,502,123	(2,598,246)	–2%
5800	DOT Director's Office	237,600	237,600	293,000	55,400	23%
6300	BHD	188,205,345	188,205,345	207,321,124	19,115,779	10%
7900	Aging	18,410,955	18,410,955	18,845,387	434,432	2%
7990	Family Care	303,709,526	303,709,526	-	(303,709,526)	–100%
8000	DHHS	87,457,592	83,395,841	114,246,816	30,850,975	37%
9000	Parks	45,480,716	43,462,146	44,339,068	876,922	2%
9500	Zoo	24,745,577	23,638,341	24,190,429	552,088	2%
9910	UW Extension	529,986	527,088	538,424	11,336	2%
9960	Debt Service	50,299,599	50,299,599	51,404,166	1,104,567	2%

Realistic, conservative and accurate revenue estimates are a key building block in developing a fiscally sound budget.

2017 Revenue Analysis

Overview

The 2017 revenue budget is $1,159,398,587, a decrease of $219,944,605 or 16% from the 2016 Adopted Budget. Direct Revenue decreases from $635,770,385 to $378,509,607 in 2017 mostly due to divestment of the My Choice Family Care program. The My Choice Family Care program budgeted $298,848,301 of direct revenue in the 2016 Adopted Budget. The 2017 budget includes $98,652,664 in Federal Revenue, an increase of 25% from $79,044,599 in the 2016 adopted budget mostly due to increased Federal grant revenue.

Revenue Projection Methodology

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

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

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

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

Thirty-four percent of the County's $1.1 billion revenue budget, or $378 million, includes direct charges for services in 2017; this amount is re-stated in the tables at the end of the analysis to reflect a change in methodology for offsetting interdepartmental revenues to avoid double-counting. Property tax levy represents 26% of budgeted revenues at $291 million. State Aids, including Basic Community Aids, Youth Aids, General Transportation Aids, Transit Aids, Airport funding, and other funding represent 22% of total revenues, or $247.6 million; State Shared Revenue is budgeted at $27.2 million and represents

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no change from the 2016 Adopted Budget. Federal revenues are nine percent of the total, and sales tax represents seven percent. The remaining two percent, includes indirect revenues, and bond proceeds (see chart below).

2017 Revenue Highlights by Category

Direct Revenue, not including prior year surplus, decreases by $243.6 million or 38 percent in 2017. Significant changes to Direct Revenue include:

- Divestment of the My Choice Family Care program removes Direct Revenue that equaled $298,848,301 in 2016.
- A contribution of $6,750,000 from the Reserve for County Bonds is included for 2017, which is a decrease of $3,750,000 from the 2016 Adopted Budget.
- The 2017 budget includes a $30 Vehicle Registration Fee (VRF) for Milwaukee County that will generate approximately $13.47 million with 10 months of expected collection in 2016. $1.97 million of that revenue will be used for cash financing the BRT project, the remaining $11.5 million will be used for transit operations.

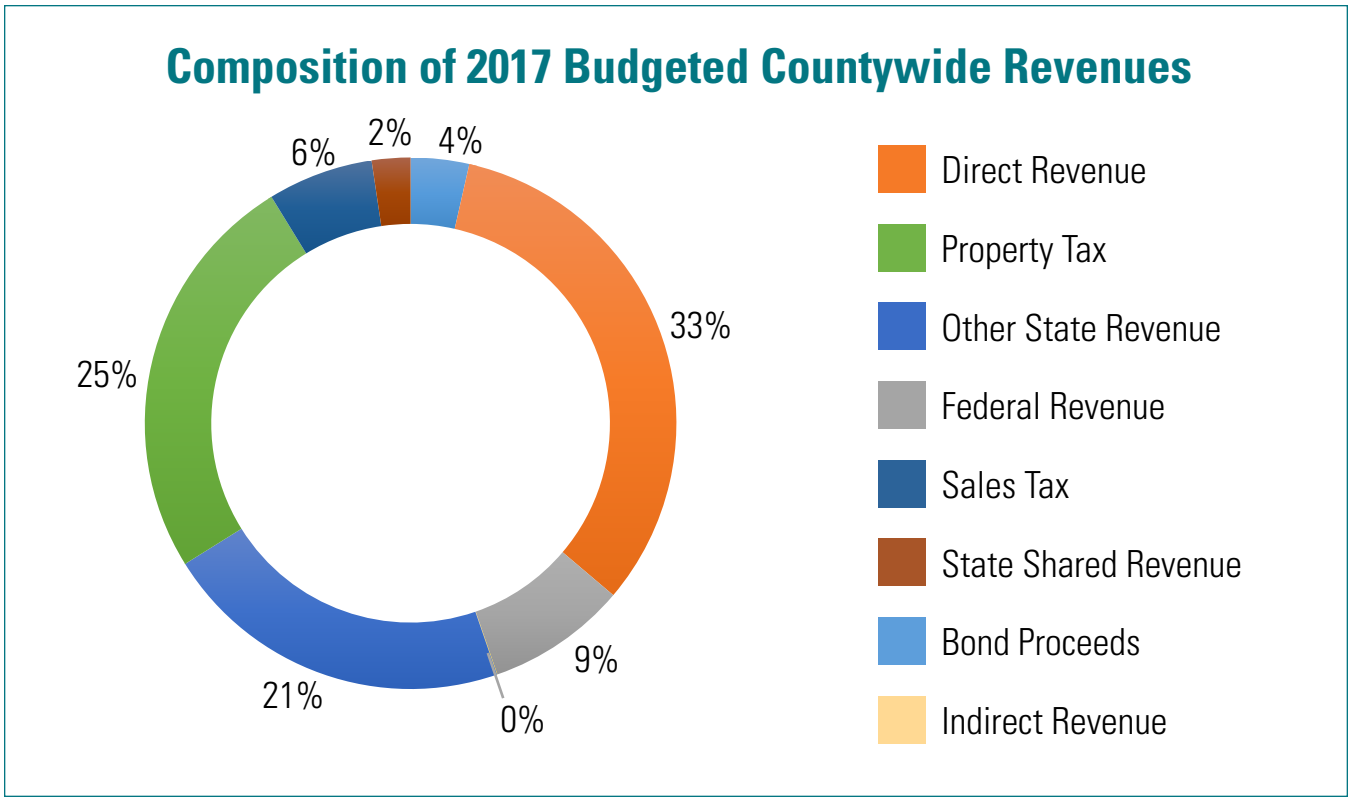
Sales Tax revenue is increased countywide by $1.8 million in 2017, from $72.6 million to $74.5 million, due to rising collections in 2016.

- 2017 sales tax collections are projected to increase from the 2016 Adopted Budget. The net sales tax budgeted in Org 1996 is the gross sales tax collections of $75,795,118, less an allocation of $8,215,500 for capital improvements for a total of $66,253,203. $33,616,438 is dedicated to debt service for 2017, resulting in a net of $32,636,765 for general fund purposes.

State and Federal Revenues increase by a total of $51.7 million or 17 percent in 2017. Significant changes include:

- Within the Department of Health and Human Services, Delinquency & Court Services the Youth Aids Revenue increases $16,207,972 mostly due to an accounting change at the State-level related to reimbursements for the cost of Milwaukee County youth held at the State institutions.

Indirect Revenues, which are charges by County departments to other departments for services increase by $318,583, primarily due to increases in Fringe Benefit and Facilities Management costs. Org 1930 includes an abatement for all indirect revenues to ensure that countywide revenues are not overstated.



County Budget Revenue Comparison (Capital & Operating)

Source	2015 Actual	2016 Budget	2017 Budget	$ Change from 2016 Budget	% Change from 2016 Budget
Direct Revenue	603,766,498	635,770,385	378,509,607	(257,260,778)	–40%
Federal Revenue	86,408,171	79,044,599	98,652,664	19,608,065	25%
State Shared Revenue	31,274,464	27,229,789	27,229,789	0	0%
Other State Revenue	243,955,565	233,494,384	247,993,495	14,499,111	6%
Bond Proceeds	52,489,545	39,234,810	41,147,918	1,913,108	5%
Sales Tax	70,949,426	72,584,100	74,468,703	1,884,603	3%
Prior-Year Surplus	5,000,000	5,000,000	5,000,000	0	0%
Indirect Revenue	0	0	318,583	318,583	100%
Tax Levy	**282,789,867**	**286,985,125**	**291,077,828**	**4,092,703**	**1%**
TOTAL	**1,376,633,536**	**1,379,343,192**	**1,159,398,587**	**(219,944,605)**	**–16%**

Operating Budget Revenue Comparison

Source	2015 Actual	2016 Budget	2017 Budget	$ Change from 2016 Budget	% Change from 2016 Budget
Direct Revenue	600,664,459	623,101,964	361,896,495	(261,205,469)	–42%
Federal Revenue	53,919,645	61,255,177	44,919,696	(16,335,481)	–27%
State Shared Revenue	31,274,464	27,229,789	27,229,789	0	0%
Other State Revenue	237,729,257	231,480,340	246,324,870	14,844,530	6%
Bond Proceeds[b]	1,364,082	0	0	0	0%
Sales Tax	61,623,157	65,883,032	67,625,203	1,742,171	3%
Prior-Year Surplus[a]	5,000,000	5,000,000	5,000,000	0	0%
Indirect Revenue	0	0	318,583	318,583	100%
Tax Levy[a]	**259,183,698**	**285,392,725**	**289,602,828**	**4,210,103**	**1%**
TOTAL	**1,250,758,762**	**1,299,343,027**	**1,037,917,464**	**(261,425,563)**	**–20%**

(a) = Reflects Budgeted Figures in 2015 Actuals
(b) = Mainly reflects proceeds from refunding of bonds which are booked in Agency 9960 – Debt Service

Capital Budget Revenue Comparison

Source	2015 Actual	2016 Budget	2017 Budget	$ Change from 2016 Budget	% Change from 2016 Budget
Direct Revenue	3,102,039	12,668,421	16,613,112	3,944,691	31%
Federal Revenue	32,488,525	17,789,422	53,732,695	35,943,273	202%
State Shared Revenue	0	0	0	0	0%
Other State Revenue	6,226,308	2,014,044	1,668,625	(345,419)	–17%
Bond Proceeds	51,125,462	39,234,810	41,147,918	1,913,108	5%
Sales Tax	9,326,269	6,701,068	6,843,500	142,432	2%
Prior-Year Surplus	0	0	0	0	0%
Indirect Revenue	0	0	0	0	0%
Tax Levy	**23,606,169**	**1,592,400**	**1,475,000**	**(117,400)**	**–7%**
TOTAL	**125,874,772**	**80,000,165**	**121,480,850**	**41,480,685**	**52%**

(a) = Reflects Budgeted Figures in 2015 Actuals

Comparison of Funded Full-Time Position Equivalents

BY FUNCTIONAL AREA

		2014	2015	2016	2017	2016-2017 Change
LEGISLATIVE & EXECUTIVE						
1000[3]	County Board	31.0	30.0	31.0	29.0	(2.0)
1011	County Executive—General Office	9.0	9.0	9.0	9.0	0.0
1020[3]	County Executive—Intergovernmental Relations	3.0	2.0	2.0	2.0	0.0
1021	County Executive-Veterans Service	5.5	5.0	5.0	5.0	0.0
	Total Legislative & Executive	**48.5**	**46.0**	**47.0**	**45.0**	**(2.0)**
STAFF						
1040	DAS—Office of Community Development Partners	8.0	0.0	0.0	0.0	0.0
1090	Office on African American Affairs				4.0	4.0
1110[5,10]	Civil Service Commission	5.0	0.0	0.0	0.0	0.0
1120[5,10]	Personnel Review Board	7.2	12.2	13.0	13.0	0.0
1905[10]	Ethics Board	0.8	0.8	0.8	0.0	(0.8)
1130	Corporation Counsel	19.0	20.0	20.0	19.9	(0.1)
1019[6]	Dept. of Admin. Services—Office for Persons with Disabilities	4.1	0.0	0.0	0.0	0.0
1140	Dept. of Human Resources	54.3	55.2	55.0	54.9	(0.1)
5700[6]	Dept. of Admin. Services—Facilities Management	176.7	0.0	0.0	0.0	0.0
1150	Dept. of Admin. Services—Risk Management	5.0	5.0	5.4	7.0	1.6
1151[6]	Dept. of Admin. Services—Fiscal Affairs	11.5	0.0	0.0	0.0	0.0
1151[6,7,9]	Department of Administrative Services—General Fund	0.0	169.6	180.3	195.6	15.3
1152[6]	Dept. of Admin. Services—Procurement	6.7	0.0	0.0	0.0	0.0
1160[4]	Dept. of Admin. Services—Information Management Services	52.9	44.9	44.6	46.0	1.4
1192	Dept. of Admin. Services—Economic Development	8.0	0.0	0.0	0.0	0.0
	Total Staff	**351.2**	**307.7**	**319.1**	**340.4**	**21.3**
COURTS & JUDICIARY						
2000	Combined Court Related Operations	288.8	289.2	293.0	284.1	(8.9)
2430	Department of Child Support Services	150.5	143.5	145.0	147.0	2.0
2900	Courts—Pre Trial Services	1.0	1.0	2.0	2.0	0.0
	Total Courts & Judiciary	**440.3**	**433.7**	**440.0**	**433.1**	**(6.9)**
GENERAL GOVERNMENTAL SERVICES						
3010[8]	Election Commission	6.5	0.0	0.0	0.0	0.0
3090	County Treasurer	7.5	7.5	7.5	8.5	1.0
3270[3,8]	County Clerk	12.0	20.1	20.5	21.5	1.0
3400	Register of Deeds	31.9	30.0	30.2	31.0	0.8
3700[3]	Office of the Comptroller	57.0	58.7	57.1	55.9	(1.2)
	Total General Governmental Services	**114.9**	**116.3**	**115.3**	**116.9**	**1.6**

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Comparison of Funded Full-Time Position Equivalents

BY FUNCTIONAL AREA

		2014	2015	2016	2017	2016-2017 Change
PUBLIC SAFETY						
4000	Office of the Sheriff	721.9	750.5	779.7	705.1	(74.6)
4300	House of Correction	430.8	379.3	386.2	402.3	16.1
4500[1]	District Attorney	157.6	160.1	165.3	165.4	0.1
4800[2,4]	Emergency Management		65.5	65.5	66.0	0.5
4900	Medical Examiner	28.1	27.5	31.2	29.9	(1.3)
	Total Public Safety	**1338.4**	**1382.9**	**1427.9**	**1368.7**	**(59.2)**
DEPARTMENT OF TRANSPORTATION						
5040	Airport	288.3	283.0	283.2	284.3	1.1
5100	Highway Maintenance	132.7	135.8	139.4	135.6	(3.8)
5300	Fleet Management	34.0	34.9	34.5	34.3	(0.2)
5800	Director's Office	6.0	7.0	8.0	8.0	0.0
	Total Transportation	**461.0**	**460.7**	**465.1**	**462.2**	**(2.9)**
HEALTH & HUMAN SERVICES						
6300[2]	DHHS—Behavioral Health Division	563.6	597.1	545.9	542.8	(3.1)
7900	Department on Aging	76.0	75.7	77.1	76.4	(0.7)
7990[9]	Department of Family Care	72.2	73.2	71.3	0.0	(71.3)
8000	Department of Health & Human Services	447.9	291.6	291.4	315.1	23.7
	Total Health & Human Services	**1159.7**	**1037.6**	**985.7**	**934.3**	**(51.4)**
PARKS, RECREATION & CULTURE						
9000	Parks Division	363.6	370.3	375.3	439.2	63.9
9500	Zoological Department	250.7	252.5	253.1	252.0	(1.1)
9910	University Extension	0.8	0.8	0.80	0.8	0.0
	Total Parks, Recreation & Culture	**615.10**	**623.6**	**629.2**	**692.0**	**62.8**
TOTAL — ALL OPERATING DEPARTMENTS		**4,529.1**	**4,408.5**	**4,429.3**	**4,392.6**	**(36.7)**

* *The 2017 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2014-2017 FTE's are restated to reflect this change*

1 *FTE Counts in the Office of the District Attorney include Deputy District Attorneys and Senior Assistant District Attorneys who are State Employees but who chose to retain County benefits in the 1990s. These positions are not reflected in the FTE Count in the Departmental Budget Narrative. In 2013 there were seven total positions; in 2014 there were six total positions; in 2016 there will be five*

2 *The 2014 Budget shifted the Community Services Branch, Alcohol and Other Drug Abuse (AODA) program, Wraparound (now Behavioral Health Community Services), and Emergency Medical Services (EMS) from the DHHS-Behavioral Health Division to the Department of Health and Human Services. The 2015 Budget shifted these programs back to the Behavioral Health Division, with the exception of EMS which was shifted to the new Department of Emergency Management*

3 *The 2014 Budget contained several position changes related to 2013 Wisconsin Act 14. Two intergovernmental relations positions were shifted out of the Office of the County Board and into the Office of the County Executive. The 2014 Budget creates the County Executive-Office of Intergovernmental Relations (Org 1020), which contains 2.0 FTE positions. Additionally in 2013, 4.0 FTE committee clerk and 1.0 FTE support positions were shifted out of the Office of the County Board and into the Office of the County Clerk, and another 4.0 FTE positions were created in the Office of the Comptroller for research services*

4 *The 2015 Budget created the Department of Emergency Management, which includes positions transferred out of the Office of the Sheriff, the Department of Health & Human Services (see footnote 2), and the Information Management Services Division of the Department of Administrative Services*

5 *The 2015 Budget merged the Civil Service Commission and Personnel Review Board into a single agency*

6 *The 2015 Budget merged the General Fund divisions (Persons with Disabilities, Community Business Development Partners, Facilities Management, Economic Development, Procurement, and Fiscal Affairs) of the Department of Administrative Services into a single agency*

7 *The 2015 Budget transferred the Courthouse Security function from the Department of Administrative Services to the Office of the Sheriff*

8 *The 2015 Adopted Budget merged the Election Commission and the Office of the County Clerk into one departmental unit due to a change in State Statute.*

9 *The 2017 Budget has included 16 FTE of employees providing service to MyChoice Family Care through a temporary Memorandum of Understanding*

10 *The 2017 Budget has merged the Personnel Review Board, Civil Service Commission & Ethics Board into a single agency*

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Budget Policies & Structure

Budget Process & Calendar

Financial Management Policies

Basis of Budgeting

Fund Balance Policy

Fund Descriptions

Budgeted Funds
- Functional Area by Fund Type
- Department by Fund

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State Statute 59.60 governs the annual budget process for Milwaukee County.

Budget Process & Calendar

Milwaukee County's Budget represents the County's business plan for the coming year, and shows taxpayers and stakeholders how the County services link to these broad building blocks of our community.

The Budget Process

State Statute 59.60 governs the annual budget process for Milwaukee County. Each department is required to submit requested operating and capital (as part of a five-year capital plan) budgets to the Director of Administrative Services no later than mid-July. On or before August 15, the Department of Administrative Services (DAS) is required to submit a summary of the requests to the County Executive and County Board, and the County Executive is required to hold public hearings on the requests. DAS is required to analyze the operating and capital requests and assist the County Executive in making "changes in the proposed budget that in the executive's or administrator's discretion are considered desirable or proper" (§59.60 (6) (a)).

The resulting Executive's Budget is then presented to the County Board on or before October 1. The Board then considers and may adopt amendments to the County Executive's Budget, and must hold a public hearing on the budget no later than the first Monday in November. After adopting amendments and holding the public hearing, the Committee on Finance and Audit submits the amended budget to the County Board, which adopts the final Budget in mid-November. After the Budget has been adopted and a detailed summary of appropriations is provided to County departments, the DAS-Office of Performance, Strategy & Budget and Comptroller's Office monitor the Budget during the fiscal year. This monitoring involves periodic checks of expenditures against appropriations, reviewing actual revenue compared to budgeted revenue and reviewing requests for transfers of appropriations. This completes the budget process.

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Milwaukee County Annual Budget Calendar

March through May
DAS-PSB develops budget assumptions for the upcoming fiscal year. Tax levy targets are submitted to the operating departments. Budget instructions and forms are submitted to department administrators. The County Executive also holds listening sessions to solicit input from the public.

May
Capital Budget requests are submitted by County agencies to the Department of Administrative Services-Facilities Management Division.

July
Operating Budget requests and revenue estimates are submitted by County agencies to DAS-PSB.

Department Administrators present the programmatic impacts of their budgetary requests. The Department of Administrative Services and the County Executive review agency budget submittals.

August
Per State Statute, DAS-PSB submits to the County Board a summary of requested budgets by August 15.

October
County Executive presents to the County Board the Executive Budget for the subsequent year. This is then referred to the Board's Finance and Audit Committee for review and recommendation.

October/November
County Board holds public hearing on Budget, inviting members of general public to comment on the Executive Budget and Finance and Audit Committee changes to date.

County Board public hearing on Budget, inviting members of general public to comment on the Executive Budget and Finance and Audit Committee changes to date.

County Board annual meeting and the adoption of the Budget and tax levies. During this meeting, the County Board acts on the amendments and recommendations submitted by the Finance and Audit Committee relative to the County Executive's Budget as well as amendments submitted by individual County Board members.

January
Departments translate Budget to public service.

It is the adopted policy of Milwaukee County that the County's budget must be balanced.

Financial Management Policies

Milwaukee County's long- and short-term financial policies are derived from various sources; primary sources include AAA-rated peer counties and the Government Finance Officers Association (GFOA).

The State of Wisconsin Statutes prescribe the basic budgeting standards for county governments. These financial policies establish the basis of accounting in conformance with Generally Accepted Accounting Principles (GAAP). Below is a description of the County's fiscal management policies for a variety of topics including revenues, operating expenditures, capital improvements, debt, risk management, grants, use of one-time revenues, information technology purchases, and other items.

Balanced Budget

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

Operating Budget — Revenue Policy

The County relies on the property tax and has implemented the local option sales tax to fund state and local programs and services. Property taxes account for about 21 percent of total revenues. The local option sales tax provides approximately 6 percent of total revenues.

State Statutes also allow for collection of a local motor vehicle registration fee. The 2017 Budget includes the implementation of this fee. Vehicle registration fee revenue is projected to be between $15.9 and $16.7 million annually.

The County attempts to maintain a diversified and stable revenue stream.

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

Services that have a countywide benefit shall, in general, be financed with broad-based revenue sources such as property tax levy and state aids. Services where the customer determines the use shall, in general, be financed with user fees, charges, and other revenues related to the level of service provided.

County staff are required to follow good billing and recording practices, and to engage in collections of outstanding debts. All such outstanding debts are

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forwarded to the County's collections program as soon as possible.

The County maximizes its return on investment consistent with its investment policy as required by County Ordinance 15.215. The County will also follow all Internal Revenue Service policies with regards to the investment of bond proceeds. Investment income is used to reduce reliance on the property tax levy and fund capital projects. Investment return is limited due to emphasis on the safety of the principal, rather than the return on investments, and its investments reflect that policy, which is also required by State Statute. Deposits with financial institutions should either be covered by Federal depository insurance and State governmental insurance, subject to availability of funds in the State's Deposit Guarantee Fund or collateralized with government securities held in a separate financial institution in the County's name. The County's investment policy states that all securities shall be properly designated as an asset of Milwaukee County and held in safekeeping by a third-party custodial bank or other third-party custodial institution, chartered by the United States Government or the State of Wisconsin and no withdrawal of such securities, in whole or in part, shall be made from safekeeping except by the County Treasurer or a designee.
Due to strict limits placed on the County by the State regarding use of surplus funds and fund balances, one-time revenues and fund balances shall not be used to fund ongoing operating expenses, other than reducing taxpayer costs for debt service.

The County actively seeks to increase revenues through the sale of excess assets; proceeds from which are utilized for one-time investments.

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

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

Operating Budget — Expenditure Policy

Under Wisconsin State Statute, no payment may be authorized or made and no obligation incurred against the County unless the County has sufficient appropriations for each payment. Budgetary control over expenditures is maintained by a formal appropriation and encumbrance system. Encumbrances are charged against appropriations when purchase orders, contracts, or other commitments are incurred. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this policy is void. A county officer who knowingly violates this policy is jointly and severely liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause.

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

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

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Land Sales & Other One-Time Revenues

It is the general policy of Milwaukee County that significant one-time revenues be utilized for one-time projects or acquisitions and shall not be used to offset ongoing operating costs of County Government. The policy shall be consistent with File Number 11-145, developed by the Long-Range Strategic Planning Steering Committee.

Large, unanticipated one-time revenues not related to grants, insurance proceeds, or other previously-identified projects or uses shall be utilized as follows:

1. Land sale revenue accounts for the sale of County land as authorized by state statute. As in previous years, $400,000 is budgeted in Real Estate Services to cover its 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.

2. If the revenue is from a county asset that is being sold and the asset has outstanding debt, the County will use the proceeds to defease the outstanding debt and pay all associated costs of defeasance.

3. If the Office of the Comptroller is projecting a countywide deficit at the time funds are received, the Office of Performance, Strategy and Budget may recommend that all or part of the proceeds be deposited into the Appropriation for Contingencies.

4. The next $1,000,000 from land sales will be directed to job programs and economic development initiatives as identified by the Milwaukee County Office of African American Affairs.

5. The remaining balance shall be utilized as follows:

a. Twenty-five percent (25%) shall be made available for economic development projects funded through the Economic Development Fund consistent with File Number 11-601.
b. Twenty-five percent (25%) shall be made available to departments on a competitive basis via the Milwaukee County Innovation Fund. The Innovation Fund is managed and allocations distributed using the process established in File Number 13-756. Departments that receive funds issue an informational report to the County Executive and the relevant policy oversight committee no more than six months after funding is made available.
c. Fifty percent (50%) shall be deposited into the Appropriation for Contingencies.

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Grants

The Office of Performance, Strategy & Budget shall create and maintain a Grants Management Policy. Grant funds will be expected to cover their full cost and not be looked at in simple terms as "free" funding. All positions and other expenditures funded in whole or part by grant revenues shall sunset upon expiration of the grant period, unless DAS-PSB verifies that the item(s) leverages cost savings or operational efficiencies that justify ongoing support.

Operating Budget Forecast

The Office of the Comptroller develops and annually updates a five-year financial forecasting system, which includes projections of revenues, expenditures, future costs of current budget decisions and costs, and debt service.

Debt Management & Capital Finance

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

- Tax supported debt service costs shall not exceed actual sales and use tax revenues.
- Direct debt shall not exceed 1.5 percent of equalized property value.
- Financing terms shall not exceed 16 years.
- Average principal maturities shall not exceed 10 years.
- Direct debt per capita shall not exceed $500.
- Bond insurance will be used when it provides a net economic benefit.
- Corporate purpose bond issues are limited to an increase of 3 percent based on the previous Adopted Capital Budget corporate purpose bond amount.
- Net present value savings for proposed refundings should total a minimum of 3 percent to 5 percent of refunded capital.

Unrestricted Fund Balance Policy

Unlike most other local governments in Wisconsin and across the Country, Milwaukee County's ability to retain unrestricted fund balance is extremely limited. Wisconsin

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State Statute 59.60(6)(b)(3) requires Milwaukee County to budget a prior year surplus or deficit in the next budget year. For example, the $5 million surplus from 2015 must be budgeted as revenue in the 2016 budget. There are two alternatives to this requirement:

The County may, under State Statute 59.60(5)(g), place surplus funds in a "sinking fund" for the "redemption or repurchase of bonds", or for emergency needs. This sinking fund is referred to as the Debt Service Reserve Fund in Milwaukee County. In 2016, the County passed a resolution that split the 2015 surplus so that $5 million would be applied to the 2017 budget, and the remainder deposited into the Debt Service Reserve Fund.

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

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

Debt Service Reserve

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

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

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

Risk Management

Realizing the importance of maintaining a safe workplace for the benefit of both its employees and the general public, all County employees will follow proper risk management practices, which will result in a safer workplace which will enable the County to maintain a high level of professionalism, courtesy, and quality of service, while protecting its human and financial resources. The Director of Risk Management will develop a comprehensive risk management program and will chair a countywide safety committee that will promulgate best practices in all departments and elected offices.

Information Technology

An Information Technology Steering Committee was created in 2015 to review and approve information technology purchase requests (hardware or software) with a unit cost of greater than $500. Per best practices identified by the Government Finance Officers of America & Canada, all funds for information technology purchases with a unit cost of greater than $500 are budgeted in the Information Management Services Division of the Department of Administrative Services (DAS-IMSD). No County department or office other than the Transit and Airport divisions of the Department of Transportation may purchase information technology-related items with a unit cost greater than $500. The Chief Information Officer will develop an administrative process subject to approval by the County Board, by which departments receive DAS-IMSD approval for replacement items (commodities), updated maintenance agreements or software license renewals that exceed this amount; however, the administrative process must require that any request for new or replacement software applications or significant hardware upgrades or purchases must be approved by an Information Technology Steering Committee. The Information Technology Steering Committee shall be comprised of at least one member each from the legislative and judicial branch and one from the Office of the Sheriff.

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Budget Documents

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

The Operating Budget includes five major sections:

1. The Introductory Section provides basic information about the County, such as elected officials, a community profile and a countywide organizational chart as well as the table of contents.
2. The Budget Summary Section provides information about the budget from a countywide perspective, including analysis of: the short and long-term factors that influence the annual budget and the County's long-term fiscal situation; performance measures; analysis of major revenue and expenditure changes; information about the county's major funds; and budgeted positions.
3. The Budget Policies Section provides information about the County's budget and financial management policies, the budget process calendar, basis of budgeting, and policies regarding the use of fund balances.
4. The Departmental Narratives Section includes the detailed narratives for each individual department, including major changes, detailed revenue and expenditure analysis, and resources, activity data, and performance measures by service area.
5. The Supplemental Information Section includes additional information such as a glossary, operating authority and purpose for each department, and an index.

The Capital Budget includes project-by-project detail and five-year planning goals, objectives, and funding requirements.

Performance Management & Budgeting

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

1. Identify distinct Program Areas.
2. Link Program Areas with the most appropriate Strategic Outcome.
3. Develop Performance Measures that show progress of that Program Area towards achieving the Strategic Outcomes.

Property Tax Levy Increase Limits

The states Local Levy Limit law (Wis. Stat. 66.0602) allows a County to increase its total property tax levy by the percentage change in the County growth in equalized value due to net new construction between the previous year and the current year.

The tax levy cap includes the following exemptions:

- The Federated Library System tax levy;
- Debt service tax levy (including any debt that was refinanced or refunded);
- Bridge and culvert repair aids to towns paid with County tax levy.

The County may also utilize one of two provisions that allow for carryover of available levy from the prior year:

- Unused tax levy authority up to a maximum of 1.5% of the prior year levy could be carried forward by a super majority 2/3 vote of the County Board. If Milwaukee County were to use this 1.5% prior year levy, the County would be required to reduce tax levy by an amount equal to the change in pre-2015 debt.
- A new carry-forward provision was added in the 2015-2017 State budget that allows the county to carry forward unused levy limit capacity for a period of up to five years under certain conditions. The amount of the potentially available carry forward adjustment is determined by totaling the amount of any unclaimed carry forward percentages from each of the proceeding five years' levy limit worksheets. However, since the law specifies that the first worksheet that can be considered is the one for the 2014 levy, this is initially a two-year look back and will not truly provide for the potential of a five year carry forward until the 2019 levy year.[1]

Property Tax Levy Rate Limit

The 2013-15 State Budget eliminated levy rate limits.

* *Because some of the provision of the new law are unclear as to how calculations will be made, the Office of the Comptroller has reached out to the Department of Revenue for guidance.*

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In accordance with Generally Accepted Accounting Principles (GAAP), the accounts of the County are maintained on the basis of funds.

Basis of Budgeting

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

Governmental Funds

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

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

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

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

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

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

Proprietary Funds

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

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

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Due to these statutory restrictions, the County is not able to develop an unrestricted fund balance.

Fund Balance Policy

Unlike most other local governments in Wisconsin and across the Country, Milwaukee County's ability to retain unrestricted fund balance is extremely limited. Wisconsin State Statute 59.60(6)(b)(3) requires Milwaukee County to budget a prior-year surplus or deficit in the next budget year. For example, the $5 million surplus from 2015 must be budgeted as revenue in the 2017 budget. There are two alternatives to this requirement:

- The County may, under State Statute 59.60(5)(g), place surplus funds in a "sinking fund" for the "redemption or repurchase of bonds", or for emergency needs. This sinking fund is referred to as the Debt Service Reserve Fund in Milwaukee County. In 2013, the County passed a resolution that split the 2012 surplus so that $5 million would be applied to the 2014 budget, and the remainder deposited into the Debt Service Reserve Fund. It is the policy of Milwaukee County to maintain a balance of no less than $10 million in this fund.
- State Statute 59.60(13)(b)(3) provides for a tax stabilization fund, into which surpluses may also be deposited. However, this statute allows the County to utilize this fund only in order to prevent a tax levy increase of 3 percent or greater over the prior year. 2013 Wisconsin Act 20 (the State's 2013-2015 Biennial Budget) retained limits on property tax levy increases that make this occurrence highly unlikely. To date the County has not utilized this fund.

Due to these statutory restrictions, the County is not able to develop an unrestricted fund balance and, therefore, the County has no need to implement an unrestricted fund balance policy. The County has adopted a number of financial policies that govern the use of unanticipated revenues and funds in the Debt Service Reserve Fund. Please see the "Financial Policies" section for further detail.

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Funds exist in several departments to account for and report the proceeds of specific revenue sources that are committed to expenditures for specified purposes.

Fund Descriptions

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

General Fund (Fund 0001)

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

Fleet Management (Fund 0030) Primary use of this fund is to account for the costs associated with the maintenance, repairs and centralized fueling of all County-owned motorized equipment. Costs are billed to user departments based on work orders, time and material costs.

Behavioral Health Division (Fund 0077) This fund is used to account for the costs associated with the mental health research, patient activities, special events, and compensated absence payouts for BHD retirees.

Special Revenue Funds (various) A number of funds exist in several departments to account for and report the proceeds of specific revenue sources that are committed to expenditures for specified purposes. These funds exist for the Zoo, Department of Parks, Recreation and Culture, Office for Persons with Disabilities, Behavioral Health Division, Fleet Maintenance, Facilities Management, Airport (used for the collection of Passenger Facility Charge Revenues), and Risk Management.

Debt Service Fund (Fund 0016)

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

Capital Project Funds (various)

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

Enterprise Funds (various)

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

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recovered primarily through user charges.

Airport (Fund 0076) The Airport Fund accounts for the operations of General Mitchell International and Timmerman Airports. Airport passenger facility charges and related capital expenditures are not accounted for in the airport's enterprise fund but are accounted for as a special revenue fund.

Transit (Fund 0083) The Transit Fund accounts for the operations of the Milwaukee County Transit System and the Paratransit System.

Internal Service Funds (various)

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

IMSD (Fund 0026) This fund is used to account for electronic data processing, graphics, applications, mainframe, desktop support and replacement and telecommunications services provided to County departments.

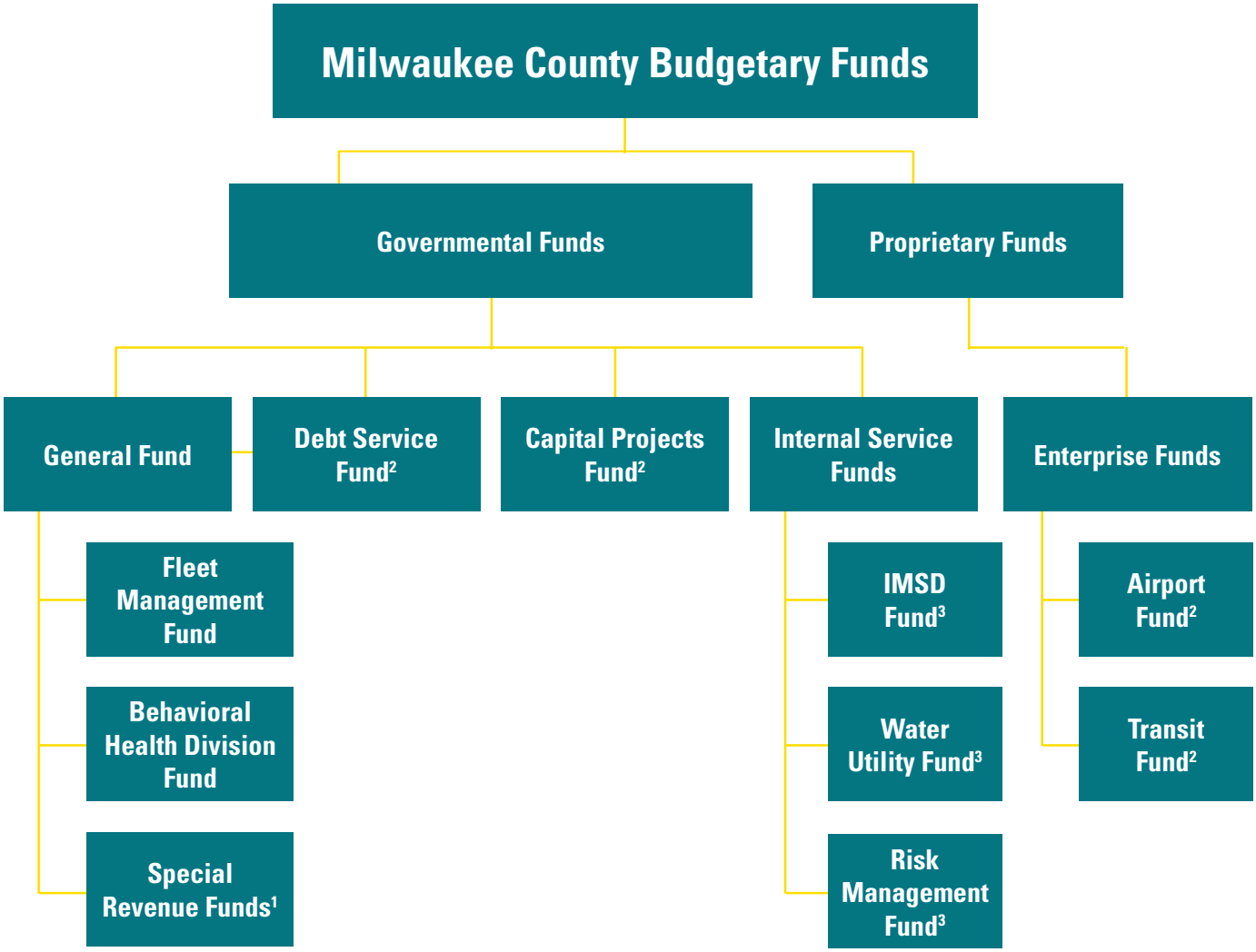
Water Utility (Fund 0029) This fund is used to account for maintenance of the water distribution system that is located on the Milwaukee County grounds and provides service to County departments.

Risk Management (Fund 0040) This fund accounts for risk financing, loss control and insurance-related activities for the County and its employees.

1 *Previously Special Revenue Funds were referred to as Expendable Trust Funds in prior budgets. The naming convention was changed to be consistent with the terminology used to refer to these accounts in the most recent Comprehensive Annual Fiscal Report.*

Budgetary Funds

This diagram displays the general relationship of between fund types budgeted at Milwaukee County. It identifies governmental and proprietary funds. It also demonstrates the relationship between the major funds and non-major funds. This diagram details the general fund and its subsidiaries. It also distinguishes the internal service funds and enterprise funds.



1 *In prior budgets Special Revenue Funds were referred to as Expendable Trust Funds. The naming convention was changed to be consistent with the terminology used to refer to these accounts in the most recent Comprehensive Annual Fiscal Report.*

2 *Major Funds include the General Fund, the Airport Fund, the Transit Fund, the Debt Service Fund and the combined Capital Projects Funds.*

3 *In prior budgets the Information Management Services Fund, Water Utility Fund and Risk Management Fund were categorized as proprietary funds. The organization of this table was changed to be consistent with organization used in the most recent Comprehensive Annual Fiscal Report.*

2017 Functional Area Summary by Fund Type

REVENUES	General Fund[a]	Enterprise	Internal Service	Debt	Capital Projects	TOTAL
Legislative & Executive	3,250					3,250
Administration	60,725,918		27,608,943		39,488,480	127,823,341
General Government	10,472,656					10,472,656
Courts & Judiciary	30,206,035					30,206,035
Public Safety	26,975,845				252,000	27,227,845
Transportation & Public Works	22,135,930	200,357,681			79,189,945	301,683,556
Health & Human Services	265,570,304					265,570,304
Recreation & Culture	39,895,226				15,261,800	55,157,026
Debt Service				17,787,728		17,787,728
Non-Departmental Revenues	110,188,438					110,188,438
Non-Departmental Expenditures	(47,696,809)					(47,696,809)
TAX LEVY	**291,174,114**					**291,174,114**
TOTAL	**809,650,907**	**200,357,681**	**27,608,943**	**17,787,728**	**134,192,225**	**1,189,597,484**

EXPENDITURES	General Fund[a]	Enterprise	Internal Service	Debt	Capital Projects	TOTAL
Legislative & Executive	3,430,295					3,430,295
Administration	75,666,592		27,608,943		39,613,480	142,889,015
General Government	13,155,619					13,155,619
Courts & Judiciary	65,054,742					65,054,742
Public Safety	156,954,069				252,000	157,206,069
Transportation & Public Works	23,297,988	214,319,193			79,189,945	316,807,126
Health & Human Services	340,413,327					340,413,327
Recreation & Culture	76,111,609				15,261,800	91,373,409
Debt Service				51,404,166		51,404,166
Non-Departmental Revenues						
Non-Departmental Expenditures	7,863,716					7,863,716
TOTAL	**761,947,957**	**214,319,193**	**27,608,943**	**51,404,166**	**134,317,225**	**1,189,597,484**

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

Budgetary Unit–Fund Relationship

This chart presents each budgetary unit's relationship to the Milwaukee County budgetary funds. The budget units are grouped by function. The funds are grouped by fund type. Funds in light teal are governmental funds. Funds in light yellow are proprietary funds. A check mark indicates that the budgetary unit utilizes that particular fund.

Budgetary Unit	Fleet Management (0030)	Behavioral Health (0077)	Special Revenue (various)[1]	Information Management Services Fund (0026)[3]	Water Utility Fund (0029)[3]	Risk Management Fund (0040)[3]	General Fund (0001)[2]	Debt Service (0016)[2]	Capital Projects (various)[2]	Transit Fund (0083)[2]	Airport Fund (0076)[2]
	Non-Major Funds and Other Fund Types[3]						Major Governmental Funds			Enterprise Funds	
Legislative & Executive Function											
County Board of Supervisors							✓				
County Exec. — Gen'l Office							✓				
County Exec. — Gov Affairs							✓				
County Exec. — Vet's Svcs							✓				
Administrative Function											
Corporation Counsel							✓				
Civil Service/Pers Rev Bd							✓				
Human Resources							✓				
Dept of Admin Svcs (DAS)			✓				✓				
DAS — Risk Management						✓					
DAS — Information Svcs.				✓							
DAS — Water Utility					✓						
Ethics Board							✓				
Office On African American Affairs							✓				
Courts & Judiciary Function											
Combined Court Operations							✓				
Courts — Pre Trial Services							✓				
Child Support Services							✓				
Public Safety Function											
Office of the Sheriff							✓				
House of Correction							✓				
Office of the District Attorney							✓				
Emergency Management							✓				
Medical Examiner							✓				
General Government Function											
Office of the Comptroller							✓				
Office of the Clerk							✓				
Office of the Register of Deeds							✓				
Office of the Treasurer							✓				

(CHART CONTINUES ON NEXT PAGE)

Budgetary Unit	Fleet Management (0030)	Behavioral Health (0077)	Special Revenue (various)[1]	Information Management Services Fund (0026)[3]	Water Utility Fund (0029)[3]	Risk Management Fund (0040)[3]	General Fund (0001)[2]	Debt Service (0016)[2]	Capital Projects (various)[2]	Transit Fund (0083)[2]	Airport Fund (0076)[2]
	Non-Major Funds and Other Fund Types[3]						Major Governmental Funds			Enterprise Funds	
Transportation & Public Works Function											
Director's Office							✓				
Airport											✓
Highway Maintenance							✓				
Fleet Management	✓										
Transit										✓	
Health & Human Services Function											
Health & Human Services							✓				
Behavioral Health Division		✓	✓								
Aging							✓				
Parks, Recreation & Culture Function											
Parks, Recreation & Culture							✓				
Zoo			✓				✓				
Univ of Wisc – Extension							✓				
Cultural Contributions							✓				
Debt Service Function											
Debt Service								✓			
Non-Departmental Expenditures Function											
Non-Departmental Expenditures							✓				
Non-Departmental Revenues Function											
Non-Dept. Revenues Function							✓				
Capital Improvements Function											
Capital Improvements									✓		

1 *In prior budgets Special Revenue Funds were referred to as Expendable Trust Funds. The naming convention was changed to be consistent with the terminology used to refer to these accounts in the most recent Comprehensive Annual Fiscal Report.*

2 *Major Funds include the General Fund, the Airport Fund, the Transit Fund, the Debt Service Fund and the combined Capital Projects Funds.*

3 *In prior budgets the Information Management Services Fund, Water Utility Fund and Risk Management Fund were categorized as proprietary funds. The organization of this table was changed to be consistent with organization used in the most recent Comprehensive Annual Fiscal Report.*

Legislative & Executive Function

Agency Budget Narratives

- County Board of Supervisors
- County Executive General Office
- County Executive — Office of Government Affairs
- County Executive — Office of Veterans' Services

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COUNTY BOARD (1000) BUDGET

DEPT: County Board

UNIT NO. 1000
FUND: General - 0001

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs**	$1,646,400	$1,550,935	$1,267,545	$1,008,446	($259,099)
Operation Costs	$150,235	$176,064	$133,457	$150,632	$17,175
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges***	$0	$0	$0	$0	$0
Total Expenditures**	**$1,796,635**	**$1,726,999**	**$1,401,002**	**$1,159,078**	**($241,924)**
Legacy Healthcare-Pension	*$670,733*	*$629,314*	*$778,882*	*$666,577*	*($112,305)*
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**	**$1,796,635**	**$1,726,999**	**$1,401,002**	**$1,159,078**	**($241,924)**
Personnel					
Full-Time Pos. (FTE)*	30	30	30	28	(2)
Seas/Hourly/Pool Pos.	1	1	1	1	0
Overtime $	$0	$0	$0	$0	$0

**The 2017 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2015 Budget, 2015 Actual, and 2016 Budget FTEs are restated to reflect this change. Program Area tables include these changes as well.*
***The 2017 Budget figures exclude Legacy Health and Pension benefits due to centralization of these costs in low-org 1951. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to include this change. Program area tables also reflect this change. The 2017 Budget removed active fringe benefit charges from departments that were primarily funded through the tax levy and centralized the charges in low-org 1951 Fringe Benefits. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to reflect that change.*
****The 2017 Budget figures exclude most interdepartmental charges for elected departments. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to include this change.*

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.

The Board adopts County-wide policies through resolutions and ordinances that advance these goals. Among the Board's most important means of establishing policy is the adoption of the annual County Budget. The Board conducts its legislative business with public meetings of standing committees, commissions and task forces. Staff to the Board performs administrative functions for the department, and assists elected officials in their continuous efforts to provide high quality, responsive services to their constituents.

Department Description: The Board of Supervisors is the legislative branch of Milwaukee County government. The Board consists of legislative representatives elected by residents of 18 Supervisory Districts throughout Milwaukee County. Supervisors represent the diverse constituents of Milwaukee County. Compensation of elected Supervisors and departmental expenditures are subject to the limits of 2013 Wisconsin Act 14 and the conforming local ordinances.

Strategic Program Area 1: County Board

Service Provision: **Mandated**

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

What We Do: Activity			
Item	**2015 Actual**	**2016 Budget**	**2017 Budget**

The Board is a diverse legislative body comprised of 18 different County officials who each are separately elected by residents of their Supervisory district for a two year term of office. Each elected Supervisor individually determines within their own office how best to represent the district on County policies and constituent communications.

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Variance**
Expenditures	$1,796,635	$1,726,999	$1,401,002	$1,159,078	($241,924)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$1,796,635	$1,726,999	$1,401,002	$1,159,078	($241,924)
FTE Positions	31	31	31	29	(2)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Service				

Major Changes:
The 2016-2018 term of the Milwaukee County Board began at the Organizational Meeting on April 18, 2016, when elected Supervisors were sworn into office and then selected from the body a Chairperson and a First and Second Vice-Chair.

This term is the first where Supervisors will serve two-year terms, rather than four years. This reduction from a four year to a two year term is prescribed by Act 14, which mandated a number of provisions relating to the structure and responsibilities of the County Board. This year is the first full year that Supervisors' compensation is not exempt from the tax levy cap.

Act 14 also instituted a tax levy cap of no more than 0.4 percent of the total tax levy with limited exceptions.

Overall, the 2017 Budget reflects the County Board's 2017 Requested Operating Budget and Abatements. The County Board will manage its budget to be in compliance with Act 14.

In an effort to reduce the number of crosscharges, the 2017 Budget removes fringe benefit charges from departments that are primarily financed through the tax levy. The fringe benefit tax levy for these departments will remain in Org. Unit-1950-Fringe Benefits. It is the policy of Milwaukee County to reduce the number of crosscharges to: 1) simplify the budgeting process, 2) still retain outside revenues wherever possible, and 3) provide accurate information on the cost to provide programs and services.

In the County Executive's 2017 Recommended Budget, administrative budgets for information technology and human resources alone increased by nearly $4.0 million. Because programmatic budgets for County elected officials are loaded with these types of annual administrative cost increases for which elected officials are given no input on or opportunity to reduce, and in order to maintain maximum flexibility for the County Executive to administer the day-to-day administrative affairs of the County, it is the policy of the County Board to no longer charge County elected officials for services rendered by administrative departments. These charges shall be abated in the elected officials' budgets and the corresponding tax levy held in the charging department to ensure maximum flexibility to the County Executive's administrative departments.

County Board Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Adm Sec Graphic Designer U	1	0	(1)	Transfer to Office of County Clerk
Adm Sec 2-Exec Sec	1	1	0	
Adm Sec Public Inf Mgr	1	1	0	
Adm Sec Legislative Asst	8	7	(1)	Abolish
Adm Sec Chief Of Staff	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 FPA Chair	1	1	0	
County Brd Supv Member	14	14	0	
Adm Sec1- Office Asst 1 Hrly	1	1	0	
Full Time Total	**12**	**10**	**(2)**	
Part Time Total	**19**	**19**	**0**	
Grand Total	**31**	**29**	**0**	

COUNTY EXECUTIVE (1011) BUDGET

DEPT: County Executive

UNIT NO. 1011
FUND: General - 0001

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs**	$721,912	$717,867	$470,875	$565,145	$94,270
Operation Costs	$114,541	$109,357	$300,771	$12,084	($288,687)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$186,422	$195,097	$214,591	$222,239	$7,648
Total Expenditures**	**$1,022,875**	**$1,022,321**	**$986,237**	**$799,468**	**($186,769)**
Legacy Healthcare-Pension	*$244,982*	*$257,452*	*$297,836*	*$300,161*	*$2,325*
Revenues					
Direct Revenue	$0	$199	$0	$0	$0
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$0**	**$199**	**$0**	**$0**	**$0**
Tax Levy**	**$1,022,875**	**$1,022,122**	**$986,237**	**$799,468**	**($186,769)**
Personnel					
Full-Time Pos. (FTE)	9	9	9	9	0
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$0	$0	$0	$0	$0

***The 2017 Budget figures exclude Legacy Health and Pension benefits due to centralization of these costs in low-org 1951. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to include this change. Program area tables also reflect this change. The 2017 Budget removed active fringe benefit charges from departments that were primarily funded through the tax levy and centralized the charges in low-org 1951 Fringe Benefits. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to reflect that change.*

Department Mission: The Milwaukee County Executive works to create a safe, enjoyable and prosperous community for all people in Milwaukee County by providing leadership, guidance, and vision, and by 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; recommend annually a County budget to the County Board.

Strategic Program Area 1: General Office

Service Provision: **Mandated**

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

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Total Executive Branch Staff	2,465	2,497	2,553
Operating Expenditures, Executive Branch	$899,626,396	$926,189,907	$637,275,388
Departments Managed	25	25	24

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$1,022,875	$1,022,321	$986,237	$799,468	($186,769)
Revenues	$0	$199	$0	$0	$0
Tax Levy	$1,022,875	$1,022,122	$986,237	$799,468	($186,769)
FTE Positions	9	9	9	9	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Program Area				

Strategic Implementation:
Eight staff positions are provided in 2017 to assist the County Executive in day-to-day administrative oversight and management of the office. Amendment 1A020, from the 2016 Adopted Budget, moved $288,754 of the monies appropriated for staff salaries to an allocated contingency account within the department in operation costs. For the 2017 budget, staff salaries are included in personnel costs.

The County Executive – General Office budget contains an expenditure abatement of $188,150 to establish expenditure authority that matches the 2011 Adopted Budget. In 2011, the County Executive pledged to freeze General Office expenditures at the 2011 level.

In an effort to reduce the number of crosscharges, the 2017 Budget removes fringe benefit charges from departments that are primarily financed through the tax levy. The fringe benefit tax levy for these departments will remain in Org. Unit-1950-Fringe Benefits. It is the policy of Milwaukee County to reduce the number of crosscharges to: 1) simplify the budgeting process, 2) still retain outside revenues wherever possible, and 3) provide accurate information on the cost to provide programs and services.

County Executive Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
County Executive	1	1	0	
Chief of Staff	1	1	0	
Director Communications	1	1	0	
Deputy Chief of Staff	1	1	0	
Director Community Relations	1	1	0	
Director Strategic Planning	1	1	0	
Director Legislative Affairs	1	1	0	
Receptionist 4PM U	1	0	(1)	Reclass to Sr Assistant Administration U
Sr Assistant Executive U	1	0	(1)	Reclass to Sr Assistant Administration U
Sr Assistant Administration U	0	2	2	Reclass from Sr Assistant Executive U and Receptionist 4PM U
Grand Total	**9**	**9**	**0**	

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GOVERNMENT AFFAIRS (1020) BUDGET

DEPT: Government Affairs

UNIT NO. 1020
FUND: General - 0001

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs*	$198,940	$92,301	$198,037	$165,646	($32,391)
Operation Costs	$115,000	$122,555	$209,682	$62,117	($147,565)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$23,413	$24,879	$67,961	$80,571	$12,610
Total Expenditures*	**$337,353**	**$239,735**	**$475,680**	**$308,334**	**($167,346)**
Legacy Healthcare-Pension	*$28,013*	*$41,308*	*$58,941*	*$85,212*	*$26,271*
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*	**$337,353**	**$239,735**	**$475,680**	**$308,334**	**($167,346)**
Personnel					
Full-Time Pos. (FTE)	2	2	2	2	0
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$0	$0	$0	$0	$0

**The 2017 Budget figures exclude Legacy Health and Pension benefits due to centralization of these costs in low-org 1951. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to include this change. Program area tables also reflect this change. The 2017 Budget removed active fringe benefit charges from departments that were primarily funded through the tax levy and centralized the charges in low-org 1951 Fringe Benefits. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to reflect that change.*

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 two full-time positions who work to fulfill its mission of representing the County's interests while building partnerships across governmental jurisdictions.

Strategic Program Area 1: Government Affairs

Service Provision: **Discretionary**

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

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Activity Data is not yet tracked for this Program Area			

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$337,353	$239,735	$475,680	$308,334	($167,346)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$337,353	$239,735	$475,680	$308,334	($167,346)
FTE Positions	2	2	2	2	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Program Area				

Strategic Implementation:
Funding is provided for two full-time positions to represent the County's interests before other units and levels of government.

Appropriations are provided for the following memberships in 2017: Public Policy Forum ($1,300), Intergovernmental Cooperation Council ($500), National Association of County LGBT Leaders and Allies ($500), Transportation Development Association of Wisconsin ($500), The Wisconsin Group ($500), Association of Wisconsin Lobbyists ($500), and National Association of County Intergovernmental Relations Officers ($200).

In an effort to reduce the number of crosscharges, the 2017 Budget removes fringe benefit charges from departments that are primarily financed through the tax levy. The fringe benefit tax levy for these departments will remain in Org. Unit-1950-Fringe Benefits. It is the policy of Milwaukee County to reduce the number of crosscharges to: 1) simplify the budgeting process, 2) still retain outside revenues wherever possible, and 3) provide accurate information on the cost to provide programs and services.

The Office of Government Affairs staff shall urge the Wisconsin State Legislature to adopt a sustainable, long-term funding solution for the state Transportation Fund. In addition, Milwaukee County will request the Legislature to provide the County with the flexibility to assess the VRF based on the value or age of the vehicle instead of as a flat fee, which is currently mandated. The Director of the Department of Transportation, working in conjunction with Governmental Affairs staff, shall provide a report to the County Board outlining any proposed changes to the VRF by the State of Wisconsin

DEPT: Government Affairs

UNIT NO. 1020
FUND: General - 0001

Intergovernmental Relations Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Liaison Government Affairs	2	2	0	
Grand Total	**2**	**2**	**0**	

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VETERAN'S SERVICES (1021) BUDGET

DEPT: Veteran's Services

UNIT NO. 1021
FUND: General - 0001

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs*	$113,563	$113,519	$116,266	$118,158	$1,892
Operation Costs	$69,088	$63,041	$67,607	$81,785	$14,178
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$32,066	$37,492	$48,591	$58,403	$9,812
Total Expenditures*	**$214,717**	**$214,052**	**$232,464**	**$258,346**	**$25,882**
Legacy Healthcare-Pension	*$63,687*	*$65,156*	*$66,796*	*$60,534*	*($6,262)*
Direct Revenue	$0	$5,598	$0	$0	$0
Intergov Revenue	$13,000	$13,000	$0	$3,250	$3,250
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$13,000**	**$18,598**	**$0**	**$3,250**	$3,250
Tax Levy*	**$201,717**	**$195,454**	**$232,464**	**$255,096**	**$22,632**
Personnel					
Full-Time Pos. (FTE)	2	2	2	2	0
Seas/Hourly/Pool Pos.	3	3	3	3	0
Overtime $	$0	$0	$0	$0	$0

**The 2017 Budget figures exclude Legacy Health and Pension benefits due to centralization of these costs in low-org 1951. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to include this change. Program area tables also reflect this change. The 2017 Budget removed active fringe benefit charges from departments that were primarily funded through the tax levy and centralized the charges in low-org 1951 Fringe Benefits. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to reflect that change.*

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

Department Description: To assist veterans and their families in determining eligibility for the full range of State and Federal veteran's benefits. As part of this process, employees obtain and screen source documents, identify eligible programs, and facilitate the application process. Complimentary services are regularly provided by supportive governmental and public agencies onsite. Throughout the year, briefings and seminars are conducted at public venues to increase the awareness of veterans programs and benefits.

Major Changes in FY 2017: The Needy Veteran's Fund is increased by $10,000.

DEPT: Veteran's Services

UNIT NO. 1021
FUND: General - 0001

Strategic Program Area 1: Veteran's Services

Service Provision: **Mandated**

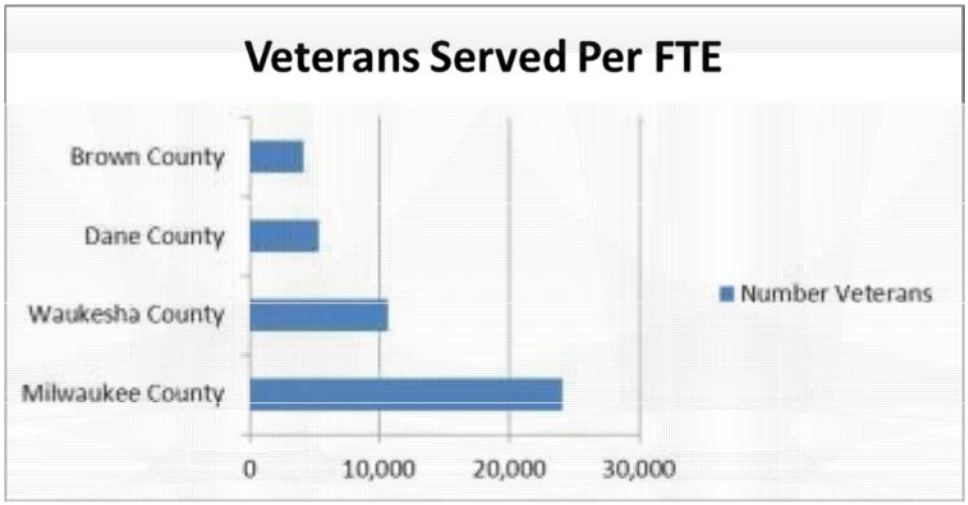
Strategic Outcome: **Self-Sufficiency**

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Number of Information requests	12,000	12,000	12,000
Number of Outreach events conducted	39	44	49
Number of Veterans assisted with determining federal veterans benefit eligibility	1011	1000	1000
Number of veterans assisted with determining state veterans benefit eligibility	309	450	350
Number of Federal applications submitted	386	400	300
Number of State applications submitted	949	800	750
Dollar amount of approved State applications	$106,000	$100,000	$90,000
Veterans Served per FTE	24,657	23,826	23,300
Veterans/Surviving Spouses Property Tax Credit #/Total Credits	737/$2.67M	770/$2.8M	800/$3M

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$214,717	$214,052	$232,464	$258,346	$25,882
Revenues	$13,000	$18,598	$0	$3,250	$3,250
Tax Levy	$201,717	$195,454	$232,464	$255,096	$22,632
FTE Positions	5	5	5	5	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Number of information requests responded to within 1 business day	95%	95%	95%	95%
Percent of submitted federal applications approved	80%	80%	80%	80%
Percent of submitted federal application dollars approved*	N/A	N/A	N/A	N/A
Percent of submitted state applications approved	87%	94%	90%	90%
Percent of submitted state application dollars approved*	N/A	Not Avail	40%	40%
Number of people reached – walk-ins/outreach	5,497	5,505	6,046	6,500

*The department began tracking these performance measures in 2014.



Strategic Implementation:
The Department will continue to provide quality services to Milwaukee County Veterans and their families through outreach programs, which will include briefings and benefit seminars at local military units, veteran's organizations, independent/assisted living facilities and other public venues.

The Needy Veteran's Fund is increased to $40,000, which provides limited emergency financial aid to veterans and/or their families for rent and utility bill assistance, burial of indigent veterans, and security deposit for homeless veterans moving into independent living.

In an effort to reduce the number of crosscharges, the 2017 Budget removes fringe benefit charges from departments that are primarily financed through the tax levy. The fringe benefit tax levy for these departments will remain in Org. Unit-1950-Fringe Benefits. It is the policy of Milwaukee County to reduce the number of crosscharges to: 1) simplify the budgeting process, 2) still retain outside revenues wherever possible, and 3) provide accurate information on the cost to provide programs and services.

VETERAN'S SERVICES (1021) BUDGET

DEPT: Veteran's Services

UNIT NO. 1021
FUND: General - 0001

Veteran's Services Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Officer Veterans Service	1	1	0	
Assistant Administrative	1	1	0	
Vets Serv Comm Member	3	3	0	
Full Time Total	**2**	**2**	**0**	
Part Time Total	**3**	**3**	**0**	
Grand Total	**5**	**5**	**0**	

General Government Function

Agency Budget Narratives

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

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COUNTY TREASURER (3090) BUDGET

DEPT: County Treasurer

UNIT NO. 3090
FUND: General - 0001

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs**	$581,522	$583,103	$584,386	$597,679	$13,293
Operation Costs	$723,772	$1,841,142	$685,156	$810,777	$125,621
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges***	$0	$0	$0	$0	$0
Total Expenditures**	**$1,305,294**	**$2,424,246**	**$1,269,542**	**$1,408,456**	**$138,914**
Legacy Healthcare-Pension	*$168,516*	*$173,860*	*$190,123*	*$198,086*	*$7,963*
Revenues					
Direct Revenue	$4,826,000	$4,554,529	$4,760,000	$4,946,440	$186,440
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$4,826,000**	**$4,554,529**	**$4,760,000**	**$4,946,440**	**$186,440**
Tax Levy**	**($3,520,706)**	**($2,130,283)**	**($3,490,458)**	**($3,537,984)**	**$47,526**
Personnel					
Full-Time Pos. (FTE)*	7.0	7.0	7.5	8.5	1
Seas/Hourly/Pool Pos.	0.5	0.5	0	0	0
Overtime $	$0	$0	$0	$0	$0

**The 2017 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2015 Budget, 2015 Actual, and 2016 Budget FTEs are restated to reflect this change. Program Area tables include these changes as well.*
***The 2017 Budget figures exclude Legacy Health and Pension benefits due to centralization of these costs in low-org 1951. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to include this change (non-restated figures are included in Appendix A). Program area tables also reflect this change.*
****The 2017 Budget figures exclude most interdepartmental charges for elected departments. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to include this change.*

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, as well as, the collection of delinquent property taxes for 18 municipalities throughout the County. The County purchases delinquent tax receivables from municipalities, 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. To maximize investment revenue, the County sets the investment policy and independent contracted investment advisors directly manage the funds.

In the County Executive's 2017 Recommended Budget, administrative budgets for information technology and human resources alone increased by nearly $4.0 million. Because programmatic budgets for County elected officials are loaded with these types of annual administrative cost increases for which elected officials are given no input on or opportunity to reduce, and in order to maintain maximum flexibility for the County Executive to administer the day-to-day administrative affairs of the County, it is the policy of the County Board to no longer charge County elected officials for services rendered by administrative departments. These charges shall be abated in the elected officials' budgets and the corresponding tax levy held in the charging department to ensure maximum flexibility to the County Executive's administrative departments.

Major Changes:

- The County Treasurer created the position of Property Records Analyst, and abolished an Asst. Administrative position. The Property Records Analyst works with the title companies to maintain records required to collect delinquent taxes.

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

Service Provision: **Mandated**

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

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Checks Issued	70,011	100,000	80,000
Delinquent Tax Notices Processed	16,884	8,000	15,000
Unpaid Property Tax Parcels Submitted	1,769	6,000	4,000

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$1,176,406	$2,218,497	$1,277,603	$1,463,647	$186,044
Revenues	$3,505,000	$3,332,804	$3,505,000	$3,540,000	$35,000
Tax Levy	($2,328,594)	($1,114,307)	($2,227,397)	($2,076,353)	$151,044
FTE Positions	7.5	7.5	7.5	8.5	1

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been developed for this Service Area				

Strategic Implementation:
A total of 8.5 FTE are provided in this service area to oversee banking, tax collection, and money management functions. The 2017 budget for these service areas maintain the same level of service as prior years.

With the passage of 2016 Wisconsin Act 60, Milwaukee County is required to pay $4,000,000 per year for the next 20 years as its contribution to the construction of a new downtown sports arena. With that added expense, the Treasurer's Office has taken a more comprehensive approach to identifying sources of revenue for Milwaukee County.

By abolishing an Administrative Assistant position and creating the Clerical Assistant 2 and Property Records Analyst positions, the department can more efficiently monitor delinquent property tax payment plans. The department will also aim to decrease expenditures by identifying out-lots, contaminated properties, and properties owned by Milwaukee County departments, most notably the Parks Department, that are assessed property taxes by local municipalities.

Strategic Program Area 2: Investment Management

Service Provision: **Mandated**

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

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
This Service Area has no Activity Data			

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$260,000	$328,554	$260,000	$290,000	$30,000
Revenues	$1,321,000	$1,221,725	$1,255,000	$1,406,440	$151,440
Tax Levy	($1,061,000)	($893,171)	($995,000)	($1,116,440)	($121,440)
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Return on Investment	0.53%	0.37%	0.53%	0.47%
Investment Income per dollar spent on Investment Advisory Services	$5.08	$5.35	$4.71	$5.38

Strategic Implementation:
In 2014, Earnings on Investments and Investment Advisory Service was shifted from non-departmental accounts to a service area under the Office of the Treasurer. Earnings on all funds for 2017 are budgeted at the same level as the 2016 Budget. The 2017 Budget has been adjusted to reflect the removal of the budget estimate for the allocation of earnings on General Obligation Bonds & Notes.There is also no interest earnings revenue associated with General Obligation Bonds & Notes budgeted in individual 2017 capital projects. Based on the actual investment earnings and unspent bond amounts in individual capital projects, the Office of the Comptroller will perform an administrative appropriation transfer that will adjust both the Earnings on Investments Budget and the individual capital projects.

Statistical Reporting Data	2015 Actual	2016 Budget	2017 Budget
Earnings on all Funds (net of Mark-to-Market)	$2,289,757	$1,877,000	$1,877,000
Earnings on Trust Fund Reserves and other Deferred Interest Liabilities	($31,383)	($347,000)	($347,000)
Earnings on Bonds Allocated to Capital Fund and Debt Service Fund	($498,364)	($275,000)	($123,560)
General Fund Earnings	$1,760,010	$1,255,000	$1,406,440

DEPT: County Treasurer

UNIT NO. 3090
FUND: General - 0001

County Treasurer Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Accountant Treasury-	1	1	0	
Assistant Accounting Treasury	1.5	1.5	0	
Assistant Administrative	1	0	(1)	Abolish
Associate Accountant Treasury	1	1	0	
Clerical Assistant 2	0	1	1	Create
County Treasurer	1	1	0	
Manager Accounting Treasury	1	1	0	
Property Records Analyst	0	1	1	Create
Sr Accountant Treasury	1	1	0	
TOTAL	**7.5**	**8.5**	**1**	

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COUNTY CLERK (3270) BUDGET

DEPT: County Clerk

UNIT NO. 3270
FUND: General - 0001

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs	$909,174	$814,741	$997,880	$1,025,772	$27,892
Operation Costs	$405,855	$394,931	$856,097	$394,991	($461,106)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$77,720	$80,406	$227,032	$194,283	($32,749)
Total Expenditures	**$1,392,749**	**$1,290,078**	**$2,081,009**	**$1,615,046**	**($465,963)**
Legacy Healthcare-Pension	*$248,910*	*$258,353*	*$337,166*	*$391,844*	*$54,678*
Revenues					
Direct Revenue	$522,200	$608,215	$616,405	$613,490	($2,915)
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$522,200**	**$608,215**	**$616,405**	**$613,490**	**($2,915)**
Tax Levy	**$870,549**	**$681,862**	**$1,464,604**	**$1,001,556**	**($463,048))**
Personnel					
Full-Time Pos. (FTE)	14.1	14.1	15	16	1
Seas/Hourly/Pool Pos.	6	6	5.5	4.1	(1.4)
Overtime $	$2,796	$2,302	$0	$0	$0

**The 2017 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2015 Budget, 2015 Actual, and 2016 Budget FTEs are restated to reflect this change. Program Area tables include these changes as well.*
***The 2017 Budget figures exclude Legacy Health and Pension benefits due to centralization of these costs in low-org 1951. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to include this change. Program area tables also reflect this change. The 2017 Budget removed active fringe benefit charges from departments that were primarily funded through the tax levy and centralized the charges in Org 1950 Fringe Benefits. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to reflect that change.*
****The 2017 Budget figures exclude most interdepartmental charges for elected departments. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to include this change.*

Department Mission: To support the activities of the Milwaukee County Board of Supervisors, the election activities of the Milwaukee County Election Commission, 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 administers and 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 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 also serves as executive director of the Milwaukee County Election Commission and provides support services to the Election Commission (Org Unit 3010).

The Milwaukee County Election Commission administers elections under the direction and guidance of the Wisconsin Elections Commission. The Milwaukee County Election Commission maintains cooperative working relationships with State election administrators and the 19 municipal clerks to efficiently administer elections in Milwaukee County.

The County Clerk, in collaboration with DAS – Facilities Management, will study the feasibility of renting courthouse space as a venue for events, wedding receptions, etc. The County Clerk will report to the County Board by the March 2017 cycle with its findings.

In an effort to reduce the number of crosscharges, the 2017 Budget removes fringe benefit charges from departments that are primarily financed through the tax levy. The fringe benefit tax levy for these departments will remain in Org. Unit-1950-Fringe Benefits. It is the policy of Milwaukee County to reduce the number of crosscharges to: 1) simplify the budgeting process, 2) still retain outside revenues wherever possible, and 3) provide accurate information on the cost to provide programs and services.

Appropriations are provided for the following memberships in 2017: Wisconsin Counties Association ($47,955), National Association of Counties ($20,000), Center for International Health ($20,000), International Association of Government Officials ($200), Wisconsin County Clerks Association ($125), and Milwaukee Metro Municipal Clerks Association ($120).

In the County Executive's 2017 Recommended Budget, administrative budgets for information technology and human resources alone increased by nearly $4.0 million. Because programmatic budgets for County elected officials are loaded with these types of annual administrative cost increases for which elected officials are given no input on or opportunity to reduce, and in order to maintain maximum flexibility for the County Executive to administer the day-to-day administrative affairs of the County, it is the policy of the County Board to no longer charge County elected officials for services rendered by administrative departments. These charges shall be abated in the elected officials' budgets and the corresponding tax levy held in the charging department to ensure maximum flexibility to the County Executive's administrative departments.

Appropriations are provided for the following memberships in 2017: Wisconsin Counties Association ($47,955), National Association of Counties ($20,000), Center for International Health ($20,000), International Association of Government Officials ($200), Wisconsin County Clerks Association ($125), and Milwaukee Metro Municipal Clerks Association ($120).

Major Changes in FY 2017:

Transfer of (1.0) FTE Adm Sec Graphic Designer U from the County Board (for a savings of $57,274) to the County Clerk (for a cost of $57,274).

There are only 2 elections in 2017 which results in a decrease in operating costs for the Election Commission.

Strategic Program Area 1: County Clerk

Service Provision: **Mandated**

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

What We Do: Activity Data			
Activity Data	**2015 Actual**	**2016 Budget**	**2017 Budget**
Marriage Licenses Issued	5,306	5,300	5,300
Marriage License/ Domestic Partnership Waivers	435	500	435
Domestic Partnership Declarations Issued	7	40	20
County Board Files Maintained	1154	1,000	1,200
County Ordinances Published	16	19	19
County Board Proceedings Published	13	13	13
Contractor Lien Notices/Vendor Levies	12	20	20
Contractor Qualification Statements	89	110	110
Claims Processed	141	200	200
Summons and Complaints Processed	113	150	150
New Contracts Assigned to Files	58	55	60
Lobbying Registrations	49	60	60
Oaths of Office Administered	52	100	60
Wisconsin DNR Licenses Sold	251	400	300
Passport Applications Processed	1,836	1,100	1,600
Documents Notarized	416	1,500	450

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$758,431	$671,282	$747,171	$859,161	$111,990
Revenues	$469,450	$556,274	$545,955	$544,240	($1,715)
Tax Levy	$288,981	$115,008	$201,216	$314,921	$113,705
FTE Positions	12	12	12	13	1

**2016 FTE's revised to reflect inclusion of Vacancy & Turnover (VANDT) & Overtime (OT)*
**2017 County Clerk Budget had crosscharges and active fringe expenditures removed via amendment. 2016, 2015 Actuals & 2015 numbers have been restated to reflect this change.*

How Well We Do It: Performance Measures				
Performance Measure	**2014 Budget**	**2014 Actual**	**2015 Budget**	**2016 Budget**
Customer Satisfaction Survey Rating	N/A	92% Excellent	90% "Excellent"	90% "Excellent"

Strategic Implementation:
There are no significant changes from 2016. The County Clerk's Office will continue to provide great public service.

DEPT: County Clerk

UNIT NO. 3270
FUND: General - 0001

Major Changes:
Transfer of (1.0) FTE Adm Sec Graphic Designer U from the County Board (for a savings of $57,274) to the County Clerk (for a cost of $57,274).

County Clerk Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
County Clerk	1	1	0	
Deputy County Clerk	1	1	0	
Specialist Accounting	1	1	0	
Assistant Administrative	1	1	0	
Sr. Coordinator Committee	1	1	0	
Coordinator Committee	2	2	0	
Coordinator Info County Clerk	1	1	0	
Assistant Info County Clerk	1	1	0	
Sr. Assistant Clerical	3	3	0	
Adm Sec Graphic Designer U	0	1	1	Transferred from County Board
Grand Total	**12**	**13**	**0**	

Strategic Program Area 2: Election Commission

Service Provision: **Mandated**

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

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Elections	2	4	2
Special Elections	5	0	0
Recounts	0	0	0
State/City/Muni/SchBd Referendum	5	4	4
Campaign Finance Statements	93	200	150
Nomination Papers	5	54	0

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$634,318	$618,796	$1,333,838	$755,886	($577,952)
Revenues	$52,750	$51,942	$70,450	$69,250	($1,200)
Tax Levy	$581,568	$566,855	$1,263,388	$686,636	($576,752)
FTE Positions	8.1	8.1	8.5	7.1	(1.4)

**2016 FTE's revised to reflect inclusion of Vacancy & Turnover (VANDT) & Overtime (OT)*

How Well We Do It: Performance Measures			
Performance Measure	**2015 Actual**	**2016 Budget**	**2017 Budget**
Customer Satisfaction Survey Rating with Election Stakeholders	N/A	N/A	90% Excellent

Strategic Implementation:
Operating costs in supplies and personnel decreased in 2017 due to a reduction in the number of elections scheduled to take place. The scheduled 2017 elections include:

Spring Primary – February 21, 2017
Spring General – April 4, 2017

An amount of $15,000 is appropriated for the Election Commission to continue with the opt-in program that will notify citizens, through text-messaging and/or e-mail, of upcoming elections. The Election Commission will continue its relationship with GovDelivery.

The County Clerk is authorized to schedule an advisory referendum concurrent with the spring general election on April 4, 2017. The advisory referendum shall read:

"Do you support County Executive's Chris Abele's proposal for a $60 Vehicle Registration Fee (wheel tax) to provide

designated funding for transit and transportation-related projects?"

Major Changes:
There are no changes in operations and minor temporary staffing reductions in 2017.

Election Commission Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Coordinator Election Commission	1	1	0	
Specialist Election Support	1	1	0	
Director Election Commission	1	1	0	
Election Commission Member	3	3	0	
Election Clerk	2.5	1.1	(1.4)	Unfund
Full Time Total	**3**	**3**	**0**	
Part Time Total	**5.5**	**4.1**	**(1.4)**	
Grand Total	**8.5**	**7.1**	**(1.4)**	

REGISTER OF DEEDS (3400) BUDGET

DEPT: Register of Deeds

UNIT NO. 3400
FUND: General - 0001

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs	$1,338,967	$1,335,138	$1,381,461	$1,377,098	($4,363)
Operation Costs	$267,370	$374,496	$284,022	$383,220	$99,198
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$0	$0	$0	$0	$0
Total Expenditures	**$1,606,337**	**$1,709,634**	**$1,665,483**	**$1,760,318**	**$94,835**
Legacy Healthcare-Pension	*$644,464*	*$631,164*	*$692,656*	*$692,189*	*($467)*
Revenues					
Direct Revenue	$3,988,000	$4,330,690	$4,202,500	$4,402,500	$200,000
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$109,496	$0	$113,805	$87,523	($26,282)
Total Revenues	**$4,097,496**	**$4,330,690**	**$4,316,305**	**$4,490,023**	**$173,718**
Tax Levy	**($2,491,159)**	**($2,621,056)**	**($2,650,822)**	**($2,729,705)**	**($78,883)**
Personnel					
Full-Time Pos. (FTE)	30	30	30.25	31	0.75
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	50,256	83,382	71,268	105,180	33,912

The 2017 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2015 Budget, 2015 Actual, and 2016 Budget FTEs are restated to reflect this change. Program Area tables include these changes as well.
****The 2017 Register of Deeds Budget figures exclude interdepartmental crosscharges and both Active & Legacy Health and Pension benefits due to centralization of these costs via budget amendment. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to include this change. Program Area tables reflect these changes as well.***

Department Mission: 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 program areas: Administration, Real Estate Services, Vital Statistics, Document Examining & Cashier Services, Tax Listing Services, and Land Records Modernization.

Major Changes in FY 2017: There are no major changes at this time.

Strategic Program Area 1: Administration

Service Provision: **Mandated**

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

What We Do: Activity Data			
Activity Data	**2015 Actual**	**2016 Budget**	**2017 Budget**
DOC (WI Dept. of Commerce) Recordings	511	650	650

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$340,627	$347,360	$352,490	$360,892	($8,402)
Revenues	$0	$195	$0	$0	$0
Tax Levy	$340,627	$347,165	$352,490	$360,892	($8,402)
FTE Positions	4.3	4.3	4.25	4.0	(0.25)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Program Area				

Strategic Implementation:
The administration program area provides leadership and oversight for the operations of the Register of Deeds Office. Staffing levels for this program area remain unchanged.

In an effort to reduce the number of crosscharges, the 2017 Budget removes fringe benefit charges from departments that are primarily financed through the tax levy. The fringe benefit tax levy for these departments will remain in Org. Unit-1950-Fringe Benefits. It is the policy of Milwaukee County to reduce the number of crosscharges to: 1) simplify the budgeting process, 2) still retain outside revenues wherever possible, and 3) provide accurate information on the cost to provide programs and services.

In the County Executive's 2017 Recommended Budget, administrative budgets for information technology and human resources alone increased by nearly $4.0 million. Because programmatic budgets for County elected officials are loaded with these types of annual administrative cost increases for which elected officials are given no input on or opportunity to reduce, and in order to maintain maximum flexibility for the County Executive to administer the day-to-day administrative affairs of the County, it is the policy of the County Board to no longer charge County elected officials for services rendered by administrative departments. These charges shall be abated in the elected officials' budgets and the corresponding tax levy held in the charging department to ensure maximum flexibility to the County Executive's administrative departments.

Strategic Program Area 2: Real Estate Services

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity Data	**2015 Actual**	**2016 Budget**	**2017 Budget**
Real Estate Searches	266	400	300
Termination of Joint Tenancy	1,528	1,500	1,500

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$413,614	$406,299	$462,197	$539,204	$77,007
Revenues	$3,570,000	$3,904,958	$3,778,000	$3,978,000	$200,000
Tax Levy	($3,156,386)	($3,498,659)	($3,315,803)	($3,438,796)	($122,993)
FTE Positions	6.0	6.0	6.5	7.0	0.5

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Percent of time it took for recorded paper documents to be scanned into the imaging system within 2 business days after the recorded date	100%	100%	100%	100%
Percent of indexed data verified within 10 business days after the indexed date	50%	92%	85%	92%
Percent of responded Real Estate Research inquiries within 1 business day of receipt	96%	98.2%	96%	98.2%

Strategic Implementation:
Real Estate Services is responsible for compliance with State Statutes regarding the indexing and scanning of all public real estate indices.

Strategic Program Area 3: Vital Statistics

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity Data	**2015 Actual**	**2016 Budget**	**2017 Budget**
Vital Statistics Placed on File	29,218	28,000	28,000
Cert Copies: Birth, Death, Marriage	95,209	95,000	95,000
Vital Statistics Correct, No Fee	2,822	2,500	2,500
Vital Statistics No Fee – Veterans	149	200	200
Marriage Registration	4,983	4,000	4,000
Genealogy	441	400	400

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$342,363	$375,171	$347,423	$349,364	$1,941
Revenues	$413,500	$413,821	$420,000	$420,000	$0
Tax Levy	($71,137)	($38,650)	($72,577)	($70,636)	$1,941
FTE Positions	8.0	8.0	8.0	8.0	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Percent of death records and marriage records examined and processed within 2 business days of receipt	100%	100%	100%	100%
Percent of mail requests for the purchase of vital records sent out within 2 business days of receipt	100%	100%	100%	100%

Strategic Implementation:
Vital Statistics 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.

Strategic Program Area 4: Document Examination & Cashier Services

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity Data	**2015 Actual**	**2016 Budget**	**2017 Budget**
Recordings	105,305	105,000	105,000
Transfer Tax	14,021	9,500	12,000

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$315,250	$275,567	$308,941	$314,198	$5,257
Revenues	$0	$522	$0	$0	$0
Tax Levy	$315,250	$275,045	$308,941	$314,198	$5,257
FTE Positions	7.6	7.6	7.5	8.0	0.5

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Percent of electronic documents recorded within 2 business days of receipt	100%	100%	100%	100%
Percent of paper documents recorded within 2 business days of receipt	70%	50%	70%	70%

Strategic Implementation:
Document Examining & Cashier Services is responsible for receiving and dispersing all monies as required by the department and responsible for determining if real estate documents submitted for recording meet statutory requirements, reviews Wisconsin Department of Revenue Real Estate Transfer data, provides written and verbal explanations to title companies, lawyers and the general public as to why documents are rejected for recording, and processes documents submitted electronically.

Strategic Program Area 5: Tax Listing Services

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
This Service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$130,133	$130,658	$130,120	$130,994	$874
Revenues	$4,500	$3,813	$4,500	$4,500	$0
Tax Levy	$125,633	$126,845	$125,620	$126,494	$874
FTE Positions	3.0	3.0	3.0	3.0	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Number of times when previous month's assessor information sent to each municipality by the 25th of each month	All 12 months	All 12 months	All 12 months	All 12 months

Strategic Implementation:
Tax Listing Services 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. Staffing in this program area remains unchanged.

Strategic Program Area 6: Land Records Modernization

Service Provision: **Mandated**

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

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
This Service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$64,350	$84,057	$64,312	$65,666	$1,354
Revenues	$109,496	$0	$113,805	$87,523	($26,282)
Tax Levy	($45,146)	$84,057	($49,493)	($21,857)	$27,636
FTE Positions	1.0	1.0	1.0	1.0	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Program Area				

Strategic Implementation:
In 2014, this service area was removed from the Register of Deeds and placed in the Milwaukee County Automated Mapping and Land Information System (MCAMLIS) program in the Economic Development Division of the Department of Administrative Services. One position remains in the Register of Deeds and is cross charged to the MCAMLIS program.

REGISTER OF DEEDS (3400) BUDGET

DEPT: Register of Deeds

UNIT NO. 3400
FUND: General - 0001

Register of Deeds Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**2017/2016 Variance**	**Explanation**
Analyst GIS-	1	1	0	
Analyst Real Property-	2	2	0	
Clerk Document Imaging-	1	1	0	
Clerk Records-	3	3	0	
Clerk Vital Records-	7	7	0	
Coordinator Register of Deeds-	1	1	0	
Dep Register Of Deeds	1	1	0	
Examiner Document-	7	5	(2)	Reclass 2015
-RC-Clerical Asst 2-	0	1	1	From Examiner Document
-RC-Clerical Spec Reg/Deed-	0	0	0	
Register Of Deeds	1	1	0	
Supervisor Document Indexing-	1	1	0	
Supervisor Real Property-	1	1	0	
Supervisor Register of Deeds-	2	2	0	
Supervisor Vital Records-	1	1	0	
Assistant Coordinator ROD	0	1	1	From Examiner Document
Grand Total	**29**	**29**	**0**	

COMPTROLLER (3700) BUDGET

DEPT: Comptroller

UNIT NO. 3700
FUND: General - 0001

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs**	$5,013,998	$4,268,231	$5,015,852	$4,994,617	($21,235)
Operation Costs	$560,274	$586,277	$484,289	$553,367	$69,078
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges***	($50,141)	($40,000)	($41,390)	($42,790)	($1,400)
Total Expenditures**	**$5,524,131**	**$4,814,508**	**$5,458,751**	**$5,505,194**	**($46,443)**
Legacy Healthcare-Pension	*$1,132,864*	*$1,169,667*	*$1,495,614*	*$1,709,411*	*$213,797*
Revenues					
Direct Revenue	$196,793	$754,558	$384,454	$422,703	$38,249
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$196,793**	**$754,558**	**$384,454**	**$422,703**	**$38,249**
Tax Levy**	**$5,327,338**	**$4,059,950**	**$5,074,297**	**$5,082,491**	**$8,194**
Personnel					
Full-Time Pos. (FTE)*	58.7	58.7	57.2	55.9	(1.3)
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$0	$9,488	$0	$0	$0

**The 2017 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2015 Budget, 2015 Actual, and 2016 Budget FTEs are restated to reflect this change. Program Area tables include these changes as well.*
***The 2017 Budget figures exclude Legacy Health and Pension benefits due to centralization of these costs in low-org 1951. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to include this change. Program area tables also reflect this change.*
****The 2017 Budget figures exclude most interdepartmental charges for elected departments. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to include this change.*

Department Mission: The Office of the Comptroller maintains Milwaukee County's accounting books, monitors and reports on budget versus actual fiscal results, prepares annual financial reports of the government and government agencies, and analyzes proposals for the use of County funds. The Office works to ensure that fiscal decisions are made based on sound financial information.

Department Description: The Office of the Comptroller is made up of seven service areas:

1. Administration/Fiscal Analysis provides management of the Office, reviews fiscal notes and special studies.
2. Central Accounting prepares countywide monthly financial reports, publishes of the Comprehensive Annual Financial Report, and maintains various accounting systems.
3. Central Payables establishes countywide vendor payment procedures.
4. Central Capital issues debt and for monitors departmental capital programs financed with debt.
5. Central Payroll is responsible for countywide payroll procedures and payroll processing.
6. Audit Services audits the fiscal concerns of Milwaukee County, monitors the propriety of departmental record keeping throughout the County, audits agencies receiving County funds or providing services to the County, and maintains a hotline service to receive information regarding waste, fraud and abuse of Milwaukee County resources.
7. Research Services provides research and analysis, drafts resolutions and ordinances, and provides independent and nonpartisan research services for the County Board and the County Executive at their request.

Major Changes

The tax levy amount requested by the Comptroller shows an decrease in funding of $46,443 due to adjustments to crosscharges, rates, healthcare and pension costs.

In the County Executive's 2017 Recommended Budget, administrative budgets for information technology and human resources alone increased by nearly $4.0 million. Because programmatic budgets for County elected officials are loaded with these types of annual administrative cost increases for which elected officials are given no input on or opportunity to reduce, and in order to maintain maximum flexibility for the County Executive to administer the day-to-day administrative affairs of the County, it is the policy of the County Board to no longer charge County elected officials for services rendered by administrative departments. These charges shall be abated in the elected officials' budgets and the corresponding tax levy held in the charging department to ensure maximum flexibility to the County Executive's administrative departments.

Because many other municipalities, such as the City of Milwaukee, do not use crosscharges as a budgeting tool, the Office of the Comptroller is requested to review the financial policies of other municipalities and to provide a fiscal analysis of the impact of eliminating crosscharges countywide, and to recommend alternatives to crosscharges that still allow the County to capture maximum outside revenue in an equitable and efficient manner. The Comptroller shall report back with his findings no later than the May cycle so that any fiscal policy changes regarding crosscharging can be made in a timely fashion so as to be included in the 2018 recommended budget.

DEPT: Comptroller

UNIT NO. 3700
FUND: General - 0001

Strategic Program Area 1: Administration

Service Provision: **Mandated**

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

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$689,264	$628,247	$704,782	$603,854	($100,928)
Revenues	$50,000	$50,000	$65,000	$70,000	$5,000
Tax Levy	$639,264	$578,247	$639,782	$533,854	($105,928)
FTE Positions	5.9	6.0	5.6	4.2	(1.4)

How Well We Do It: Performance Measures				
Performance Measure	2014 Actual	2015 Actual	2016 Budget	2017 Budget
Fiscal Updates provided to County Board & County Executive	N/A	N/A	Survey to be conducted	Survey to be conducted
Fiscal Notes on Labor Contracts completed	N/A	N/A	Survey to be conducted	Survey to be conducted
Provision of Five Year Forecast	N/A	N/A	Survey to be conducted	Survey to be conducted

Strategic Implementation:
Administration & Fiscal analysis manages and coordinates of the Office of the Comptroller. There are no major changes in 2017.

Strategic Program Area 2: Central Accounting

Service Provision: **Mandated**

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

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Produces the annual CAFR and single Audit Report	1	1	1
Maintains County's acct systems and Closes financial system on an annual basis	1	1	1

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$593,288	$478,097	$562,283	$588,125	$25,842
Revenues	$0	$0	$0	$0	$0
Tax Levy	$593,288	$478,097	$562,283	$588,125	$25,842
FTE Positions	6.9	7.0	6.6	6.7	0.1

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Unqualified Audit Opinions	1	1	1	1
CAFR submitted by State Deadline	1	1	1	1

Strategic Implementation:
Central Accounting provides timely and accurate preparation of countywide financial reports. There are no major changes in 2017.

DEPT: Comptroller

UNIT NO. 3700
FUND: General - 0001

Strategic Program Area 3: Central Payables

Service Provision: **Administrative**

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

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Pays County's Bills for Services and Commodities	$172M	$169M	$169M
Implemented Payment Plus program	$122,000	$294,000	$294,000
Processes Contractual Payments Within State and County Guidelines	N/A	N/A	N/A

How Well We Do It: Performance Measures				
Performance Measure	**2014 Actual**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Percent change in use of payment plus program	N/A	N/A	5%	5%
County Payments processed within 10 days of completed invoice	N/A	N/A	85%	85%

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$683,265	$656,372	$655,227	$681,560	$26,333
Revenues	$122,093	$683,209	$294,754	$328,003	$33,249
Tax Levy	$561,172	($26,837)	$360,473	$353,557	($6,916)
FTE Positions	10.0	10.0	9.7	9.7	0

Strategic Implementation:
Accounts payable establishes countywide payment procedures. There are no major changes in 2017.

Strategic Program Area 4: Central Capital

Service Provision: **Mandated**

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

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Issues Debt	2	2	3
Monitors Capital Program	ongoing	ongoing	ongoing
Issues Carryover report	1	1	1
Works to maintain or improve Debt rating	3	3	3

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$260,718	$259,897	$264,061	$279,485	$15,424
Revenues	$0	$0	$0	$0	$0
Tax Levy	$260,718	$259,897	$264,061	$279,485	$15,424
FTE Positions	2	2	2	2	0

How Well We Do It: Performance Measures				
Performance Measure	**2014 Actual**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Issuance of Carryover report	N/A	N/A	Issued by April 30	Issued by April 30
Issuance of debt	Meets State and Federal Guidelines	Meets State and Federal	Meets State and Federal Guidelines	Meets State and Federal Guidelines
Works to maintain or improve Debt rating				
Standard & Poor's	AA Stable	AA Stable	AA Stable	AA Stable
Moody's	Aa2 Stable	Aa2 Stable	Aa2 Stable	Aa2 Stable
Fitch	AA+ Stable	AA+ Stable	AA+ Stable	AA+ Stable

Strategic Implementation:
Central Capital monitors and creates County Board resolutions for issuing debt, as well as, monitors debt-financed departmental capital programs. There are no major changes in 2017.

Strategic Program Area 5: Central Payroll

Service Provision: **Administrative**

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

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Processes payroll	26	26	26
Issues W-2s	1	1	1
Maintains Payroll System	N/A	N/A	N/A

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$777,645	$747,387	$812,276	$852,338	$40,062
Revenues	$24,700	$21,350	$24,700	$24,700	$0
Tax Levy	$752,945	$726,037	$787,576	$827,638	$40,062
FTE Positions	12.0	12.0	11.7	11.7	0

How Well We Do It: Performance Measures				
Performance Measure	**2014 Actual**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Payroll issues on a timely basis	N/A	N/A	In development	In development
Checks/payroll employee	N/A	N/A	In development	In development
Cost/payroll employee	N/A	N/A	In development	In development

Strategic Implementation:
Payroll provides countywide payroll processing. There are no major changes in 2017.

Strategic Program Area 6: Audit Services

Service Provision: **Mandated**

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

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Fraud Hotline Allegations Processed	65	70	70
Bank Reconciliations Performed	804	816	816

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$2,145,984	$1,702,120	$2,090,786	$2,114,672	$23,886
Revenues	$0	$0	$0	$0	$0
Tax Levy	$2,145,984	$1,702,120	$2,090,786	$2,114,672	$23,866
FTE Positions	17.9	16.0	17.5	17.6	0.1

How Well We Do It: Performance Measures				
Performance Measure	**2014 Actual**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Percentage of audit recommendations or alternatives for operation or program improvements implemented by management	N/A	96%	90%	90%
Compliance with Generally Accepted Government Auditing Standards	Unqualified "clean" opinion for peer review period	Unqualified "clean" opinion for peer review period	Receive unqualified "clean" opinion from peer review	Receive unqualified "clean" opinion from peer review

Strategic Implementation:
Audit Services audits the fiscal concerns of Milwaukee County. There are no major changes in 2017.

Strategic Program Area 7: Research Services

Service Provision: **Discretionary**

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

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Produces research on behalf of the County Executive, County Board and other Elected Officials	N/A	N/A	N/A

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$373,967	$342,388	$369,336	$385,160	$15,824
Revenues	$0	$0	$0	$0	$0
Tax Levy	$373,967	$342,388	$369,336	$385,160	$15,824
FTE Positions	4	4	4	4	0

How Well We Do It: Performance Measures				
Performance Measure	**2014 Actual**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Research is held in high regard by stakeholders	N/A	N/A	Survey to be conducted	Survey to be conducted

Strategic Implementation:
Research Services analyzes and drafts resolutions and ordinances. There are no major changes in 2017.

Comptroller Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Accountant	3	3	0	
Analyst Business Systems	1	1	0	
Analyst Financial	1	1	0	
Analyst Research	3	3	0	
Assistant Accounts Payable	5	5	0	
Assistant Audit	2	2	0	
Assistant Clerical	1	1	0	
Assistant Executive	1	1	0	
Associate Accountant	1	1	0	
Associate Auditor	3	1	(2)	Reclass to Auditor
Auditor	2	4	2	Reclass from Associate Auditor
Comptroller	1	1	0	
Coordinator Budget and Management	3	3	0	
Coordinator Payroll Systems	1	1	0	
Deputy Comptroller	1	1	0	
Deputy Director Audits	1	1	0	
Director Audits	1	1	0	
Director Research and Policy	1	1	0	
Lead Auditor	5	5	0	
Manager Accounting Comptroller	1	1	0	
Manager Accounts Payable	1	1	0	
Manager Audit	2	2	0	
Manager Audit Compliance	1	1	0	
Manager Audit Forensic	0	1	1	Reclass from Supervisor Audit Forensic
Manager Financial Capital Comptroller	1	1	0	
Manager Payroll	1	1	0	
Receptionist	1	1	0	
Secretary NR	1	0	(1)	Reclass to Sr. Assistant Executive
Specialist Payroll	9	9	0	
Sr. Accountant	1	1	0	
Sr. Assistant Clerical	1	1	0	
Sr. Assistant Executive	0	1	1	Reclass from Secretary NR

DEPT: Comptroller

UNIT NO. 3700
FUND: General - 0001

Comptroller Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Supervisor Accounting	1	1	0	
Supervisor Accounts Payable	1	1	0	
Supervisor Audit Forensic	1	0	(1)	Reclass to Manager Audit Forensic
Supervisor Payroll	1	1	0	
Grand Total	**61**	**61**	**0**	

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Administrative Function

Agency Budget Narratives

- Office on African American Affairs
- Personnel Review Board,
  Civil Service Commission & Ethics Board
- Corporation Counsel
- Department of Human Resources
- Department of Administrative Services

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Office on African American Affairs (1090) BUDGET

DEPT: Office on African American Affairs

UNIT NO. 1090
FUND: General - 0001

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs	$0	$0	$0	$106,187	$106,187
Operation Costs	$0	$0	$0	$160,983	$160,983
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$0	$0	$0	$0	$0
Total Expenditures	**$0**	**$0**	**$0**	**$267,170**	**$267,170**
Legacy Healthcare-Pension	*$0*	*$0*	*$0*	*$0*	*$0*
Revenues					
Direct Revenue	$0	$0	$0	$0	$0
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Tax Levy	**$0**	**$0**	**$0**	**$267,170**	**$267,170**
Personnel					
Full-Time Pos. (FTE)	0	0	0	3	3
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$0	$0	$0	$0	$0

Department Mission: To serve an integral role in recognizing and resolving the County's racial inequities for the benefit of all of its citizenry, and for the region to achieve its full potential.

Department Description: The Office on African American Affairs (OAAA) works to examine and define the issues central to the rights and needs of African Americans, advise policymakers and the public on recommendations for changes in programs and laws for the benefit of the African American community, develop and implement policies, plans, and programs related to the special needs of African Americans, and promote equal opportunities for African Americans.

Through its staffing and structure, the Office takes a collective impact approach to fulfilling its mission, which at its core entails coordinating with County Departments internally and with community stakeholders externally. The Office on African American Affairs is responsible for planning, managing, and supporting a collective approach to addressing racial inequities in Milwaukee through the development of a common agenda among stakeholders, shared measurement systems, mutually reinforcing activities, and continuous communication.

Major Changes in FY 2017: In order to reflect the position's sole dedication to the Office on African American Affairs and its focus on attracting resources to Milwaukee County to address disparate issues that adversely impact the African American community, the Development Specialist position is moved from DAS-Central Business Office (1156) to the Office on African American Affairs.

Community Economic Stimulus: The County has revised its policy on disbursement of revenues gained per state statute from land sales. The Office on African American Affairs will receive $1,000,000 in land sales revenue after confirmation that the first three steps of the disbursement process have been completed (see Non-Departmental Revenues). These funds will be used for job programs and economic development initiatives in accordance with the OAAA mission statement.

In addition to the monies contained within this department, an appropriation of $300,000 for the Office on African American Affairs is contained within an allocated contingency account within the Appropriation for Contingencies. The monies shall remain in this account until a Director for the office is appointed and confirmed by the County Board, and a plan to spend the monies is approved.

Strategic Program Area 1: Office on African American Affairs

Service Provision: **Mandated**

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

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Service			

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$0	$0	$0	$267,170	$267,170
Revenues	$0	$0	$0	$0	$0
Tax Levy	$0	$0	$0	$267,170	$267,170
FTE Positions	0	0	0	3	3

How Well We Do It: Performance Measures				
Performance Measure	**2014 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Service				

Strategic Implementation: The Office will fulfill its mission through a collective impact approach and a staff that works to support that approach.

The Office Director provides strategic leadership for all aspects of the Office of African American Affairs, including performance management toward aligning and furthering the Department's vision, day-to day operations, and management of the office. The Director also leads the implementation of coordinated plans in areas that include workforce development, families, housing, transit, and criminal justice.

The Research and Programs Manager is responsible for program development, management, and implementation for the office, including data collection, statistical analysis and reporting of data related to all programs, including needs assessment, program development, implementation and evaluation, quality/performance improvement activities and clinical research studies.

The Development Specialist is responsible for identifying grant opportunities that fit within the mission of the Office and collaborating with County Departments and community partners to obtain grants, develop programming, and provide reports to grant funders.

DEPT: Office on African American Affairs

UNIT NO. 1090
FUND: General - 0001

Office on African American Affairs Budgeted Positions				
Title Code	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Dir Off on African Am Affairs	0	1	1	2016 Current Year Action
Development Specialist	0	1	1	Transfer In
Research and Programs Coordinator	0	1	1	2016 Current Year Action, Reclass from Research Analyst
Grand Total	**0**	**3**	**3**	

Office on African American Affairs Unfunded Positions				
Title Code	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Executive Assistant	0	1	1	2016 Current Year Action, Unfund
Research Analyst	0	1	1	Create
Grand Total	**0**	**2**	**2**	

PRB, CIVIL SERVICE COMMISSION, ETHICS BOARD (1120A) BUDGET

DEPT: PRB, Civil Service Commission, Ethics Board

UNIT NO. 1120A
FUND: General - 0001

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs**	$191,503	$149,986	$198,121	$213,205	$15,084
Operation Costs	$150,115	$108,513	$116,081	$87,265	($28,816)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$37,880	$39,180	$76,197	$38,826	($37,371)
Total Expenditures**	**$379,498**	**$297,678**	**$390,399**	**$339,296**	**($51,103)**
Legacy Healthcare/Pension	*$57,295*	*$44,216*	*$76,624*	*$78,446*	*$1,822*
Revenues					
Direct Revenue	$0	$31	$0	$0	$0
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$0**	**$31**	**$0**	**$0**	**$0**
Tax Levy**	**$379,498**	**$297,647**	**$390,399**	**$339,296**	**($51,103)**
Personnel					
Full-Time Pos. (FTE)*	3	3	3	3	0
Seas/Hourly/Pool Pos.	10	10	10	10	0
Overtime $	$0	$0	$0	$0	$0

**The 2017 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2015 Budget, 2015 Actual, and 2016 Budget FTEs are restated to reflect this change. Program Area tables include these changes as well.*
***The 2017 Budget figures exclude Legacy Health and Pension benefits due to centralization of these costs in low-org 1951. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to include this change. Program area tables also reflect this change.*

Department Mission: To promote and enforce merit-based personnel practices to support a high-quality County workforce and public trust in effective County government. To ensure public confidence that the Milwaukee County government acts with the highest integrity and in the public interest. The department strives 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.

Professional Review Board and Civil Service Commission Description: Chapter 63 of the Wisconsin State Statutes establishes Milwaukee County's Civil Service System, which is carried out by the Civil Service Commission ("Commission") and the Personnel Review Board ("PRB"). The Commission and the PRB are separate, quasi-independent entities that each consist of five citizen members who are appointed by the County Executive and confirmed by the County Board of Supervisors.

The Commission promulgates civil service rules; conducts hearings related to the merit system; makes recommendations to the County Board or its committees; and, as of 2014, hears disciplinary cases for Milwaukee County Behavioral Health Division ("BHD") employees.

DEPT: PRB, Civil Service Commission, Ethics Board

UNIT NO. 1120A
FUND: General - 0001

Chapter 33 of the Milwaukee County General Ordinances delegates certain statutory duties of the Commission to the PRB. The PRB provides a quasi-judicial forum in which to hear disciplinary suspensions, demotions, or charges for discharge from a classified County service; reviews of grievance appeals under Chapter 17.205 of the Milwaukee County Ordinances; and ensures the proper execution of County civil service rules, policies, and procedures.

Ethics Board Description: The Milwaukee County Ethics Board is the primary source of interpretation of the Milwaukee County Ethics Code, and it is supported by three staff members who also support the Personnel Review Board and Civil Service Commission. The Ethics Board provides advisory opinions; assesses potential ethical issues; provides periodic government ethics education; and enforces the Ethics Code through investigation, hearings, and resolution processes.

Major Changes in FY 2017: The Ethics Board (formerly Org. Unit 1905) is combined with the Professional Review Board and Civil Service Commission for efficiency and cost savings measures**.**

In an effort to reduce the number of crosscharges, the 2017 Budget removes fringe benefit charges from departments that are primarily financed through the tax levy. The fringe benefit tax levy for these departments will remain in Org. Unit-1950-Fringe Benefits. It is the policy of Milwaukee County to reduce the number of crosscharges to: 1) simplify the budgeting process, 2) still retain outside revenues wherever possible, and 3) provide accurate information on the cost to provide programs and services.

DEPT: PRB, Civil Service Commission, Ethics Board

UNIT NO. 1120A
FUND: General - 0001

Strategic Program Area 1: Personnel Review Board

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

What We Do: Activity Data			
Activity	**2015 Budget**	**2016 Actual**	**2017 Projected**
Number of Meetings	27	26	25
Number of Cases Filed	135	106	108
Cases Closed	152	111	100
Number of Cases Heard by the PRB	43	36	40
Written Decisions Issued During the Year	82	64	40
Number of Determinations Appealed	3	4	3
Number of Pending Court Cases	5	5	4

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$256,608	$213,728	$269,673	$228,503	(41,170)
Revenues	$0	$31	$0	$0	$0
Tax Levy	$256,608	$213,697	$269,673	$228,503	(41,170)
FTE Positions	1	1	1	1	0
Part-Time Board Members	5	5	5	5	0

How Well We Do It: Performance Measures				
Performance Measure	**2014**	**2015**	**2016 as of July 5, 2016**	**2017 Budget**
Average Number of Days to Resolve a Case	66	59	34	30
Cases Closed in 90 Days	99 (73%)	93 (88%)	44 (81%)	80%
Days Between Hearing and Written Decision	63	61	28	30

Strategic Implementation:
The 2017 Budget will allow increased levels of service, training, and outreach due to streamlined operations. The 2017 Budget for the Professional Review Board maintains its 5 part-time Board Members. The 2017 Budget maintains the Professional Review Board's high level of service.

DEPT: PRB, Civil Service Commission, Ethics Board

UNIT NO. 1120A
FUND: General - 0001

Strategic Program Area 2: Civil Service Commission

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

What We Do: Activity			
Activity	**2015 Budget**	**2016 Actual**	**2017 Projected**
Number of Commission Meetings	8	7	6
Number of BHD Hearing Examiner Meetings	6	16	1
Number of BHD Disciplinary Cases Filed	28	21	2
Number of Disciplinary Cases Heard by the Commission	22	11	11
Requests to Transfer Positions from Classified to Unclassified	6	12	8
Merit System and Other Non-Disciplinary Appeals	1	0	0
Changes to Civil Service Rules	1	6	0

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$58,463	$32,280	$48,244	$33,019	($15,225)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$58,463	$32,280	$48,244	$33,019	($15,225)
FTE Positions	1	1	1	1	0
Part-Time Board Members	5	5	5	5	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this program area.				

Strategic Implementation:
As of 2014, the BHD is governed by an independent Mental Health Board, and suspensions and/or discharges of BHD employees are now heard before the Commission instead of the PRB. The majority of the 2017 Budget is devoted to legal fees for outside counsel and hearing examiners. The 2017 Budget for the Civil Service Commission maintains its 5 part-time Board Members. The 2017 Budget maintains the Civil Service Commission's high level of service.

DEPT: PRB, Civil Service Commission, Ethics Board

UNIT NO. 1120A
FUND: General - 0001

Strategic Program Area 3: Ethics Board

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

What We Do: Activity Data			
Activity	**2015**	**2016**	**2017 Projected**
Meetings	5	8	6
Written Opinions	5	10	10
Investigation Requests/Verified Complaints Filed	4	2	2
Open Records Requests	4	5	6

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$64,427	$51,670	$72,482	$77,774	$5,292
Revenues	$0	$0	$0	$0	$0
Tax Levy	$64,427	$51,670	$72,482	$77,774	$5,292
FTE Positions	1	1	1	1	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been developed for this service area.				

Strategic Implementation:
The 2017 Budget allows increased levels of service, training, and outreach to the County employees, officials, and the public due to streamlined operations. The 2017 Budget maintains the Ethics Board's high level of service.

DEPT: PRB, Civil Service Commission, Ethics Board

UNIT NO. 1120A
FUND: General - 0001

PRB, Civil Service Commission and Ethics Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Administrator PRB Ethics Board	1	1	0	
Assistant Administrative	1	1	0	
Civil Serv Comm Member*	5	5	0	
Paralegal X	1	1	0	
PRB Member*	5	5	0	
Full Time Total	**3**	**3**	0	
Part Time Total	**10**	**10**	0	
Grand Total	**13**	**13**	**0**	

**Non-county employees compensated on a per-meeting basis and are part-time*

CORPORATION COUNSEL (1130) BUDGET

DEPT: Corporation Counsel

UNIT NO. 1130
FUND: General - 0001

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs	$1,746,645	$1,791,354	$1,800,207	$1,799,226	($981)
Operation Costs	$139,214	$149,934	$125,107	$164,850	$39,743
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	($878,739)	($1,191,529)	($780,859)	($894,806)	($113,947)
Total Expenditures	**$1,007,120**	**$749,759**	**$1,144,455**	**$1,069,270**	**($75,185)**
Legacy Healthcare/Pension	*$544,459*	*$577,378*	*$664,890*	*$696,363*	*$31,473*
Revenues					
Direct Revenue	$120,000	$263,403	$120,000	$175,000	$55,000
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$120,000**	**$263,403**	**$120,000**	**$175,000**	**$55,000**
Tax Levy	**$887,120**	**$486,356**	**$1,024,455**	**$894,270**	**($130,185)**
Personnel					
Full-Time Pos. (FTE)	20	20	20	19.9	(.1)
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$0	$0	$0	$0	$0

The 2017 Budget figures exclude Legacy Health and Pension benefits due to centralization of these costs in low-org 1951. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to include this change. Program area tables also reflect this change. 2017 Budget removed active fringe benefit charges from departments that were primarily funded through the tax levy and centralized the charges in low-org 1951 Fringe Benefits. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to reflect that change.

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

Department Description: The Office of the Corporation Counsel serves as chief legal counsel to all Milwaukee County departments, employees and elected officials. Its three main functions are:

- Providing general legal advice
- Providing quasi-prosecutorial functions in mental health, guardianship and protective placement, open records requests, and public meetings
- Providing 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.

Major Changes in FY 2017: There are no major changes reflected in the 2017 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	**2015 Actual**	**2016 Budget**	**2017 Budget**
This Service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Variance**
Expenditures	$1,007,120	$749,759	$1,144,455	$1,069,270	($75,185)
Revenues	$120,000	$263,403	$120,000	$175,000	$55,000
Tax Levy	$887,120	$486,356	$1,024,455	$894,270	($130,185)
FTE Positions	20	20	20	19.9	(.1)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Service				

Strategic Implementation:
The 2017 budget maintains the same level of service as 2016. Revenues are increased to reflect a more accurate forecast. Staffing levels remain unchanged in 2017.

In an effort to reduce the number of crosscharges, the 2017 Budget removes fringe benefit charges from departments that are primarily financed through the tax levy. The fringe benefit tax levy for these departments will remain in Org. Unit-1950-Fringe Benefits. It is the policy of Milwaukee County to reduce the number of crosscharges to: 1) simplify the budgeting process, 2) still retain outside revenues wherever possible, and 3) provide accurate information on the cost to provide programs and services.

Corporation Counsel will provide a report to the County Board by the January 2017 cycle detailing current policies and procedures for the retention of outside legal counsel by county elected officials and/or entities and possible options for strengthening the county's ability to ensure taxpayer's dollars are not spent on frivolous lawsuits by county elected officials and/or entities.

Corporation Counsel is authorized and directed to develop a countywide plan for public off-site records retention. The plan shall centralize the responsibility of, and payment for, any records held by the County to meet public document retention laws. The plan should include best practices for public records retention and address policies and procedures for off-site storage. A report and plan for implementation shall be submitted to the County Board for consideration prior to the finalization of the 2018 Recommended Budget.

Corporation Counsel, in coordination with the Office of the Sheriff, the House of Correction, the Office of the Comptroller, and the Department of Administrative Services – Performance, Strategy and Budget, shall prepare a report on the municipal commitment of prisoners at the jail and HOC. The report shall include applicable laws, current contracts, and the feasibility of increasing daily commitment fees charged to municipalities. The report shall be presented to the County Board by the March 2017 committee cycle.

DEPT: Corporation Counsel

UNIT NO. 1130
FUND: General - 0001

Corporation Counsel Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Assistant Corporation Counsel	10	10	0	
Assistant Executive	1	1	0	
Assistant Legal	2	2	0	
Chief Corporation Counsel	1	1	0	
Deputy Corporation Counsel	2	2	0	
Paralegal	3	2.9	(.1)	Unfund
Sr. Coordinator Office	1	1	0	
Grand Total	**20**	**19.9**	**(.1)**	

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HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General – 0001

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs**	$4,639,442	$4,440,644	$4,791,132	$5,203,857	$412,715
Operation Costs	$582,426	$442,710	$855,539	$814,072	($41,467)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$600,348	$672,972	$821,013	$864,879	$43,866
Total Expenditures**	**$5,822,216**	**$5,556,327**	**$6,467,684**	**$6,882,808**	**$415,124**
Legacy Healthcare/Pension	*$1,343,267*	*$1,305,493*	*$1,551,741*	1,645,089	*$93,348*
Revenues					
Direct Revenue	$1,452,260	$1,451,480	$1,566,093	$1,596,669	**$30,576**
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$1,452,260**	**$1,451,480**	**$1,566,093**	**$1,596,669**	**$30,576**
Tax Levy**	**$4,369,956**	**$4,104,847**	**$4,901,591**	**$5,286,139**	**$384,548**
Personnel					
Full-Time Pos. (FTE)*	56	56	55	55	0
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$12,072	$12,072	$21,454	$0	($21,454)

**The 2017 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2015 Budget, 2015 Actual, and 2016 Budget FTEs are restated to reflect this change. Program Area tables include these changes as well.*

***The 2017 Budget figures exclude Legacy Health and Pension benefits due to centralization of these costs in low-org 1951. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to include this change. Program area tables also reflect this change.*

Department Mission: Through strategic partnership and collaboration with County leaders, the Department of Human Resources recruits, develops, supports, rewards and retains a high-performing, diverse workforce, while fostering a work environment that maximizes individual and organizational potential, leading Milwaukee to be recognized as an employer of choice. Our overall vision is to help make Milwaukee County a leading employer with a high-performing, engaged workforce that meets and exceeds business objectives within a supportive and diverse workplace. 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 results and service. HR will also build management and leadership competency across the County through learning and development initiatives, to ensure leaders have both the skills and the tools necessary to effectively lead employees to success. HR maintains an appropriate balance between employee and management rights, and strives to build a culture of accountability for leaders and employees. At all times, HR will assure adherence to Federal, State and Local laws, regulations and policies related to human resources and EEO.

DEPT: Human Resources

UNIT NO. 1140
FUND: General – 0001

Department Description: The Department of Human Resources consists of seven (7) service areas which include the Director's Office; Compensation & HRIS (Human Resources Information Systems); Employee Relations; Talent Acquisition & HR Operations; Learning & Development and Diversity; Benefits & HR Metrics; Retirement Plan Services.

Major Changes in FY 2017: Tuition Reimbursement is reduced from $300,000 to $225,000 based on the previous years' experience, as well as, alignment of the items that qualify for reimbursement with IRS regulations. The 2017 Human Resource Budget decreases by $50,000 due to the reduction of the employee drug testing contract.

Strategic Program Area 1: Directors Office

Service Provision: **Mandated**

Strategic Outcome: **Attracting and Retaining a High-Performing Workforce**

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Activity Data is not yet tracked for this service			

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$579,717	$1,047,567	$589,426	$659,388	$66,962
Revenues	$6,200	$5,420	$6,200	$6,200	$0
Tax Levy	$573,517	$1,042,147	$583,226	$653,188	$66,962
FTE Positions	4	4	2	2	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Program Area				

Strategic Implementation:
The Director's Office develops and drives overall long-term vision for Human Resources, while ensuring effective departmental execution on a day-to-day basis. Other duties include 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. We are responsible for the County's strategic talent planning, change leadership, talent acquisition, employee and labor relations, organizational and performance management, training and development, diversity, workforce planning and staffing, compensation and benefits.

Strategic Program Area 2: Compensation & HRIS

Service Provision: **Administrative**

Strategic Outcome: **Attracting and Retaining a High-Performing Workforce**

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Number of Compensation Requests	1,200	1,000	1,000
Number of Positions Analyzed	300	350	375
Recommended Compensation Adjustments	193	515	600

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$592,578	$602,730	$630,521	$607,579	($22,942)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$592,578	$602,730	$630,521	$607,579	($22,942)
FTE Positions	6	6	6	6	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Program Area				

Strategic Implementation:
As part of HR's Total Rewards strategy, this division is responsible for developing, managing, and administering competitive, equitable, and innovative compensation programs designed to attract, engage, and retain employees. The goal of this division is to create equitable and market-appropriate compensation strategies that help to build a high-performing work environment across Milwaukee County. This division also manages HR Systems and confidential employee data. The division also reviews and recommends pay ranges for all new or modified positions. Compensation & HRIS work to ensure consistent practice for all aspects of positions including titles, content, descriptions, market competitive pay, internal equity, and compliance.

Strategic Program Area 3: Employee Relations

Service Provision: **Administrative**

Strategic Outcome: **Attracting and Retaining a High-Performing Workforce**

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Number of Grievances	9	15	15
Number of Employment Investigations	21	70	70

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$1,678,341	$1,466,292	$1,569,624	$1,635,096	$65,472
Revenues	$0	$0	$0	$0	$0
Tax Levy	$1,678,341	$1,466,292	$1,569,624	$1,635,096	$65,472
FTE Positions	18	18	17	17	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Respond to all employee issues within 24 hours	N/A	N/A	100%	100%

Strategic Implementation:
The Employee Relations Division is committed to maintaining productive workplace relationships and improving the overall work environment by developing performance management tools, delivering training, and providing coaching and counselling to both employees and management staff. These workplace enhancement activities mitigate employment-related risk for Milwaukee County and ultimately assist business units in achieving results.

Key functions include coaching managers on employee matters, conducting investigations, providing developmental tools and resources to employees and managers, consulting on employee and manager performance management, addressing workplace conflict or concerns, developing best practices regarding hiring methodologies and interviewing techniques, 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 all labor negotiations and required Federal EEO reporting.

Strategic Program Area 4: Talent Acquisition and HR Operations

Service Provision: Administrative

Strategic Outcome: Attracting and Retaining a High-Performing Workforce

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Job Requisitions	552	450	575
Applications Processed	18,752	12,000	18,000
New Employees Oriented	391	680	680
Central NEO Sessions	15	26	26
Background Checks	0	700	700
Pre-Employment Health Screens	0	700	700

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$952,376	$733,904	$1,030,727	$1,009,216	($21,511)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$952,376	$733,904	$1,030,727	$1,009,216	($21,511)
FTE Positions	7	7	7	7	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Cycle Time	162 days	90 Days	60 Days	45 Days

Strategic Implementation:
The Talent Acquisition division develops, administers and monitors the recruitment and selection process at Milwaukee County. This effort includes sourcing candidates, attending recruitment events, posting job vacancies, assessing applicant qualifications, developing and administering applicant tests, and distributing qualified candidates to department heads and hiring managers. The Talent Acquisition area is focused on building a high-performing organization through seeking the best possible talent to serve our community. The Division also provides coordinated pre-employment activities, such as applicant drug testing, physical screens and background assessments. Additionally, this strategic area also coordinates the centralized New Employee Orientation program. Other operational functions are managed by this Division, including greeting and assisting walk-in customers, processing Unemployment Compensation claims, and responding to Open Record Requests.

Strategic Program Area 5: Learning & Development and Diversity

Service Provision: **Administrative**

Strategic Outcome: **Attracting and Retaining a High-Performing Workforce**

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Training Sessions Completed			
Instructor Led	250	260	270
Online	66	105	130
Training Participants			
Instructor Led	1,051	1,120	1,150
Online	2,539	3,780	4,200

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$328,152	$211,723	$715,215	$649,527	($65,688)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$328,152	$211,723	$715,215	$649,527	($65,688)
FTE Positions	3	3	4	4	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Program Area				

Strategic Implementation:
Learning & Development is committed to sustaining a learning environment at Milwaukee County that creates career growth and opportunity at Milwaukee County by encouraging employees and leaders to develop their skills and abilities. This Division also leads Milwaukee County's diversity efforts by striving to honor inclusion, as well as, 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.

Learning & Development offers a variety of opportunities announced through a published monthly training calendar. A more structured learning and development approach is available through the Leadership Excellence program. The Leadership Excellence Program targets mid-level leaders and the Management Development Program supports intermediate skill development to front-line supervisors. The Learning & Development Division manages the Learning Management System (LMS), now called the Employee Development Center (EDC). This tool serves as the central repository for employee learning services and applicant tracking throughout Milwaukee County.

The 2017 Human Resource budget decreases Tuition Reimbursement from $300,000 to $225,000. This reduction is based on the previous years' experience and alignment of criteria for expense reimbursement with IRS regulations. Of the $225,000, $75,000 is designated for County wide training initiatives.

Strategic Program Area 6: Benefits and HR Metrics

Service Provision: **Administrative**

Strategic Outcome: **Attracting and Retaining a High-Performing Workforce**

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Life Status Events Processed	858	800	800
Customer Service Calls	5,247	7,000	7,000
Customer Service Emails	506	400	400

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$532,924	$523,994	$719,181	$731,534	$12,353
Revenues	$0	$0	$0	$0	$0
Tax Levy	$532,924	$523,994	$719,181	$731,534	$12,353
FTE Positions	5	5	6	6	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Wellness Participation	N/A	N/A	70%	65%
Response to initial Benefit inquiries within 1 business day	N/A	N/A	95%	95%

Strategic Implementation:
The Benefits & HR Metrics Division is responsible for administration, enrollment, and ongoing employee support for all non-pension benefit plans, including active and retiree medical and life insurance, dental, supplemental disability, and wellness.

The Benefits Division develops plan design and benefit options, makes recommendations as a part of the County's overall Total Rewards strategy, executes ongoing audits to maintain the integrity of the enrollment data, and ensures compliance with all regulations governing benefit plans. The fiscal impact of the activities of the Employee Benefits Division is generally observed in organization 1950 - Employee Fringe Benefits.

The HR metrics area is responsible for developing and analyzing HR data to support County leaders in identifying and planning for potential issues and making strategic decisions.

Strategic Program Area 7: Retirement Plan Services

Service Provision: **Administrative**

Strategic Outcome: **Attracting and Retaining a High-Performing Workforce**

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Number of retirees receiving benefits	7,979	8,200	8,279
Retirements Processed	300	275	300
Process out Deceased Members	269	269	300
Customer Service Calls	10,000	12,000	12,000
Customer Service Emails	3,500	4,500	4,500
Research Legal Issues / Compliance	110	75	53
Open Records Request Responses	20	30	6

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$1,158,128	$970,116	$1,212,990	$1,590,469	$377,479
Revenues	$1,446,060	$1,446,060	$1,559,893	$1,590,469	$30,576
Tax Levy	($287,932)	($475,944)	($346,903)	$0	$346,903
FTE Positions	13	13	13	13	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Program Area				

Strategic Implementation:
The Retirement Plan Services Division serves as the Plan Administrator for the ERS and OBRA pension plans. This division also provides recordkeeping and administrative services. Our service model features trustee services to a 10-member Pension Board, recordkeeping and monitoring of all participant accounts, and compliance and regulatory services through an actuary and technical specialists. We work directly with plan participants to calculate benefits and conduct individual retirement sessions to provide retirement information, respond to questions, and handle paperwork for participants electing to begin receiving benefits. We deliver monthly benefit payments by electronic transfer and handle all tax reporting.

Retirement Plan Services develops and implements communication plans to ensure all members have the information and resources they need to make educated and informed decisions. This program area does not receive direct tax levy. Administration for Retirement Plan Services are included in the Org 1950 – Employee Fringe Benefits budget where they are allocated to departments based on their share of countywide staffing levels. It is estimated that 15.5% of these costs are offset by revenue. The remaining 84.5% or $1,325,738 represents tax levy allocated to departments.

Retirement Plan Services will continue developing opportunities to improve operational effectiveness. The goal is to reduce ongoing reprogramming and maintenance costs associated with a hosted pension system. Savings from these efforts are realized in the annual Retirement Plan Services' funding request.

Human Resources Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Adm Sec Emp. Access Coord.	1	0	(1)	Retitl to "Manager Program Leave ADA Comp."
Analyst Compensation	2	2	0	
Analyst Financial Retirement	1	1	0	
Analyst Info System Retirement	1	1	0	
Analyst Retirement	4	4	0	
Assistant Administrative HR	1	1	0	
Assistant Compensation/ HRIS	1	1	0	
Assistant Employment	1	1	0	
Assistant Human Resources	1	0	(1)	Retitl to "Mgmt Asst- Human Res"
Assistant Training and Development	1	1	0	
Chief Human Resource Officer	1	1	0	
Clerical Spec HR – ERS (NR)	1	1	0	
Clerical Spec HR (NR)	2	2	0	
Coordinator LMS Training	1	1	0	
Coordinator Pre- Employment	0	1	1	Retitl from "Human Res Coord MHD "
Coordinator Wellness	1	1	0	
Director Benefits	1	1	0	
Director Compensation/ HRIS	1	1	0	
Director Employee Relations	1	1	0	
Director HR Ops and Tal Acq	1	1	0	
Director Retirement Plan Services	1	1	0	
Employee Development Coordinator	1	1	0	
ERS Coordinator	1	0	(1)	Retitled to "Manager Retirement Services"
Generalist Human Resources	2	1	(1)	Two reclass to "Human Res. Business Partner"; Fund 1
Human Res Analyst 1	2	2	0	
Human Res Analyst 1 - Bil/Span	1	1	0	
Human Res Analyst 2 - Employee Benefits	2	2	0	

Human Res Business Partner	0	7	7	Reclasses from Human Res Coord Parks, Generalist Human Resources, Human resources Coordinator MHD, Human Resources Coordinator Zoo
Human Res Coord CSE	1	1	0	
Human Res Coord MHD	1	0	(1)	Retitl to “Coordinator Pre Employment”
Human Res Coord Sheriff	1	1	0	
Human Res Coord Zoo	1	0	(1)	Reclass to “Human Res Business Partner”
Human Res Coord. Parks	1	0	(1)	Reclass to “Human Res Business Partner”
Human Res Coordinator TPW	1	0	(1)	Reclass to “Human Res Business Partner”
Lead Assistant Compensation/ HRIS	1	1	0	
Manager Benefits	1	1	0	
Manager Employment	1	0	(1)	Retitl to “Manager Recruitment”
Manager Human Resources	1	1	0	
Manager Program Leave ADA Comp.	0	1	1	Retitl from “Adm Sec Emp Access Coord”
Manager Recruitment	0	1	1	Retitl from “Manager Employment”
Manager Retirement Services	0	1	1	Retitl from “ERS Coordinator”
Manager Training Development	1	1	0	
Mgmt Asst- Human Res	5	6	1	Reclassed position “Assistant Human Resources” here
Receptionist	1	1	0	
Specialist Compensation/HRIS	1	0	(1)	Retitl to “Specialist HR Systems/Comp”
Specialist HR Systems/Comp	0	1	1	Retitl from “Specialist Compensation/HRIS”
Sr Analyst Financial Retirement	1	1	0	
Sr Analyst Pension	1	1	0	
Sr Executive Assistant	1	1	0	
Sr Generalist Human Resources	2	0	(2)	Reclass to “Human Res Business Partner”
TOTAL	**57**	**57**	**0**	

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs**	$20,479,710	$18,971,837	$22,574,591	$23,981,878	$1,407,287
Operation Costs	$38,516,208	$40,642,126	$39,952,116	$43,083,372	$3,131,256
Debt & Depreciation	$2,610,610	$2,362,861	$3,602,373	$2,875,257	($727,116)
Capital Outlay	$1,260,237	$1,248,552	$1,158,649	$2,386,912	$1,228,263
Interdept. Charges	$8,030,255	$8,082,398	$7,462,935	$8,451,967	$989,032
Total Expenditures**	**$70,897,020**	**$71,307,773**	**$74,750,664**	**$80,779,385**	**$6,028,721**
Legacy Healthcare-Pension	*$6,217,688*	*$6,441,278*	*$7,068,894*	*$7,184,148*	*$115,254*
Revenues					
Direct Revenue	$12,946,683	$15,963,140	$13,027,759	$13,499,448	$471,689
Intergov Revenue	$559,580	$641,006	$559,580	$532,278	($27,302)
Indirect Revenue	$29,911,515	$27,698,057	$30,418,170	$34,641,318	$4,223,148
Total Revenues	**$43,417,778**	**$44,302,203**	**$44,005,509**	**$48,673,044**	**$4,667,535**
Tax Levy**	**$27,479,242**	**$27,005,570**	**$30,745,155**	**$32,106,341**	**$1,361,186**
Personnel					
Full-Time Pos. (FTE)*	216.1	216.1	226.9	244.7	17.8
Seas/Hourly/Pool Pos.	3.5	3.5	3.5	4	0
Overtime $	$98,504	$376,421	$262,308	$320,376	$58,068

**The 2017 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2015 Budget, 2015 Actual, and 2016 Budget FTEs are restated to reflect this change. Program Area tables include these changes as well.*
***The 2017 Budget figures exclude Legacy Health and Pension benefits due to centralization of these costs in low-org 1951. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to include this change. Program area tables also reflect this change. Low Org 1199, in Program Area 21 (Land Information Office) still contains legacy costs due to revenue offsets.*
**** The 2015 Budget, 2015 Actual, and 2016 Budget indirect revenue figures are restated in Program area 7, 8, 9, 10, 11, 14, 15, 16, 17, and 19 due to the legacy expenditure restatement.*
*****The 2015 Budget, 2015 Actual, and 2016 Budget indirect revenue figures are restated in Program area 7, 8, 9, 10, 11, 12, 13, 17, and 19 due to the 2017 policy of abating crosscharges in elected officials' budgets and holding the corresponding tax levy in the charging department.*

Department Mission: The Department of Administrative Services (DAS) supports customer departments by achieving high quality, cost-effective, reliable, customer-oriented solutions in the areas of contracting, facilities, equipment, materials, fiscal management, risk management, and business development.

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES UNIT NO. 1151
FUND: General – 0001

Department Description:
DAS provides a wide variety of internal services to County Departments 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 assure that people with disabilities share equally in programs, services and facilities of the County. The Office provides 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.
- Performance, Strategy & Budget: coordinates countywide financial planning, manages development of the annual operating and capital budgets, supports performance management systems, and provides program evaluation and policy analysis services.
- Risk Management: provides a comprehensive risk management program that minimizes liabilities to the County and that ensure the health and safety of our employees, residents, and guests utilizing County services and facilities.
- Central Business Office: serves as the knowledge base and general support for accounting, budgeting, contract processing, human resources, emergency planning, and work rules and records management for the Department of Administrative Services and the Office of Emergency Management.
- 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 technology solutions that meets the needs of Milwaukee County government and its citizens.
- Economic Development / Real Estate Services: 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 Facilities Maintenance, Architecture, Engineering & Environmental Services (AE&ES), Sustainability, 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.

In the County Executive's 2017 Recommended Budget, administrative budgets for information technology and human resources alone increased by nearly $4.0 million. Because programmatic budgets for County elected officials are loaded with these types of annual administrative cost increases for which elected officials are given no input on or opportunity to reduce, and in order to maintain maximum flexibility for the County Executive to administer the day-to-day administrative affairs of the County, it is the policy of the County Board to no longer charge County elected officials for services rendered by administrative departments. These charges shall be abated in the elected officials' budgets and the corresponding tax levy held in the charging department to ensure maximum flexibility to the County Executive's administrative departments.

Strategic Program Area 1: DAS Management

Service Provision: **Mandated**

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

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
This service does not have activity data			

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this program area				

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Variance**
Expenditures	$401,359	$438,251	$558,453	$447,109	($111,344)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$401,359	$438,251	$558,453	$447,109	($111,344)
FTE Positions	3	3	3	3	0

Strategic Implementation:
This program area provides overall management and guidance for the nine divisions of the Department of Administrative Services (DAS).

Strategic Program Area 2: DAS Central Business Office

Service Provision: **Administrative**

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

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Activity Data is not yet tracked for this service			

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Variance**
Expenditures	$806,439	$788,338	$1,119,878	$1,247,745	$127,867
Revenues	$0	$0	$0	$0	$0
Tax Levy	$806,439	$788,338	$1,119,878	$1,247,745	$127,867
FTE Positions	9	9	13	11	(2)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Timely Completion of Fiscal Reports	N/A	100%	100%	100%

Strategic Implementation:
This program area provides accounting, budgeting and business service functions to all DAS divisions and the Office of Emergency Management (OEM). The Central Business Office will support the Continuous Improvement Steering Committee, which oversees the County's Continuous Improvement program, which is based on lean principles. The increase in expenditures relates to an increase in overall crosscharges. The 2016 Adopted Budget included the creation of the Development Specialist position. For 2017, this position is being transferred to the Office of African American Affairs and will support this newly created office. The position of Contracts Coordinator is abolished in 2017.

Strategic Program Area 3: DAS Procurement

Service Provision: **Administrative**

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

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
# of Active Price Agreements	332	300	TBD
# of Requisitions Processed to Purchase Orders per Month	185	200	TBD
# of Sealed Bids	32	100	TBD

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Variance**
Expenditures	$734,557	$803,102	$1,292,637	$1,278,778	($13,859)
Revenues	$0	$81	$0	$0	$0
Tax Levy	$734,557	$803,021	$1,292,637	$1,278,778	($13,859)
FTE Positions	7	7	8	8	0

How Well We Do It: Performance Measures				
Performance Measure	**2014 Actual**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Spend Under Management (%)	Not Measured	Not Measured	Not Measured	50%
Commodity Savings ($)	Not Measured	Not Measured	Not Measured	Goal $1.14 Million

Strategic Implementation:
The new centralized e-procurement system (Marketplace Central) was piloted in the fall of 2015 with countywide implementation completed June 2016. During this period, over 70 public acquisition events (sealed bids) were performed. Total Contract Manager (TCM) a procurement tool for development, tracking and repository of contracts was piloted early in 2016, with countywide implementation expected to be completed first quarter 2017. Strategic initiatives in 2017 include a goal to increase leveraged spend for Milwaukee County by 50%.

Strategic Program Area 4: Community Business Development Partners

Service Provision: **Mandated**

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

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Activity Data is not yet tracked for this service			

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Variance**
Expenditures	$823,445	$757,436	$860,243	$850,418	($9,825)
Revenues	$0	$883	$0	$0	$0
Tax Levy	$823,445	$756,554	$860,243	$850,418	($9,825)
FTE Positions	7	7	7	7	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget***	**2017 Budget**
Total Number DBE Firms Certified	50	26	145	145

**A change in Milwaukee County Ordinance Chapter 42 has been proposed to allow for the acceptance of companies (minority, women and small businesses) certified by other agencies. This is expected to result in a significant increase in certified firms for Milwaukee County.*

Strategic Implementation:
To better serve Milwaukee County departments and the small business community, CBDP has modified it service model to reflect the current demands. By replacing a forty year old model, the CBDP Office has reorganized into three business units: Construction Compliance, Procurement Compliance, and Strategy & Analysis. The Construction and Procurement compliance business units have a dual function. They are each responsible for certifying and monitoring contracts for their business sectors. The Strategy and Analysis business unit compiles all data related to small businesses, evaluates the data, and reports on the resulting economic impact in Southeastern Wisconsin. The goal for 2017 is to fully implement B2G Now as a contract requirement for all procurement. Integrating contract information from Marketplace Central into B2G Now will assist in monitoring contracts and increase efficiencies by minimizing data handling. The Strategy & Analysis group will proactively report on Targeted Firm participation and explore ways to increase participation levels. With the 2016 Board approval of ordinance changes associated with Chapters 32, 56, and 42, CBDP will work with Milwaukee County departments to create a small business set-aside program with the goal of increasing the number of Targeted Firms winning contracts as prime consultants and contractors.

Strategic Program Area 5: Performance, Strategy & Budget

Service Provision: **Mandated**

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

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
# of Budgets Produced	2	2	2
Organizational Budgets	82	82	82
Total Expenditure Budget	$1,526,233,474	$1,374,343,192	$1,106,275,726

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Variance**
Expenditures	$1,009,851	$941,689	$1,069,093	$1,123,400	$54,307
Revenues	$0	$0	$0	$0	$0
Tax Levy	$1,009,851	$941,689	$1,069,093	$1,123,400	$54,307
FTE Positions	7	7	7	8	1

How Well We Do It: Performance Measures				
Performance Measure	**2014 Actual**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Bond Agency Rating	Fitch IBCA: AA+ Moody's: Aa2	Fitch IBCA: AA+ Moody's: Aa2 S&P: AA	Fitch IBCA: AA+ Moody's: Aa2 S&P: AA	Fitch IBCA: AA+ Moody's: Aa2 S&P: AA
Satisfaction Survey	N/A	95%	95%	95%

Strategic Implementation:
The Division of Performance, Strategy and Budget is serving as the project sponsor for the development of a countywide Enterprise Resource Program (ERP). The project mission is to identify the future business systems environment that will support County staff in delivery of services and activities, establish best practices and significantly improve the efficiency and effectiveness of the County's service delivery and business process. The Implementation Phase is scheduled to begin in the spring of 2017. Other participants in the ERP project include representatives from the Office of the Comptroller, Department of Administrative Services, Human Resources, and any user departments or stakeholders determined to be beneficial in successfully achieving the project's outcome. The increase in expenditure relates to funding for software, training and development.

One Budget and Management Analyst position is transferred in from the Reimbursement Unit as this low org is consolidated with general PSB low org. The Reimbursement Unit was created when the County initiated the Tax Refund Intercept Program (TRIP). Positions dedicated to the TRIP program were eliminated between 2011 and 2015.

Strategic Program Area 6: Reimbursement

Service Provision: **Administrative**

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

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
# of TRIP Accounts	39,250	39,250	N/A

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Variance**
Expenditures	$100,912	$44,048	$89,568	$0	($89,568)
Revenues	$0	($784)	$0	$0	$0
Tax Levy	$100,912	$44,832	$89,568	$0	($89,568)
FTE Positions	1	1	1	0	(1)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this program area				

Strategic Implementation:
The position and funding for this program area is transferred to the Office of Performance, Strategy & Budget.

Strategic Program Area 7: Information Management Services Division (IMSD) - Administration & Business Development

Service Provision: **Administrative**

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

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
% of total County expenditures	.90%	1.10%	1.10%

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Variance**
Expenditures	$2,220,021	$1,808,868	$2,160,341	$2,315,942	$155,601
Revenues	$1,295,768	$863,931	$1,427,326	$1,419,224	($8,102)
Tax Levy	$924,253	$944,937	$733,015	$896,718	$163,703
FTE Positions	13.5	13.5	13	12.7	(0.3)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
% of Projects Completed per Approved Schedule and Budget	87%	88%	88%	88%

Strategic Implementation:
This program area is responsible for IMSD business development, project and portfolio management, working directly with County departments and outside agencies to build effective and productive relationships, analyze County business needs, develop critical solutions, and manage projects to successful completion in a value-driven, portfolio framework. Additionally, this area oversees administrative functions including IT contract management, divisional finances, business operations, and IT quality assurance.

Strategic Program Area 8: Application Development

Service Provision: **Administrative**

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

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Application-Related Service Tickets	2,228	2,283	2,168

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Variance**
Expenditures	$1,732,138	$2,286,425	$987,495	$1,533,432	$545,937
Revenues	$1,013,517	$1,545,602	$290,996	$818,962	$527,966
Tax Levy	$718,621	$740,823	$696,499	$714,470	$17,971
FTE Positions	12	12	12.5	14.2	1.7

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
E-mail Availability	99.6%	99.98%	99.65%	99.65%

Strategic Implementation:
The IMSD Application Service Team provides support, development, and implementation services for technical solutions in order to meet County business needs. Responsibilities include development, implementation, maintenance, management, and support for County-wide 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 which meet critical County functions.

Strategic Program Area 9: Technical Services

Service Provision: **Administration**

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

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget***	**2017 Budget**
Storage Capacity (TB)	250	250*	260
Number of Switches Maintained	395	370	420
Number of Routers Maintained	44	49	42
Number of Wireless Access Points	290	297	339
Firewalls Maintained	6	6	6

*The 2016 budget reflected 160 TB storage capacity. This was a typographical error. The total TB storage should have been listed as 250TB.

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Variance**
Expenditures	$3,706,279	$3,945,346	$5,122,438	$7,569,477	$2,447,039
Revenues	$2,691,868	$2,984,849	$3,715,540	$5,546,534	$1,830,994
Tax Levy	$1,014,411	$960,497	$1,406,898	$2,022,943	$616,045
FTE Positions	12.5	12.5	12.5	11.3	(1.2)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Web Services Availability	99.55%	99.8%	99.9%	99.9%

Strategic Implementation:
The IMSD Technical Services program area provides research, acquisition, installation, maintenance, and support services for County-wide telecommunications and data network infrastructure, as well as server and storage networks. Primary responsibilities include:

- Administration of the County's voice and data communications systems;
- Control and oversight of the architecture, design, planning, configuration and provisioning of the County's wide-area and local-area networks (WAN/LAN);
- Control and oversight of County remote access services, network security, and firewall management
- Mitigating the County's technological risk through securing, monitoring and auditing County technology systems and data;
- Provision and maintenance of Wi-Fi and internet services;
- Provision of voice, video, and conferencing services;
- Maintenance and support of the County server and storage environment; and
- Oversight of backup and disaster recovery programs within Milwaukee County.

The 2017 Budget includes the development of an Information Security Management Program. This Program will focus on protecting Milwaukee County from cyber threats, including the prevention of cyber intrusion into County technical

systems and data. The Program includes the purchase of monitoring tools, the creation of security standards, a security awareness and training program, robust access controls, IT audit and monitoring.

To plan for future personal computer replacement needs, the 2016 Budget established a reserve to finance these costs based upon a five-yea replacement schedule. The 2017 Budget includes the second contribution of $190,000.

The increase in expenditures includes $1,410,000 for offsite hosting of the data center and an increase of over $1.2m in depreciation expenses.

Strategic Program Area 10: Personal Computer Support

Service Provision: **Administrative**

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

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Service Tickets Opened	32,829	40,000	30,000
PCs Maintained	3,100	3,000	3,000

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Variance**
Expenditures	$1,370,743	$1,051,005	$1,393,553	$1,321,853	($71,700)
Revenues	$886,989	$631,310	$857,673	$872,606	$14,933
Tax Levy	$483,754	$419,695	$535,880	$449,247	($86,633)
FTE Positions	6	6	5.8	7.9	2.1

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
% of Help Desk Tickets Resolved	99.5%	99.4%	99.5%	99.5%

Strategic Implementation:
The IMSD 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, IT service management standards, and processes such as change and problem management.

Strategic Program Area 11: Mainframe

Service Provision: **Administration**

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

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Mainframe IDs Maintained	1,979	1,831	1,800

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Variance**
Expenditures	$3,178,353	$2,691,545	$2,979,138	$2,139,427	($839,711)
Revenues	$1,728,142	$1,521,257	$1,576,043	$1,211,404	($364,639)
Tax Levy	$1,450,211	$1,170,288	$1,403,095	$928,023	($475,072)
FTE Positions	1	1	1	0	(1)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
CJIS Availability	100%	100%	100%	NA
Advantage Availability	99%	99%	99%	99%

Strategic Implementation:
The IMSD-Mainframe Service team oversees the Enterprise Mainframe computer and associated mainframe applications. The team administers, maintains, and supports the Criminal Justice Information System, Advantage Financial System, SCRIPTS, ancillary applications and a multitude of programmatic interfaces. Mainframe Services also includes the Operations Center which manages the tape backup/recovery services for the County enterprise mainframe system.

The 2017 Budget reflects an expenditure reduction in outside consulting services and licensing charges due to IMSD's efforts in software contract renegotiation, decommissioning of the Criminal Justice Information System (CJIS), and digitizing mainframe reporting. The expenditure reduction in Mainframe Services is reallocated to address critical security and operational needs throughout IMSD. One FTE was transferred to Program Area eight.

Strategic Program Area 12: Copier & Printer Management

Service Provision: **Administration**

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

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
# Copiers and Printers Managed	N/A	N/A	1,050

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Variance**
Expenditures	$531,002	$805,594	$767,630	$679,990	($87,640)
Revenues	$427,642	$625,663	$525,371	$526,177	$806
Tax Levy	$103,360	$179,930	$242,259	$153,813	($88,446)
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this program area				

Strategic Implementation:
This program area centralizes the costs related to printer and copier purchasing, replacement, and maintenance. Management of copier and printer leases and maintenance agreements transitioned to IMSD during 2015. The long-term goal of this centralization is to standardize the County's equipment purchases and vendor agreements, which is expected to lead to cost reductions and is in-line with information technology budget practices developed by the Government Finance Officers Association.

As a result of this program, the 2017 Budget reflects a cost reduction of $88,446

Strategic Program Area 13: Software Management

Service Provision: **Administration**

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

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget***	**2017 Budget**
# of Applications Managed	411	528*	500

*The 2016 budget reflected a 391 estimate in applications managed. This number was under represented. Throughout 2015, after a thorough discovery period, it was determined that the total applications and application interfaces centralized and currently managed by IMSD is 528.

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Variance**
Expenditures	$6,852,887	$5,839,109	$6,923,015	$7,516,321	$593,306
Revenues	$4,316,710	$3,493,238	$5,444,910	$5,793,151	$348,241
Tax Levy	$2,536,177	$2,345,870	$1,478,105	$1,723,170	$245,065
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance measures have not been created for this Program Area				

Strategic Implementation:
This program area was newly created in 2015 to centralize the purchase, implementation, and support of County-wide information technology. With the centralization of spend IMSD developed a shared-service model which lends to cost optimization as well as improved business performance. Success has been demonstrated through initiatives such as video security system implementations; the ProPhoenix system implementation; and the CityWorks implementation, to name a few. This centralized or shared-service model allows IMSD to optimize opportunities through:

- Maximizing procurement and sourcing capabilities;
- Improving service and supportability with a consistent, standard technology stack;
- Optimizing software licensing management resulting in cost reduction, risk mitigation and service enhancement;
- Reducing the County's technology footprint through the rationalization, consolidation, integration, and standardization of technologies; and
- Ensuring proper security enforcement.

The 2017 Budget includes small projects approved by the Information Technology Steering Committee (ITSC) proposed by departments.

Strategic Program Area 14: Facility Management Director's Office

Service Provision: **Administrative**

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

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Facilities Operations and Maintenance Cost Per Square Foot	$12.13	$12.29	$9.82
Building Footprint (sq. Feet)	2,213,000	2,213,000	2,450,211
Plant Replacement Value	N/A	N/A	$668,766,000

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Variance**
Expenditures	$0	$93,826	$0	$0	$0
Revenues	$0	$0	$0	$0	$0
Tax Levy	$0	$93,826	$0	$0	$0
FTE Positions	2	2	1	2	1

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Average Requirement Cost per Square Foot	N/A	N/A	$144	$115
Facility Condition Index (FCI)	N/A	N/A	.14	.10

Strategic Implementation:
The Director's Office provides overall management and oversight of the Facilities Management Division (FMD). Functions include facilities planning and development, operations and maintenance, architecture and engineering, environmental services, condition assessment and sustainability.

In addition, the Director's Office also co-manages the County-wide Consolidated Facilities Plan (CFP) with the Economic Development Division, and in close coordination with all County departments.

The 2017 budget submission includes an increased emphasis on the total lifecycle management of FMD assets.

Building Footprint: Overall footprint of FMD buildings appears to increase in the above chart, however, this is due to pending disposition of multiple assets including D-18, D-19, and Community Corrections Center.

Plant Replacement Value: The plant replacement value of FMD's building portfolio is currently $668,766,000. Therefore, the outstanding maintenance requirement is approximately $66,876,600 based on the Facility Condition Index of 0.10. This is an activity that is being tracked as of 2016 and included in the 2017 Budget.

Requirement Cost per Square Foot (SF): The average requirement cost per square foot has lowered to $115/SF due to increased frequency of condition assessments and changes in the portfolio square footage. Condition assessments were finalized in 2016 for the Courthouse and Criminal Justice Facility.

Facility Condition Index: The facility condition index has lowered to 0.10 (10% of the plant replacement value) due to recently completed condition assessments, ongoing maintenance and repair, and portfolio footprint changes.

Overall expenditures ($324,516) net to $0 as all costs in the program are cross charged within the Department of Administrative Services – Facilities Management division and Water Utility.

Position Actions:

- One Assistant Administrative position is transferred from Strategic Program Area 17 - Facilities Operations & Maintenance to Strategic Program Area 14 – Facility Management Director's Office.

Strategic Program Area 15: Architecture & Engineering

Service Provision: **Administrative**

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

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
# of Capital Projects Managed	120 c/o + 85 new*	156 c/o; 70 new*	TBD

* "c/o" indicates active projects carried over from the previous year; "new" projects reflect those that are adopted through the annual capital improvement budget process and/or established through current year action.

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Variance**
Expenditures	$3,380,235	$3,557,462	$3,787,470	$4,506,830	$719,360
Revenues	$4,260,697	$4,188,162	$4,182,632	$4,609,321	$426,689
Tax Levy	($880,462)	($630,700)	($395,162)	($102,491)	$292,671
FTE Positions	31.6	31.6	36.6	37.6	1

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget***	**2015 Actual***	**2016 Budget***	**2017 Budget***
At least 80% Of Capital Projects Completed within 36 Months**	47 Projects closed out	62 Projects closed out	87%	TBD

* Currently, the data available provides the number of projects closed out rather than the % of projects closed out within 3 years of funding being approved. Since tracking of this performance measure began in 2013, this measure is available until the beginning of 2016.
** IRS regulations require the expenditure of bond proceeds within 18 - 24 months of issuance.

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.

The *Architectural Services unit* provides planning, design and construction management services for projects including 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.

The *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.

The Facilities Condition Assessment Program section provides building systems condition assessment inspection services for County-owned facilities and administers a software based asset management system that is a repository for all the building condition data and building system deficiencies (this database provides the basis for major maintenance and capital improvement project requests).

Overall expenditures increase $719,360 due to higher Personal Services costs of $238,660, Interdepartmental Charges of $476,374 and Services/Commodities of $4,326. Revenue for this program area is primarily derived from charges to capital projects and technical services provided to other County departments. Revenue increases by $426,689 for this program area. The increase in expenditures for Interdepartmental Charges and increase in Revenue is primarily a result of recognizing the facilities condition assessment services provided by this program area as an indirect revenue rather than a service abatement.

Position Actions

- One vacant .5 FTE Engineer position is abolished.

Strategic Program Area 16: Environmental Services

Service Provision: **Administrative**

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

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
# of Capital and Major Maintenance Projects Reviewed for Energy Efficiency and Sustainability	84	63	TBD

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Variance**
Expenditures	$1,093,506	$943,397	$1,095,872	$1,090,837	($5,035)
Revenues	$349,597	$443,088	$384,536	$402,418	$17,882
Tax Levy	$743,909	$500,309	$711,336	$688,419	($22,917)
FTE Positions	6	6	5.5	6	0.5

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Review 98% of Capital and Major Maintenance Projects with the objective of Improving Energy Efficiency and Sustainability	84 of 89 Projects or 100% of the projects reviewed	84 of 89 Projects or 100% of the projects reviewed	TBD	TBD

Strategic Implementation:
The *Environmental Services* program area provides technical guidance, management, and development of sustainability functions for the County's building and infrastructure assets, and assists in coordinating county-wide sustainability efforts. 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.

Overall expenditures remain relatively stable with a decrease of just over $5,000 from 2016. Revenue increases by approximately $18,000 for this program area and is primarily derived from charges to capital projects and environmental services provided to other County departments and non-County agencies.

Strategic Program Area 17: Facilities Operations & Maintenance

Service Provision: **Administrative**

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

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
# of Emergency Work Orders	517	1,000	500
# of Preventative Maintenance Work Orders	1,116	750	1,000

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Variance**
Expenditures	$24,125,935	$24,526,935	$24,272,220	$24,497,084	$224,864
Revenues	$11,112,200	$10,370,821	$10,222,264	$10,480,659	$258,395
Tax Levy	$13,013,735	$14,156,114	$14,049,956	$14,016,425	($33,531)
FTE Positions	84	84	88.2	87	(1.2)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
% of Emergency Work Orders Responded	100%	100%	100%	100%
% of Work Orders Completed	90%	96%	92%	90%

Strategic Implementation:
Facilities Operations & Maintenance provides the full suite of facility services to County Departments comprising of over 2.4 million square feet. These services include corrective and preventative maintenance, property management, tenant services, housekeeping, security, refuse and recycling, grounds maintenance and snow removal, as well as many other facility operations tasks.

The focus of efforts for 2017 will include maintaining exceptional customer service to our tenants, providing sufficient resources to our staff to succeed in their mission, as well as the implementation of the Enterprise-wide Computerized Maintenance Management System. In addition, to these focus areas, Operations & Maintenance will be working with Planning and Development to plan future initiatives that stage the County for further success in the future years.

To effectively provide Operations & Maintenance services, a limited number of personnel actions are implemented. These personnel actions are focused on re-aligning resources where the need is the greatest, and ensuring the maintenance staff has the most efficient support structure the budget can support.

Overall expenditures increase just over 1%, or $224,864, largely due to Operating Costs of $229,214 and Interdepartmental Charges of $85,987. This is partially offset by a decrease in Personnel Services of $46,059 and Major Maintenance of $44,278. Revenue for this program area is mainly derived from facility services provided to other County departments, primarily within the Courthouse Complex and County Grounds. Overall revenue increases from $10.2 million to $10.5 million.

Consolidated Facilities Planning:

Planning for county-wide space needs and management of County assets continues as an on-going effort in 2017. With the addition of two space planner positions to support the County's planning process, the 2017 budget includes a reduction of approximately $250,000 associated with Consolidated Facilities Planning consultant work.[1]

Housekeeping Services:

Housekeeping costs are budgeted at the 2016 level of $1.92 million and include the County's living wage ordinance.

Position Actions:

- One Carpenter position is abolished, and one Refrigerator Technician position is created.
- One Facilities Grounds Worker 1 position is abolished, and one Machinist position is created.
- One Executive Assistant CHP position is abolished and one Supervisor Office Management position is created.
- One Assistant Administrative position is transferred from Strategic Program Area 17 - Facilities Operations & Maintenance to Strategic Program Area 14 – Facility Management Director's Office.

[1] The 2016 Adopted Budget included funding for two (2) full-time space planner positions.

Strategic Program Area 18: Water Distribution System

Service Provision: **Discretionary**

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

What We Do: Activity			
Item	**2015 Actual**	**2016 Budget**	**2017 Budget**
Activity *			
Cubic Feet of Water Service	39,924,926	39,000,000	41,300,000
Cubic Feet Sewer Service	28,582,790	26,896,552	28,780,488
Cubic Feet of Stormwater Service	39,924,926	39,000,000	41,300,000

*Consumption

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Variance**
Expenditures	$4,662,432	$3,728,272	$4,761,361	$4,821,510	$60,149
Revenues	$4,662,432	$3,213,108	$4,761,361	$4,821,510	$60,149
Tax Levy	$0	$515,164	$0	$0	$0
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Operation Cost per 1,000/CF of Water	$56.70	$43.17	$71.19	$46.98
Operation Cost per 1,000/CF of Sewer	$27.87	$17.56	$15.36	$19.35
Operation Cost per 1,000/CF of Stormwater	$2.62	$.79	$4.66	$5.35

Strategic Implementation:
The Water Distribution System provides water, sewer, storm, and fire services to County and non-County entities located on the County Grounds. The expenses of the Water Distribution System 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 prevention costs are functions of that water consumption.

The 2017 Budget includes an expenditure increase of $60,149 or 1% increase over 2016 budget. This is primarily due to increases in Services and Commodities of $391,240 and Depreciation of $29,448.[2] This is partially offset by reductions in Capital Outlay of $335,800 and Interdepartmental Charges $24,739. All Expenditures are offset by fees paid by users of the water system. Major capital outlay items include projects required to comply with Wisconsin Administrative Code NR811.

[2] Services include water, sewer, and storm water 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 storm water services; the City of Milwaukee provides water services.

The Fire protection charge will continue to be budgeted in the Water Distribution System and charged out to all County Grounds users of the water system.[3] Payment from some non-County users of the water system has been challenging. The County will continue to pursue payment for these charges.[4]

3 As part of the 2012 Adopted Budget, fire protection charges were transferred from the DAS-Facilities Management Division to the Water Utility in order to more accurately allocate this charge to all user-tenants located on the County Grounds. Fire protection charges for 2017 are estimated at $1.36 million. Approximately $1.31 million of this cost is charged to non-county water system users with the balance, an estimated $52,000 charged to County users.

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

Strategic Program Area 19: Risk Management

Service Provision: **Administrative**

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

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Manage administration of all lines of property & casualty claims for Milwaukee County.	373	550	500

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Variance**
Expenditures	$11,232,425	$13,321,921	$10,908,795	$11,678,261	$769,466
Revenues	$8,453,442	$9,751,598	$7,973,807	$8,331,631	$357,824
Tax Levy	$2,778,983	$3,570,323	$2,934,988	$3,346,630	$411,642
FTE Positions	5	5	5.4	7	1.6

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Reduce new workers' compensation claim frequency measures by 15 percent annually from the five-year historical averages (612 yearly average from 2009-2014)	630	266	300	250

Strategic Implementation:
Milwaukee County experienced a significant reduction in frequency and severity measures of new workers' compensation claims in 2015 and 2016 when compared to the previous five year historical averages. The reductions are attributed to the implementation of initiatives such as the Vehicle Accident Review Committee, job safety and OSHA training, as well as a focus on return-to-work programs for injured workers. Funding for on-going payments related to workers' compensation claims remains static in 2017 even with a reduction in new claim frequency measures given the continued payments on legacy files and the rising costs of medical care.

Risk Management continues to move towards a centralized safety management and loss control model to leverage internal and external resources, provide consistency in programs, and implement data driven risk mitigation efforts. Two safety positions were previously transferred from the Airport and the MCDOT Director's Office to Risk Management, and in 2017 the Zoo Safety & Training Specialist position will also transition to Risk Management.

The County's long term property insurer, the Local Government Property Insurance Fund, experienced significant financial strain in recent years and was unable to offer competitive renewal options in 2016 to insure the County's expansive book of property assets. Therefore, insurance coverage was moved to the commercial market through the assistance of the County's property and casualty insurance broker. Insurance policy premiums for 2017 on all

lines are expected to remain flat with the potential of up to a 10% increase on certain exposures as subject to the current market.

Strategic Program Area 20: Economic Development

Service Provision: **Discretionary**

Strategic Outcome: **Economic Opportunity**

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Jobs Created	98	237	300

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Variance**
Expenditures	$1,159,235	$1,074,101	$2,929,726	$3,073,487	$143,761
Revenues	$1,206,274	$3,606,686	$1,613,400	$1,394,400	($219,000)
Tax Levy	($47,039)	($2,532,585)	$1,316,326	$1,679,087	$362,761
FTE Positions	6	6	5	5	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Generate At Least $1,000,000 In New Tax Base	$19,000,000	N/A	$30,000,000	$30,000,000

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

In 2017, the Economic Development Real Estate Services will continue to manage the disposition of a portfolio of tax-deeded foreclosed properties of an unknown quantity with variable associated expenses including appraisal fees, marketing, and maintenance.

Included in this division's budget are the following memberships and funding for economic development agencies that support its work and mission: East Wisconsin RR Co. ($25,000), Visit Milwaukee ($25,000), Milwaukee Workforce Alliance ($10,000), Milwaukee 7 ($10,000), ACTS Housing ($5,000), IEDC ($2,000), WEDA ($2,000), BizStarts ($2,000), CEOs for Cities ($1,500), Public Policy Forum ($1155), and UEDA ($350). These memberships are critical to the function of the Economic Development Division and the constituencies it serves.

The Economic Development Division will continue to develop the African American Community Economic Stimulus Package to inject additional resources to underserved neighborhoods, community organizations, and cultural institutions that serve low-income, minority, and at risk communities in collaboration with the Office on African American Affairs. The Division will continue to manage in collaboration with partnering entities programs such as the Economic Development Fund and the UpLift MKE workforce development program.

All of Milwaukee's neighborhoods are an asset that contribute to the quality of life of County residents. Neighborhoods with higher than average poverty and unemployment rates require additional investment. The Economic Development Division includes a $665,000 investment in Milwaukee's neighborhoods with the highest poverty and unemployment rates. The Boys and Girls Club of Milwaukee will receive $165,000 ($55,000 per year for three years) for the addition of a Youth Career Development Project Manager that will serve teenagers at the Mary Ryan Boys & Girls Club in Sherman Park and similar neighborhoods. In 2015, over 300 teenagers were placed into employment by the Boys and Girls Club. An additional investment of $500,000 will be made to Employ Milwaukee to expand the efforts of the County's Ready to Work Initiative, specifically around Uplift Milwaukee. In the first half of 2016, Uplift Milwaukee was able to place over 100 individuals from Milwaukee's highest unemployed zip codes. In 2017, Uplift Milwaukee will be expanding its mobile access points to include the Mary Ryan Boys & Girls Club in Sherman Park and similar neighborhoods.

Strategic Program Area 21: Land Information Office

Service Provision: **Mandated**

Strategic Outcome: **Economic Opportunity**

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
MCLIO Web Site Visits	47,178,012	59,017,134	70,856,256

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Variance**
Expenditures	$842,000	$1,031,872	$842,000	$892,000	$50,000
Revenues	$842,000	$840,661	$842,000	$892,000	$50,000
Tax Levy	$0	$191,211	$0	$0	$0
FTE Positions	3	3	3	3	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance measures have not been created for this program area				

Strategic Implementation:
The Land Information Office manages the County's Geographic Information System (GIS) web application and records related to land for multiple internal and external stakeholders. Pursuant to Section 59.72 of the Wisconsin Statutes and County Board Resolution File 90-707(a), the Land Information Office may "design, develop and implement a land information system integrating property and ownership records with U.S. Public Land Survey 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."

The Land Information will continue to collaborate with internal and external stakeholders in the modernization of the County's GIS web presence and in the dissemination of data related to real property. The Land Information Office will support GIS-based County initiatives in 2017 primarily focused around the CityWorks implementation.

Strategic Program Area 22: Office for Persons with Disabilities

Service Provision: **Mandated / Discretionary**

Strategic Outcome: **ADA Compliance / Quality of Life**

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Wil-O-Way Rentals	150	150	150
Sign Language Interpreter Work Orders	91	100	100

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Variance**
Expenditures	$933,266	$829,232	$829,738	$829,938	$200
Revenues	$170,500	$222,049	$187,650	$187,500	($150)
Tax Levy	$762,766	$607,183	$642,088	$642,438	$350
FTE Positions	3	3	2	2	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Self-Sufficiency Ratio for Wil-O-Way Facilities	35%	43.1%	35%	35%

Strategic Implementation:
Service levels remain unchanged in 2017 from 2016. Wil-O-Way rental rates and day camp fees remain the same. A new recreation contract will be implemented in 2017 that will increase participation by persons with disabilities without increasing costs to the office / county.

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 vending machine profits.

Expenditure	Revenue	Tax Levy
$10,000	$10,000	$0

Strategic Program Area 23: Family Care

Service Provision: **Discretionary**

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

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Activity Data is not yet tracked for this service			

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Variance**
Expenditures	$0	$0	$0	$1,365,547	$1,365,547
Revenues	$0	$0	$0	$1,365,547	$1,365,547
Tax Levy	$0	$0	$0	$0	$0
FTE Positions	0	0	0	16	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance measures have not been created for this program area				

Strategic Implementation:
In 2016, the former Department of Family Care separated from Milwaukee County and continue providing services as a private non-profit named My Choice Family Care (MCFC). The County and MCFC agreed to a temporary staffing agreement that allows former Department of Family Care employees to temporarily remain as County employees during the transition to MCFC. Per the terms of the agreement, MCFC will reimburse the County for all costs related to those employees. All positions in this program area will be abolished upon vacancy and no additional positions will be created.

Department of Administrative Services Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Accountant	1	1	0	
Accountant 2	0	1	1	Transfer in from Family Care
Admin Spec - DHS-NR	1	1	0	
Admin Spec-Procurement	1	1	0	
Administrator Cert Compl	1	0	(1)	Reclass to Mgr Procure Compl CBDP
Analyst Account-	1	1	0	
Analyst Analysis & Strategy	0	1	1	Reclass from Analyst Business Develop
Analyst App Systems IT	0	1	1	Reclass from Sr Analyst GIS
Analyst Budget and Mgmt	4	4	0	
Analyst Business Dev IT	0	5	5	Reclass four from Business Analyst 4, one from Network Appl Spec 4
Analyst Business Develop	2	0	(2)	Reclass to Analyst Analysis & Strategy & Analyst Procure Compliance
Analyst Business Systems	1	1	0	
Analyst Constr Compl	0	1	1	Reclass from Coordinator Contracts
Analyst Cost	1	1	0	
Analyst GIS	1	1	0	
Analyst Procure Compliance	0	1	1	Reclass from Analyst Business Develop
Analyst Technical Document IT	1	1	1	
Architect	1	1	0	
Assistant Administrative	1	1	0	
Associate Accountant	1	1	0	
Associate Mgr Proj Econ Dev	3	3	0	
Asst Admin	1	1	0	
Bldg Systems Specialist	1	1	0	
Business Analyst 4	4	0	(4)	Reclass to Analyst Business Dev IT
Buyer 2	2	2	0	
Carpenter	6	5	(1)	Abolish
Carpenter Supv	2	2	0	
Chief Information Officer	1	1	0	
Chief Technical Officer	1	1	0	
Claims Technician	1	1	0	
Clerical Spec IMSD	1	1	0	
Clerk Records Mgmt	1	1	0	
Client And Provider Liaison	0	1	1	Transfer in from Family Care
Climate Control Lead	1	1	0	
Contract Serv Coord (CMO)	0	2	2	Transfer in from Family Care
Contracts Analyst Certs	1	0	(1)	Reclass to Mgr Constr Compl CBDP
Coord Construction	4	4	0	

Department of Administrative Services Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Coordinator Admin	1	1	0	
Coordinator Administrative	1	1	0	
Coordinator Budget Capital	1	1	0	
Coordinator Care Management-	0	2	2	Transfer in from Family Care
Coordinator Comm and Outreach	0	1	1	Transfer in from Family Care
Coordinator Contracts	1	0	(1)	Abolish
Coordinator Contracts	1	(1)	(1)	Reclass to Analyst Constr Compl
Coordinator Graphic Services	1	1	0	
Coordinator Medicare	0	1	1	Transfer in from Family Care
Coordinator Quality Assurance-	0	1	1	Transfer in from Family Care
Designer Architectural	1	1	0	
Development Specialist	1	0	(1)	Transferred out to OAAA
Director Applications IT	1	1	0	
Director Arch Eng	1	1	0	
Director Budget & Mgmt	1	1	0	
Director Business Develop	1	1	0	
Director Disability Services	1	1	0	
Director Economic Develop	1	1	0	
Director Facilities Management	1	1	0	
Director Facilities Planning	1	1	0	
Director Governance/Strategy IT	1	1	0	
Director of Operations	1	1	0	
Director Project Manager Office	1	1	0	
Director Risk Management	1	1	0	
Director Sustainability	1	1	0	
Disabilities Recreation Mgr	1	1	0	
Distribution Assistant	2	2	0	
Electrical Mech	6	6	0	
Electrical Mech Dot	1	1	0	
Electrical Mech Supv	2	2	0	
Eng Admin	1	1	0	
Eng Tech Surveyor	2	2	0	
Engineer	6.5	6	(.5)	Abolish
Estimator Cost	1	0	(1)	Reclass to Sr Architect
Exec Director Admin Srvcs	1	1	0	
Executive Assistant CHP	1	0	(1)	Abolish
Facilities Grounds Supv	2	2	0	

Department of Administrative Services Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Facilities Grounds Worker 2[1]	23	22	(1)	Abolish
Facilities Maintenance Mgr	1	1	0	
Facilities Wkr DHHS	3	3	0	
Family Care Ops Manager	0	1	0	Transfer in from Family Care
Health Care Plan Spec 2	0	1	0	Transfer in from Family Care
Human Ser Wkr Fam Care	0	1	0	Transfer in from Family Care
Inspec Mechanical Systems	1	1	0	
Inspector Electrical	1	1	0	
IT Client Support Spec 2	2	2	0	
IT Manager - Applications	1	0	(1)	Reclass to Manager Solution Design Del
IT Manager - Service Desk	1	1	0	
IT Operations Mgr	1	0	(1)	Abolish
Lead Facilities Grounds Worker	1	1	0	
Machinist	3	4	1	Create
Machinist Lead	1	1	0	
Maintenance Services Coord	1	1	0	
Manager Applications IT	1	1	0	
Manager Business Solutions	1	1	0	
Manager Contracts	3	3	0	
Manager Data Center IT	0	1	1	Reclass from Technical Architect
Manager Env Compliance	1	1	0	
Manager Financial CBO	1	1	0	
Manager GIS	1	1	0	
Manager Network IT	0	1	1	Reclass from Technical Architect
Manager Operations Facilities	1	1	0	
Manager Prog Claims	0.4	1	0.6	Fund
Manager Prog Safety DOT	1	1	0	
Manager Prog Safety GMIA	1	1	0	
Manager Program Assessment	1	1	0	
Manager Proj Econ Develop	1	1	0	
Manager Safety	1	1	0	
Manager Security Continuity IT	1	1	0	
Manager Solution Design Del	0	1	1	Reclass from IT Manager Appls,
Managing Eng Field Oper	1	1	0	

[1] Includes 16.0 FTE underfilled as Facilities Grounds Worker 2 in 2016 and 15.0 FTE underfilled as Facilities Grounds Worker 1 in 2017.

Department of Administrative Services Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Managing Eng Mechanical	1	1	0	
Mechanical Mtce Supt	1	1	0	
Mechanical Service Manager	2	2	0	
Mgr Analysis Strategy CBDP	1	1	0	
Mgr Constr Compl CBDP	0	1	1	Reclass from Contracts Analyst Certs
Mgr Procure Compl CBDP	0	1	1	Reclass from Administrator Cert Compl
Network Appls Spec 3	1	1	0	
Network Appls Spec 4	12	12	0	
Network Tech Spec 3	2	2	0	
Network Tech Spec 4	5	5	0	
Network Tech Spec II - Zoo	1	1	0	
Office Supp Asst 1	1	1	0	
Office Supp Asst 2	2	2	0	
Painter Bldgs	2	2	0	
Painter Supv	1	1	0	
Park Maint Wrkr Mudmix	1	1	0	
Planner Space	2	2	0	
Plumber	4	4	0	
Plumber Supv	2	2	0	
Principal Architect	1	1	0	
Principal Eng	1	1	0	
Principal Eng Airprt	1	1	0	
Principal Eng Env	1	1	0	
Principal Facilities CA	1	1	0	
Procurement Director	1	1	0	
Project Manager IT	1	2	1	Reclass from IT Ops Mgr
Receptionist	1	1	0	
Refrigeration Mech	1	2	1	Create
RN 2 - Family Care	0	1	1	Transfer in from Family Care
Safety and Train Spec Zoo	0	1	1	Transfer In from Zoo
Secretarial Asst-	0	1	1	Transfer in from Family Care
Sheet Metal Worker	2	2	0	
Specialist Facilities Mgmt	1	1	0	
Sr Analyst Budget & Mgmt	3	3	0	
Sr Analyst Financial-	0	1	1	Transfer in from Family Care
Sr Analyst GIS	1	0	(1)	Reclass to Analyst App Systems IT
Sr Analyst GIS	1	1	0	
Sr Architect	1	2	1	Reclass from Estimator Cost
Sr Assistant Executive	1	1	0	
Sr Eng Civil	2	2	0	
Sr Eng Construction	1	1	0	
Sr Eng Electrical	2	2	0	
Sr Engineer Env	1	1	0	

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES UNIT NO. 1151
FUND: General – 0001

Department of Administrative Services Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Sr Mgr Operations & Budget	1	1	0	
Steamfitter Supv	1	1	0	
Steamfitter Welder	2	2	0	
Stores And Distrib Asst 1	1	1	0	
Supervisor Accounting	1	1	0	
Supervisor Office Management	0	1	1	Create
Tech Engineering	1	1	0	
Technical Architect	2	0	(2)	Retitled to Manager Data Center IT and Manager Network IT
Technician Architectural	1	1	0	
Unit Supervisor - LTS-	0	1	1	Transfer in from Family Care
Writer Specification	1	1	0	
Intern IT	3.5	4	.5	
Full Time Total	**228.9**	**244**	**15.1**	
Part Time Total	**3.5**	**4**	**.5**	
Grand Total	**232.4**	**248**	**15.6**	

Department of Administrative Services Unfunded Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Accountant 3	0	1	1	CB action File No. 16-182
Construction Coordinator	0	1	1	CB action File No. 16-182
Managing Engineer – Field Operations	0	1	1	CB action File No. 16-182
Engineer	0	1	1	CB action File No. 16-182
Office Supp Asst 1	0	1	1	CB action File No. 16-182
Grand Total	**0**	**5**	**5**	

Courts & Judiciary Function

Agency Budget Narratives

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

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COURTS (2000) BUDGET

DEPT: Courts

UNIT NO. 2000
FUND: General - 0001

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs**	$22,150,250	$21,549,005	$22,258,487	$21,713,240	($545,247)
Operation Costs	$8,624,672	$8,633,380	$8,946,616	$9,816,828	$870,212
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$26,300	$49,418	$5,000	$164,200	$159,200
Interdept. Charges***	$0	$0	($178,983)	($145,197)	$33,786
Total Expenditures**	**$30,801,222**	**$30,231,803**	**$31,031,120**	**$31,549,071**	**$517,951**
Legacy Healthcare/Pension	*$6,387,386*	*$6,524,581*	*$7,392,794*	*$7,602,415*	*$209,621*
Revenues					
Direct Revenue	$3,174,606	$3,127,425	$3,141,854	$3,136,713	($5,141)
Intergov Revenue	$8,117,692	$8,116,897	$8,433,755	$8,301,721	($132,034)
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$11,292,298**	**$11,244,322**	**$11,575,609**	**$11,438,434**	**($137,175)**
Tax Levy**	**$19,508,924**	**$18,987,481**	**$19,455,511**	**$20,110,637**	**$655,126**
Personnel					
Full-Time Pos. (FTE)*	280.2	280.2	284.1	284.1	0
Seas/Hourly/Pool Pos.	9	9	9	0	(9)
Overtime $	$0	$10,181	$0	$0	$0

**The 2017 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2015 Budget, 2015 Actual, and 2016 Budget FTEs are restated to reflect this change. Program Area tables include these changes as well.*
***The 2017 Budget figures exclude Legacy Health and Pension benefits due to centralization of these costs in low-org 1951. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to include this change (non-restated figures are included in Appendix A). Program area tables also reflect this change. Low Orgs 2422 and 2423 in Program Area 5 and Low Org 2864 in Program Area 8 still contain legacy costs due to revenue offsets.*
****The 2017 Budget figures exclude most interdepartmental charges for elected departments. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to include this change.*

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 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.

In the 2017 Adopted Budget, administrative budgets for information technology and human resources alone increased by nearly $4.0 million. Because programmatic budgets for County elected officials are loaded with these types of annual administrative cost increases for which elected officials are given no input on or opportunity to reduce, and in order to maintain maximum flexibility for the County Executive to administer the day-to-day administrative affairs of the County, it is the policy of the County Board to no longer charge County elected

officials for services rendered by administrative departments. These charges shall be abated in the elected officials' budgets and the corresponding tax levy held in the charging department to ensure maximum flexibility to the County Executive's administrative departments.

Strategic Program Area 1: Administration

Service Provision: **Mandated**

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

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
This Service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$4,217,333	$4,057,539	$4,308,837	$5,187,842	$879,005
Revenues	$46,893	$40,733	$71,070	$68,883	($2,187)
Tax Levy	$4,170,440	$4,016,806	$4,237,767	$5,118,959	$881,192
FTE Positions	38.7	38.7	32.6	29.6	(3)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Service				

Strategic Implementation:
This program area, under direction of the Clerk of Circuit Court/Court Services Director, continues 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.

Expenditures increase due to shifting legal interns from county employees to private contractors, improvements to signage and courtroom furniture, and juror fee increases approved in County Board File 16-132. This increase is partially offset by an expenditure increase due to vacancy and turnover. In 2016, the entire vacancy and turnover reduction in Courts was budgeted in Program Area 1. In 2017, vacancy and turnover is budgeted in several program areas. Overall vacancy and turnover for 2017 is $666,000 or approximately 3%.

The following contract is included in the 2017 Budget in lieu of review and approval by the County Board during the 2017 fiscal year:

Contracts		
Description	**Vendor**	**Amount**
Legal Resource Center	State of Wisconsin	$174,829

Strategic Program Area 2: Criminal Court

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
This Service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$6,390,581	$6,377,194	$6,515,791	$6,188,505	($327,286)
Revenues	$2,260,349	$2,785,937	$2,435,648	$2,424,637	($11,011)
Tax Levy	$4,130,232	$3,591,257	$4,080,143	$3,763,868	($316,275)
FTE Positions	81	81	86	81	(5)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Service				

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, seven misdemeanor, two intake, and one preliminary courtroom.

Expenditures decrease in 2017 due to the transfer out of two positions, increased vacancy and turnover, and decreased crosscharges.

Strategic Program Area 3: Children's Court

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
This Service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$6,136,032	$6,221,337	$6,201,160	$6,079,114	($122,046)
Revenues	$1,132,437	$1,252,745	$1,192,942	$1,361,642	$168,700
Tax Levy	$5,003,595	$4,968,592	$5,008,218	$4,717,472	($290,746)
FTE Positions	32	32	33	32	(1)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Service				

Strategic Implementation:
This program area is responsible for matters involving persons under the age of eighteen and is responsible for 11 total courtrooms.

Strategic Program Area 4: Civil Court

Service Provision: **Mandated**

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

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
This Service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$6,270,137	$6,082,725	$6,362,734	$6,681,664	$318,930
Revenues	$3,395,606	$3,202,442	$3,791,225	$3,423,762	($367,463)
Tax Levy	$2,874,531	$2,880,283	$2,571,509	$3,257,902	$686,393
FTE Positions	78	78	83	84	1

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Service				

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, five small claims courtrooms, and 2 probate courtrooms.

Strategic Program Area 5: Family Court

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
This Service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$4,344,332	$4,447,031	$4,346,447	$4,349,631	$3,184
Revenues	$2,884,185	$2,591,559	$2,854,393	$2,931,264	$76,871
Tax Levy	$1,460,147	$1,855,472	$1,492,054	$1,418,367	($73,687)
FTE Positions	32	32	30	30	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Service				

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 15 courtrooms staffed by Judges and Commissioners.

This program area contains the Family Court Mediation Services, which are entirely offset with revenues collected from filling fees in certain family cases, user fees for mediation and custody study services, and from a portion of marriage license fees for no tax levy impact. If, during 2017, 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 2017, a contribution of $65,088 from the reserve is budgeted.

Strategic Program Area 6: Probate

Service Provision: **Mandated**

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

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
This Service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$2,170,631	$2,028,767	$2,167,297	$2,059,422	($107,875)
Revenues	$373,262	$375,572	$351,838	$356,033	$4,195
Tax Levy	$1,797,369	$1,653,195	$1,815,459	$1,703,389	($112,070)
FTE Positions	20	20	21	19	(2)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Service				

Strategic Implementation:
This program area is responsible for all probate records filed with the Courts. Services are provided by a net of 19.0 FTEs. Costs decrease primarily due to an increase in vacancy and turnover.

Strategic Program Area 7: Family Drug Treatment Court

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
This Service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$148,000	$84,690	$218,000	$75,000	($143,000)
Revenues	$218,000	$97,903	$218,000	$140,000	($78,000)
Tax Levy	($70,000)	($13,213)	$0	($65,000)	($65,000)
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Service				

Strategic Implementation:
This program area is primarily responsible for the Family Drug Treatment Court Grant administration. This area has no staff dedicated to it.

The following contract is included in the 2017 Budget in lieu of separate review and approval from the County Board during the fiscal year.

Contracts		
Description	**Vendor**	**Amount**
Coordinator	Amanda Smith	$65,000

Strategic Program Area 8: Permanency Plan Review

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
This Service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$573,389	$644,689	$575,333	$584,832	$9,499
Revenues	$620,421	$759,031	$627,411	$632,184	$4,773
Tax Levy	($47,032)	($114,342)	($52,078)	($47,352)	$4,726
FTE Positions	5.5	5.5	5.5	5.5	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Service				

Strategic Implementation:
This program area is responsible for the Permanency Plan Review. Expenditures for this area are entirely offset with revenue from the Division of Milwaukee Child Protective Services, resulting in no net Countywide tax levy impact. This program area shows negative tax levy due to the centralization of certain crosscharges in the 2017 Budget. Services continue to be provided by 5.5 FTEs.

Strategic Program Area 9: Self Help

Service Provision: **Discretionary**

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

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
This Service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$550,787	$287,832	$335,521	$343,061	$7,540
Revenues	$361,145	$138,400	$33,082	$100,029	$66,947
Tax Levy	$189,642	$149,432	$302,439	$243,032	($59,407)
FTE Positions	2	2	2	3	1

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Service				

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. Additional revenue continues to be budgeted for 2017 for cost reimbursement from the federal and state governments in relation to child support case assistance.

This program is also responsible for the Foreclosure Mediation project. As of 2015, the Department of Justice is no longer providing funding for this project. Tax levy support of $100,000 is included. Metro Milwaukee Foreclosure Mediation Services, Inc. continues to secure donations from other entities for their services, which anticipates expanding in eviction services as well.

The following contract is being included in the 2017 Budget in lieu of review and approval by the County Board during the 2017 fiscal year:

Description	Vendor	Amount
Foreclosure Mediation	Metro Milwaukee Foreclosure	$100,000

DEPT: Courts

UNIT NO. 2000
FUND: General - 0001

Courts Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Accountant	3	3	0	
Administrator Justice Center	1	1	0	
Analyst Budget and Mgmt	1	1	0	
Analyst IT-	1	1	0	
Assistant Accounting-	7	7	0	
Assistant Administrative-	4	4	0	
Assistant Executive-	2	2	0	
Assistant Legal-	1	1	0	
Assistant Purchasing-	1	1	0	
Associate Accountant-	1	1	0	
Asst Chief DeputyClerk CivAdm	1	1	0	
Asst Chief DeputyClerk DivAdm	2	2	0	
Asst Chief DeputyClerk Probat	1	1	0	
Asst Chief DeputyClerk Sr Adm	1	1	0	
Asst Commissioner Fam Ct	8	8	0	
Chief Deputy CircuitCourtClerk	1	1	0	
Clerk Cash-	3	3	0	
Clerk Circuit Crt	1	1	0	
Clerk Court Services-	9	9	0	
Commissioner Cir Ct-	10.5	10.5	0	
Commissioner Cir Ct Presiding	1	1	0	
Commissioner Cir Ct Probate	1	1	0	
Commissioner Fam Ct	1	1	0	
Coordinator Childrens Ct	2	0	(2)	Reclass to Coordinator Court
Coordinator Court-	1	5	4	Reclass from Various
Coordinator Felony Ct	1	0	(1)	Reclass to Coordinator Court
Coordinator Intake Ct	1	0	(1)	Reclass to Coordinator Court
Coordinator Interpreter	1	1	0	
Coordinator Researcher Ct-	1	1	0	
Counsel Legal	5	5	0	
Deputy Administrator Division	5	5	0	
Deputy Clerk Crt Jud Asst	90	91	1	Current Year Action
Deputy Commissioner Fam Ct	1	1	0	
Deputy Register Probate	2	2	0	
Interpreter-	1	1	0	
Manager IT U	1	1	0	
Manager Jury Services-	1	1	0	
Manager Operations Judicial-	1	1	0	
Paralegal-	1	1	0	
Specialist Clerical Cts-	29	31	2	Current Year Action
Specialist Court Services-	2	2	0	
Sr Assistant Clerical-	73.5	73.5	0	
Sr Manager Financial	1	1	0	
Supervisor Accounting-	1	1	0	
Supervisor Office Management-	1	0	(1)	Reclass to Supv Ops
Supervisor Operations Ct-	4	5	1	Reclass from Supv Ofc Mgmt
Technician Audiovisual-	1	1	0	
TOTAL	**290**	**293**	**3**	

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PRE-TRIAL SERVICES (2900) BUDGET

DEPT: Pre-Trial Services

UNIT NO. 2900
FUND: General - 0001

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs*	$87,492	$79,895	$135,950	$147,654	$11,704
Operation Costs	$4,212,181	$4,215,622	$4,057,472	$4,685,707	$628,235
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$0	$0	$74,000	$74,000	$0
Total Expenditures*	**$4,299,673**	**$4,295,517**	**$4,267,422**	**$4,907,361**	**$639,939**
Legacy Healthcare/Pension	*$27,955*	*$29,450*	*$34,073*	*$43,083*	*$9,010*
Revenues					
Direct Revenue	$0	$0	$0	$0	$0
Intergov Revenue	$717,289	$783,078	$333,900	$333,900	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$717,289**	**$783,078**	**$333,900**	**$333,900**	**$0**
Tax Levy*	**$3,582,384**	**$3,512,439**	**$3,933,522**	**$4,573,461**	**$639,939**
Personnel					
Full-Time Pos. (FTE)	1	1	2	2	0
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$0	$0	$0	$0	$0

**The 2017 Budget figures exclude Legacy Health and Pension benefits due to centralization of these costs in low-org 1951. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to include this change. Program area tables also reflect this change. The 2017 Budget removed active fringe benefit charges from departments that were primarily funded through the tax levy and centralized the charges in low-org 1951 Fringe Benefits. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to reflect that change.*

Department Mission: The mission of Milwaukee County Pre-trial Services is to reduce pretrial failure to appear and re-arrest rates, enhance public safety, reduce overcrowding at the Milwaukee County Jail, and enhance the processing and adjudication of criminal cases.

Department Description: The Chief Judge and the Judicial Operations Manager are responsible for operation, fiscal management and monitoring of all pretrial contracts, programs and program outcomes. In addition, the Pretrial Services Advisory Board will continue to meet to review program activity, outcomes and recommendations regarding program development and annual budgets.

Strategic Program Area 1: Pre-Trial Services

Service Provision: **Discretionary**

Strategic Outcome: **Self-Sufficiency**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Activity Data is in the process of being tracked.			

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	**$4,299,673**	$4,295,517	$4,267,422	$4,907,361	$639,939
Revenues	$717,289	$783,078	$333,900	$333,900	$0
Tax Levy	**$3,582,384**	$3,512,439	$3,933,522	$4,573,461	$639,939
FTE Positions	1	1	2	2	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have been created. Data is in the process of being collected.				

Strategic Implementation:
This Division is responsible for Pre-Trial services and universal screening which are funded in order to reduce unnecessary and costly jail bed utilization, reduce pretrial misconduct, and enhance the efficient operation of the Court System. The goals of the Department are to develop and implement dashboard reporting to demonstrate pretrial services program outcomes and impact of universal screening on the jail population and expand pretrial services and drug treatment court capacity by actively seeking state and federal grants, and cooperation with neighboring jurisdictions for program expansion.

Operating costs in 2017 increase due to the pretrial programs being subject to a competitive Request for Proposal (RFP) process in 2016. The selected vendors were notified of the intent to award contracts pending County Board approval. Annual contracts will be awarded for the three year period of 1/1/2017 – 12/31/2019 contingent upon annual approval by the County Board. The service providers have not received any additional compensation to date for the additional tasks requested to keep in alignment with the mission of the Department and providing quality services for the Courts. The RFP evaluation team and the Pretrial Services Advisory Board were unanimous in their recommendation that contracts be awarded to the selected vendors.

The State's portion of funding for the Repeat Intoxicated Driver Intervention Program was moved from the State Department of Transportation to the Department of Health Services in 2016. In 2017 the State will no longer provide funding for any of the Intoxicated Driver Intervention Programs, including Milwaukee County. This is a $220,000 annual loss of state revenue.

The development process for the new Milwaukee County Pretrial Services Application began in 2014 with surplus funds. Development is not yet complete and is expected sometime during the fourth quarter of 2016. This software system will allow for the Department to track activity and performance measure data, which they hope to provide in the 2018 Budget.

The Treatment Alternatives and Diversion (TAD) program is the only program receiving grant funding. In 2016 TAD funding totaled $445,200, which included a local match of $111,300. The same is true for 2017.

The following contracts are included in the 2017 Budget, as a result of the competitive RFP process, in lieu of separate review and approval from the County Board during the fiscal year.

Contracts		
Description	**Vendor**	**Amount**
Universal Screening & Release Planning	Justice Point	$1,307,776
Treatment Alternatives and Diversion (TAD)	Justice Point	$371,200
Repeat Intoxicated Driver Intervention Program	Justice Point	$377,886
SCRAM	Wisconsin Community Services	$189,810
Pretrial Drug Testing	Wisconsin Community Services	$241,505
Pretrial Supervision	Justice Point	$1,441,688
Pretrial GPS Supervision	Justice Point	$252,088
Early Interventions Central Liaison Unit	Justice Point	$303,461
Trauma Informed Care	Justice Point	$56,462
Cognitive Behavioral Programming	Justice Point	$141,756
Total		**$4,683,632**

In an effort to reduce the number of crosscharges, the 2017 Budget removes fringe benefit charges from departments that are primarily financed through the tax levy. The fringe benefit tax levy for these departments will remain in Org. Unit-1950-Fringe Benefits. It is the policy of Milwaukee County to reduce the number of crosscharges to: 1) simplify the budgeting process, 2) still retain outside revenues wherever possible, and 3) provide accurate information on the cost to provide programs and services.

In the County Executive's 2017 Recommended Budget, administrative budgets for information technology and human resources alone increased by nearly $4.0 million. Because programmatic budgets for County elected officials are loaded with these types of annual administrative cost increases for which elected officials are given no input on or opportunity to reduce, and in order to maintain maximum flexibility for the County Executive to administer the day-to-day administrative affairs of the County, it is the policy of the County Board to no longer charge County elected officials for services rendered by administrative departments. These charges shall be abated in the elected officials' budgets and the corresponding tax levy held in the charging department to ensure maximum flexibility to the County Executive's administrative departments.

Pre-Trial Services Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Coordinator Court	0	1	1	Retitle
Coordinator Felony Ct	1	0	(1)	Retitle
Manager Operations Judicial U	1	1	0	
GRAND TOTAL	**2**	**2**	**0**	

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CHILD SUPPORT SERVICES (2430) BUDGET

DEPT: Child Support Services

UNIT NO. 2430
FUND: General - 0001

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs	$13,463,892	$12,368,035	$13,876,177	$13,812,225	($63,952)
Operation Costs	$3,168,381	$2,448,209	$3,296,696	$3,720,085	$423,389
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$12,264	$19,345	$10,264	$10,263	($1)
Interdept. Charges	$2,725,689	$2,862,294	$2,658,890	$2,729,135	$70,245
Total Expenditures	**$19,370,226**	**$17,697,883**	**$19,842,027**	**$20,271,708**	**$429,681**
Legacy Healthcare/Pension	*$3,115,123*	*$3,166,995*	*$3,631,803*	*$3,672,285*	*$40,482*
Revenues					
Direct Revenue	$775,846	$746,092	$755,846	$705,846	($50,000)
Intergov Revenue	$16,794,186	$16,827,107	$17,134,165	$17,727,855	$593,690
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$17,570,032**	**$17,573,199**	**$17,890,011**	**$18,433,701**	**$543,690**
Tax Levy	**$1,800,194**	**$124,685**	**$1,952,016**	**$1,838,007**	**($114,009)**
Personnel					
Full-Time Pos. (FTE)*	143.5	140.5	144.5	144.5	0
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$24,996	$3,802	$24,996	$24,852	($144)

**The 2017 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2015 Budget, 2015 Actual, and 2016 Budget FTEs are restated to reflect this change. Program Area tables include this change as well.*

Department Mission: To promote 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: Child Support Services 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. Child Support Services 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, as well as, establishing and enforcing child and medical support orders in local and interstate cases.

DEPT: Child Support Services

UNIT NO. 2430
FUND: General - 0001

Strategic Program Area 1: Child Support Services

Service Provision: **Mandated**

Strategic Outcome: **Self-Sufficiency**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Total IV-D Cases	124,832	125,000	125,000
Court Orders Established	9,765	9,400	9,500
Paternities Established	8,622	8,503	8,600
Office Walk-Ins	31,560	31,500	31,500
IV-D Support Collections	$114,821,185	$113,600,000	$114,500,000

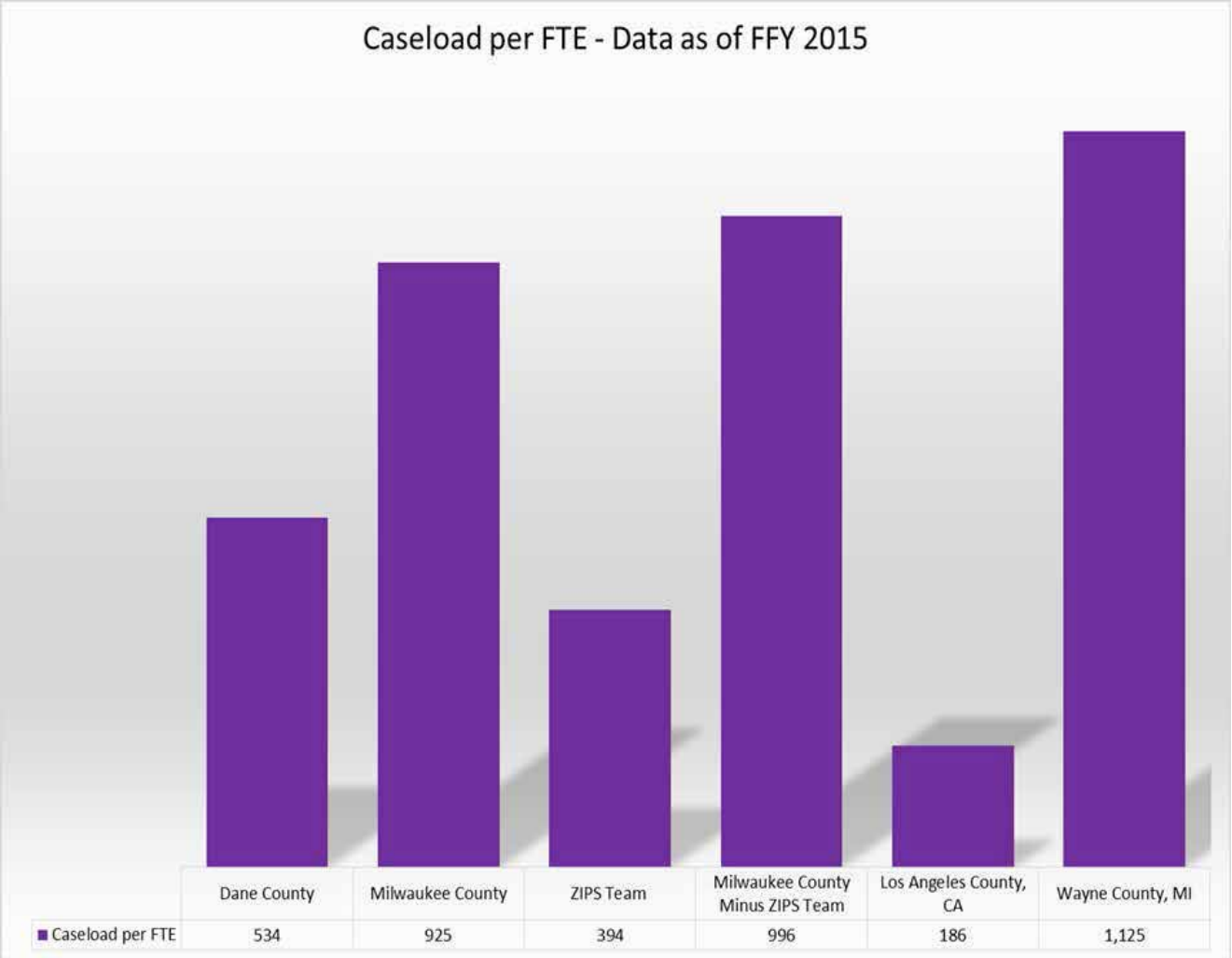
How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Variance**
Expenditures	$19,370,226	$17,697,883	$19,842,027	$20,271,708	$429,681
Revenues	$17,570,032	$17,573,199	$17,890,011	$18,433,701	$543,690
Tax Levy	$1,800,194	$124,685	$1,952,016	$1,838,007	($114,009)
FTE Positions	143.5	140.5	144.5	144.5	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Paternity Establishment Rate	80.00+%	95.86%	80.00+%	90.00% **
Order Establishment Rate	80.00+%	80.95%	80.00+%	80.00% **
Support Collection Rate	60.00%	62.20%	60.00%	62.20%
Arrears Collection Rate	50.90%	55.43%	50.90%	54.00%

** Full Federal performance funding is available at this level.

Strategic Implementation: This budget includes expenditures of $20,271,708. Child Support is a performance funded department in which higher performance on child support metrics translates into a greater share of federal funds. Child Support leverages federal dollars and generates returns on investment for the Milwaukee community; every dollar spent on child support programming brings in an additional $2 in Federal funding. Child Support Services continues to see moderate growth in each of the four Federal Performance metrics: Paternity Establishment, Order Establishment, Collection of Current Support, and Collection of Arrears.

The ZIPS (Zone Intensive Program Services) project, which had previously been identified as PGP (Performance Geographic Pilot), was first implemented throughout late 2016 and will continue implementation through 2017. ZIPS is a pilot project to implement multiple best practices, including increased resources, a caseload more similar to the statewide average of case per FTE ratio, case conferences, team based goals and incentivized compensation. The pilot team of 16 staff are focused on a group of 6,300 child support cases in the high need, high poverty area of Milwaukee County in zip code 53206. We expect that ZIPS' performance and goal based culture will result in improved services for the families we serve, and continued performance growth for the overall Child Support mission in Milwaukee County.


Caseload per FTE - Data as of FFY 2015
Dane County
Milwaukee County
ZIPS Team
Milwaukee County Minus ZIPS Team
Los Angeles County, CA
Wayne County, MI
Caseload per FTE
534
925
394
996
186
1,125

Child Support Services Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Assistant Administrative	2	2	0	
Assistant Executive	1	1	0	
Child Supp Asst	7	7	0	
Child Supp Asst Bl Sp	1	1	0	
Child Supp Coord	3	3	0	
Child Supp Specialist	14	14	0	
Child Supp Splst Bl Sp	1	1	0	
Child Supp Supv	6	6	0	
Clerical Asst 1	12	12	0	
Clerical Asst 2	2	2	0	
Comm Programs & Grants Mgr	1	1	0	
Exec Director Child Support Serv	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	13.5	13.5	0	
Legal Counsel Admin-CSS	1	1	0	
Legal Counsel Asst - Admin	1	1	0	
Mgr Financial Child Support	1	1	0	
Mgr Operations Chld sppr	1	1	0	
Office Supp Asst 1	1	1	0	
Office Supp Asst 2	24	24	0	
Paralegal-Child Sup	32	32	0	
Paralegal-Child Sup B/L SP	1	1	0	
Paralegal-Spec Cse-	1	1	0	
Sr Assistant Clerical	2	2	0	
Grand Total	**144.5**	**144.5**	**0**	

Public Safety Function

Agency Budget Narratives

- Office of the Sheriff
- House of Correction
- Office of the District Attorney
- Office of Emergency Management
- Medical Examiner

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SHERIFF (4000) BUDGET

DEPT: Sheriff

UNIT NO. 4000
FUND: General - 0001

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs**	$57,744,659	$57,107,616	$60,940,438	$55,242,169	($5,698,269)
Operation Costs	$5,618,061	$3,957,084	$7,114,433	$6,982,077	($132,356)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$992,810	$104,000	$516,802	$285,750	($231,052)
Interdept. Charges***	($10,267,563)	($9,460,858)	($9,617,036)	($9,101,629)	$515,407
Cost Abatements	($1,879,621)	$0	($5,747,755)	$0	$5,747,755
Total Expenditures**	**$52,208,346**	**$51,707,842**	**$53,206,882**	**$53,408,367**	**$201,485**
Legacy Healthcare-Pension	*$15,214,169*	*$15,541,496*	*$17,106,919*	*$18,042,153*	*$935,234*
Revenues					
Direct Revenue	$5,103,250	$5,042,686	$6,480,988	$5,802,050	($678,938)
Intergov Revenue	$4,805,349	$5,030,716	$4,436,994	$4,224,410	($212,584)
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$9,908,599**	**$10,073,402**	**$10,917,982**	**$10,026,460**	**($891,522)**
Tax Levy**	**$42,299,747**	**$41,634,440**	**$42,288,900**	**$43,381,907**	**$1,093,007**
Personnel					
Full-Time Pos. (FTE)*	743.3	743.3	771.4	693.4	(78)[1]
Seas/Hourly/Pool Pos.	7.2	7.2	8.4	8.4	0
Overtime $	$4,213,452	$8,427,904	$4,721,724	$1,963,764	($2,757,960)

**The 2017 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2015 Budget, 2015 Actual, and 2016 Budget FTEs are restated to reflect this change. Program Area tables include these changes as well.*
***The 2017 Budget figures exclude Legacy Health and Pension benefits due to centralization of these costs in low-org 1951. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to include this change. Program area tables also reflect this change. Low Orgs 4016 and 4018 in Program Area 6 and Low Org 4017 in Program Area 9 still contain legacy costs due to revenue offsets.*
****The 2017 Budget figures exclude most interdepartmental charges for elected departments. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to include this change.*

MISSION:

We are law enforcement professionals, representing a variety of criminal justice disciplines, and we exist to serve the public. We are committed to creating a culture of service that views our citizens as customers whose satisfaction is absolutely essential to our success. Public safety is a priority of citizens. Performance matters here.

[1] No positions in the Sheriff's Office are eliminated in the 2017 Budget. The number of FTE's is reduced as a result of a reduction in overtime possible due to increased labor hours available from newly hired deputies, an increase in vacancy and turnover deduction to 3% and in anticipation of a reduction to command staffing levels through attrition.

OFFICE OF THE SHERIFF DESCRIPTION:

The Office of the Sheriff is comprised of three Bureaus covering various service areas. The Bureaus are Administration, Detention Services and Police 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, media relations, open records, the Training Academy, Law Enforcement Analytics Division (LEAD), Central Records including the Traffic Desk, community policing and Honor Guard. The Detention Services Bureau includes: bailiff services for the County Court System, security screening within the Courthouse, Criminal Justice Facility, Safety Building and Vel Phillips Juvenile Justice Center, inmate housing and property, jail records, visitation, inmate health and transportation, food services, central booking records and warrants. The Police Services Bureau includes: Airport Security, Criminal Investigation and Apprehension Unit, drug enforcement, Explosive Ordnance/Bomb Disposal Unit (EOD), the Targeted Enforcement Unit (TEU), Expressway Patrol, Civil Process Unit, K-9 Operations, Special Weapons and Tactics Division (SWAT) and Emergency Room posts at Children's Hospital of Wisconsin and Froedtert Hospital.

2017 Budget Overview
The 2017 Budget provides resources to allow the Sheriff to provide services at the current levels. The total number of full-time, authorized positions remains unchanged in 2017. Program Area expenditures and revenues are for presentation purposes only. The Office of the Sheriff has certain statutory authority to utilize resources allocated to it, so actual expenditures, revenues, and staffing levels may differ from the figures presented in the program areas below. The Sheriff is expected to utilize resources primarily on core, mandated functions over discretionary functions. However, the Office of the Sheriff shall comply with all County regulations and policies (such as personnel and fiscal related) in areas that are not unique to the Office of the Sheriff.

Major Changes in 2017:

- Overtime decreases to reflect an increase in the average number of hours worked per deputy. The most experienced deputies are entitled to 6 weeks of vacation, deputies with one year of experience are only entitled to two weeks. Over 20% of deputy positions have been hired since March 2015. While the number of FTE's for the Sheriff's Office decreases, the number of Sheriff's Deputies and the number of direct labor hours available does not.
- Revenue decreases based on actual experience.
- Vacancy and Turnover is set at 3% in most program areas.
- Vacancy and Turnover increases to encourage in the rightsizing of the command staff through attrition to reflect the limited scope of services for a Sheriff in a fully incorporated County.
- Crosscharges from other departments decrease by over $1,000,000 primarily due to the removal of legacy pension costs from departments that provide central services such as DAS-Facilities and DAS-IMSD.
- In the 2017 Adopted Budget, administrative budgets for information technology and human resources alone increased by nearly $4.0 million. Because programmatic budgets for County elected officials are loaded with these types of annual administrative cost increases for which elected officials are given no input on or opportunity to reduce, and in order to maintain maximum flexibility for the County Executive to administer the day-to-day administrative affairs of the County, it is the policy of the County Board to no longer charge County elected officials for services rendered by administrative departments. These charges shall be abated in the elected officials' budgets and the corresponding tax levy held in the charging department to ensure maximum flexibility to the County Executive's administrative departments.

Strategic Program Area 1: Administration

Service Provision: **Ancillary to Mandated**

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

What We Do: Activity Data			
Activity	**2014 Actual**	**2015 Actual**	**2016 Budget**
Open Records Requests	7,052	2,961	Not Available

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$556,690	$1,351,503	($3,396,789)	$2,183,726	$5,580,515
Revenues	$534,000	$481,813	$382,170	$387,000	$4,830
Tax Levy	$22,690	$869,690	($3,778,959)	$1,796,726	$5,575,685
FTE Positions	42.7	42.7	37.7	18.1	(19.6)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Service				

Strategic Implementation:
This program area assists the Sheriff in strategic leadership and day-to-day management. The administrative staff provides budget preparation, accounting, fiscal monitoring, accounts payable, and procurement services.

Expenditures and tax levy increase primarily due to the removal of expenditure abatements totaling $5,603,549 that were included in the 2016 Adopted Budget. A salary adjustment for the potential salary increases for deputy sheriffs is budgeted in this program area. Vacancy and Turnover is also included in this program area to encourage a reduction in command staff and administrative staff.

Strategic Program Area 2: Training Academy

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	**2013 Actual**	**2014 Actual**	**2015 Budget**	**2016 Budget**
Data has not been developed.				

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$52,842	$1,036,396	$46,735	$162,438	$115,703
Revenues	$267,405	$243,276	$356,347	$313,850	($42,497)
Tax Levy	($214,563)	$793,120	($309,612)	($151,412)	$158,200
FTE Positions	7.3	7.3	9	5.1	(3.9)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not been created for 2016.				

Strategic Implementation:
This program area is responsible for providing recruit training, firearms training, and in-service training for Sheriff personnel, HOC personnel, and outside agencies. This service area has $0 tax levy as all costs are charged to other program areas within the Office of the Sheriff.

The 2017 budget includes investments in the Training Academy of $50,000 to rebuild, resurface, and repaint the parking lot and motorcycle course and $50,000 to replace audio/visual equipment.

Strategic Program Area 3: County Jail

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	**2014 Actual**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Bookings	32,302	33,598	38,000	38,000
Daily Population	940	920	940	944
Inmates Per Budgeted Correctional Officer	3.64	3.51	3.62	3.62

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$26,290,734	$23,845,251	$27,728,176	$25,758,275	($1,969,901)
Revenues	$1,770,750	$2,053,426	$1,964,250	$1,581,200	($383,050)
Tax Levy	$24,519,984	$21,791,825	$25,763,926	$24,177,075	($1,586,851)
FTE Positions	347.1	347.1	360.6	334.8	(25.8)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Service				

Strategic Implementation:
This program area is responsible for the County Jail, Centralized Booking/Court Staging, Inmate Transportation, and Court Liaison Unit. Funding for 261.0 FTE Corrections Officer positions is provided in 2017, offset by assumed vacancy and turnover of 17.0 FTE. This funding level of 244.0 FTE is significantly higher than the average staffing level of 200.0 FTE in the first half of 2016. The Office of the Sheriff will continue to work with the Department of Human Resources to hire qualified Corrections Officers.

Expenditures decrease due to a decrease in one-time equipment costs and a decrease in the amount of budgeted overtime. If overtime in excess of the budgeted amount is necessary due to vacancies, funds budgeted for the vacant positions may be applied to overtime. Revenues decrease due to a change in federal law limiting how much the County may charge for inmate phone calls.

Strategic Program Area 4: Expressway Patrol

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Data has not been developed.				

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$9,468,863	$5,510,542	$10,010,400	$8,759,442	($1,250,958)
Revenues	$6,080,444	$4,941,023	$5,180,444	$5,049,410	($131,034)
Tax Levy	$3,388,419	$569,519	$4,829,956	$3,710,032	($1,119,924)
FTE Positions	85	85	97	86.9	(10.1)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Service				

Strategic Implementation:
Tax levy support of $3,710,032 is provided for this underfunded state mandate. Milwaukee County is the only county in Wisconsin that is responsible for patrolling its expressways. The State Highway Patrol has responsibility for expressways in all other Counties with no local tax levy support.

Expenditures decrease due to a decrease in overtime and a decrease in one-time equipment purchases. Revenues decrease due to a reduction in state grants. Revenue from fines and forfeitures remain unchanged from 2016.

Strategic Program Area 5: Court Security

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	**2014 Actual**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Number of Bailiff Posts	81	81	81	81

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$9,514,481	$10,182,033	$10,442,741	$8,978,364	($1,464,377)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$9,514,481	$10,182,033	$10,442,741	$8,978,364	($1,464,377)
FTE Positions	140.1	140.1	136	101.8	(34.2)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Service				

Strategic Implementation:
This program area is responsible for providing a safe and secure environment to the judiciary, employees and public who are attending to business in the Milwaukee County Courthouse Complex and the Vel Phillips Juvenile Justice Center.

Expenditures decrease due to the creation of Program Area 13 – Courthouse Security. 31 positions are transferred to that new program area. If additional staff is required in this mandated program area, the Office of the Sheriff is expected to utilize its authority to shift staff from discretionary program areas.

Strategic Program Area 6: Airport Security/K9

Service Provision: **Discretionary/Committed**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	**2014 Actual**	**2015 Actual**	**2016 Budget**	**2017 Budget**
This Service does not have Activity Data				

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$8,867	($70,956)	($114)	($83,334)	($83,220)
Revenues	$219,500	$236,193	$230,000	$217,000	($13,000)
Tax Levy	($210,633)	($307,149)	($230,114)	($300,334)	($70,220)
FTE Positions	62.7	62.7	57	53.8	(3.2)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Service				

Strategic Implementation:
This program area is responsible for providing overall security and law enforcement services for General Mitchell International Airport. All expenditures in this program area are crosscharged to DOT-Airport. This program area shows negative tax levy due to the centralization of certain crosscharges in the 2017 Budget. The 2017 Budget maintains the same level of staffing as 2016. These crosscharges will not be processed until the Office of the Sheriff and the DOT-Airport have documented staffing levels and operations in a memorandum of understanding.

Strategic Program Area 7: Criminal Investigations

Service Provision: **Ancillary to Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	**2013 Actual**	**2014 Actual**	**2015 Actual**	**2016 Budget**
Background Checks	385	436	456	Not Available
Criminal Complaints Issued	977	1,190	1,104	Not Available

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$1,250,933	$2,486,930	$1,283,766	$1,656,277	$372,511
Revenues	$0	$34,229	$0	$0	$0
Tax Levy	$1,250,933	$2,452,701	$1,283,766	$1,656,277	$372,511
FTE Positions	12.4	12.4	11.4	11.2	(0.2)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Service				

Strategic Implementation:
This program area investigates all crimes that have a unique nexus to Milwaukee County and that occur across jurisdictional borders within Milwaukee County and across the state of Wisconsin. Expenditures increase primarily due to an increase in the funding for hourly investigators.

Strategic Program Area 8: Civil Process/Warrants

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

Activity	2013 Actual	2014 Actual	2015 Budget	2016 Budget
Writs of Restitution (Evictions)	3,261	3,773	4,040	Not Available
Writs of Assistance (Foreclosures)	947	706	509	Not Available
Temporary Restraining Orders Received	4,649	4,402	4,581	Not Available
Civil Process Papers Served	21,437	18,278	14,000	Not Available

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$1,360,535	$1,826,217	$2,041,606	$1,875,912	($165,694)
Revenues	$320,000	$687,640	$657,000	$662,000	$5,000
Tax Levy	$1,040,535	$1,138,577	$1,384,606	$1,213,912	($170,694)
FTE Positions	11.2	11.2	16.6	16.9	0.3

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Service				

Strategic Implementation:
This program area executes service of civil papers in Milwaukee County. Three positions are transferring in from other program areas in 2017. Expenditures decrease due to a decrease in services to more accurately reflect actual history.

Strategic Program Area 9: County Grounds Security

Service Provision: **Discretionary/Committed**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
This Service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$1,030,124	$2,740,004	$1,632,716	$1,539,971	($92,745)
Revenues	$576,500	$1,060,567	$1,467,871	$1,546,000	$78,129
Tax Levy	$453,624	$1,679,437	$164,845	($6,029)	($170,874)
FTE Positions	11.8	11.8	16.8	15.8	(1)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Service				

Strategic Implementation:
This program area is responsible for the security of the County Grounds and County Zoo. Most expenditures in this program area are offset by service fee charges by users. In 2016, the County entered into a multiyear agreement with the Milwaukee Regional Medical Center for protective services on a cost recovery basis.

DEPT: Sheriff

UNIT NO. 4000
FUND: General - 0001

Strategic Program Area 10: Park/TEU

Service Provision: **Discretionary**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	**2014 Actual**	**2015 Actual**	**2016 Budget**	**2017 Budget**
This Service does not have Activity Data				

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$2,170,254	$1,786,190	$2,765,018	$2,060,267	($704,751)
Revenues	$52,000	$106,968	$601,500	$215,000	($386,500)
Tax Levy	$2,118,254	$1,679,222	$2,163,518	$1,845,267	($318,251)
FTE Positions	25.5	25.5	30	21.4	(8.6)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Service				

Strategic Implementation:
This program area includes the park patrol and tactical enforcement unit. All parks in Milwaukee County are also located within a municipality with a full service police force. Expenditures decrease due to a transfer of two clerical positions to another program area and a decrease in hours of one part time position. Revenues decrease based on actual experience.

Strategic Program Area 11: Specialized Units

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
This Service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$276,399	$699,961	$388,031	$239,384	($148,647)
Revenues	$0	$149,867	$0	$0	$0
Tax Levy	$276,399	$550,094	$388,031	$239,384	($148,647)
FTE Positions	2.5	2.5	5	2	(3)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Service				

Strategic Implementation:
This program area includes the Bomb Disposal Unit, Dive Unit, and SWAT Unit. As in previous years, this program area does not have any positions and most expenditures are for overtime and commodities. Expenditures decrease due to the overtime reduction initiative.

Strategic Program Area 12: High Intensity Drug Trafficking Area (HIDTA)

Service Provision: **Ancillary to Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	**2014 Actual**	**2015 Actual**	**2016 Budget**	**2017 Budget**
This Service does not have Activity Data				

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$227,624	$313,773	$264,596	$277,646	$13,050
Revenues	$88,000	$78,400	$78,400	$55,000	($23,400)
Tax Levy	$139,624	$235,373	$186,196	$222,646	$36,450
FTE Positions	2.1	2.1	2.7	2.7	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Service				

Strategic Implementation:
This program area recognizes, targets, and disrupts drug trafficking organizations. Federal funding offsets approximately 19% of the costs in this area. Staffing remains unchanged for 2017. The Office of the Sheriff's continued involvement in this federal program ensures access to federal forfeiture funds and represents one of the best performing examples of inter-jurisdictional cooperation.

Strategic Program Area 13: Building Security

Service Provision: **Committed**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	**2014 Actual**	**2015 Actual**	**2016 Budget**	**2017 Budget**
This Service does not have Activity Data				

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$0	$0	$0	$0	$0
Revenues	$0	$0	$0	$0	$0
Tax Levy	$0	$0	$0	$0	$0
FTE Positions	0	0	0	31.4	31.4

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Service				

Strategic Implementation:
This new program area in 2017 is responsible for overall security of the Courthouse and Vel Phillips Juvenile Justice Center. Security officers staff screening stages at the entrances and exits of the complex and ensure a safe environment for all individuals. In 2017, the Office of the Sheriff and DAS-Facilities Management will continue to explore new entrance configurations that would improve traffic patterns and encourage the increased use of MacArthur Square.

This program area shows $0 in expenditures since its costs of $1.7 million are crosscharged to other departments that utilize the County Courthouse.

Admin Service Bureau Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Accountant 2	1	1	0	
Accountant 3	1	1	0	
Accounting-Manager	1	1	0	
Adm Asst	1	0	(1)	2016 Current Year Action
Adm Asst NR	1	0	(1)	2016 Current Year Action
Administrator FAC	0	1	1	Retitle
Administrator Sheriffs	0	1	1	Retitle
Clerical Asst 1	1	0	(1)	2016 Current Year Action
Clerical Asst 2	3	4	1	2016 Current Year Action
Corr Offcr 1 Sheriff	2	1	(1)	Transfer
Corr Offcr Lt	0	0	0	
Dep Sheriff 1	4	6	2	Transfer
Dep Sheriff 1 Bl Sp	2	0	(2)	Transfer
Dep Sheriff Lt	3	2	(1)	Transfer
Dep Sheriff Sgt	0	1	1	Transfer
Deputy Director Sheriff	0	5	5	Retitle
Exdir1-Sheriffdepburdir	5	0	(5)	Retitle
Exdir2-Facility Admnstr	1	0	(1)	Retitle
Exdir2-Sherdeptadmnstrt	1	0	(1)	Retitle
Fiscal Asst 1	1	1	0	
Fiscal Asst 2	1	1	0	
Fiscal Spec	2	2	0	
Law Enforcement Analyst	0	0	0	
Network Appls Spec 4	0	0	0	
Office Coord Sheriff	1	1	0	
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	6	6	0	
Stores Clerk 3	1	1	0	
Supervisor Office Management	0	1	1	2016 Current Year Action
Assistant Training Academy	1	1	0	
TOTAL	**45**	**43**	**(2)**	

Police Services Bureau Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Adm Asst	1	3	2	2016 Current Year Action
Clerical Asst 1	2	4	2	2016 Current Year Action
Clerical Asst 2	2	1	(1)	2016 Current Year Action
Clerical Asst 2 Nr	1	1	0	
Dep Sheriff 1	169	167	(2)	Transfer
Dep Sheriff 1 Bl Sp	0	2	2	Transfer
Dep Sheriff Lt	5	6	1	Transfer
Dep Sheriff Sgt	10	9	(1)	Transfer
Sheriffs Dept Captain	3	3	0	
Supervisor Office Management	0	1	1	2016 Current Year Action
Investigator Hr	3.4	3.4	0	
Parking Checker Hrly	1.3	1.3	0	
Full Time Total	193	197	4	
Part Time Total	4.7	4.7	0	
GRAND TOTAL	**197.7**	**201.7**	**4**	

Detention Service Bureau Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Adm Asst 4-Facil Mgmt	1	0	(1)	2016 Current Year Action
Adm Asst NR	4	0	(4)	2016 Current Year Action
Clerical Asst 1	1	1	0	
Clerical Asst 2	30	28	(2)	2016 Current Year Action
Clerical Spec Sheriff	3	2	(1)	2016 Current Year Action
Coor Transportation Sheriff	0	1	1	2016 Current Year Action
Corr Manager	4	4	0	
Corr Offcr 1 DOT	2	2	0	
Corr Offcr 1 Sheriff	258	259	1	Transfer
Corr Offcr Lt	15	15	0	
Dep Sheriff 1	96	96	0	
Dep Sheriff 1 Bl Sp	1	1	0	
Dep Sheriff Lt	1	1	0	
Dep Sheriff Sgt	4	4	0	
Facilities Wrkr Secur	31	31	0	
Fiscal Asst 1	5	6	1	Retitle
-RC-Fiscal Asst 1	1	0	(1)	Retitle
Sheriffs Dept Captain	2	2	0	
Stores Clerk 1 Sheriff	9	9	0	
Stores Clerk 2	1	1	0	
Supervisor Office Management	0	3	3	2016 Current Year Action
Supervisor Public Safety	0	1	1	2016 Current Year Action
Clerical Asst 2 Hrly	3.7	3.7	0	
Full Time Total	469	467	(2)	
Part Time Total	3.7	3.7	0	
GRAND TOTAL	**472.7**	**470.7**	**(2)**	

Total Sheriff Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Admin Full-Time Positions	45	43	(2)	
Police Services Full-Time Positions	193	197	4	
Detention Full-Time Positions	469	467	(2)	
Police Services Part-Time Positions	4.7	10.1	5.4	
Detention Part-Time Position	3.7	8	4.3	
Full Time Total	707	707	0	
Part Time Total	8.4	18.1	9.7	
GRAND TOTAL	**715.4**	**725.1**	**9.7**	

HOUSE OF CORRECTION (4300) BUDGET

DEPT: House of Correction

UNIT NO. 4300
FUND: General - 0001

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs**	$25,393,998	$25,112,508	$25,582,541	$25,298,574	($283,967)
Operation Costs	$25,179,189	$23,134,559	$25,243,410	$25,056,802	($186,608)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$395,175	$476,197	$342,147	$277,147	($65,000)
Interdept. Charges***	$3,262,949	$3,449,236	$4,133,731	$4,082,180	($51,551)
Total Expenditures**	**$54,231,311**	**$52,172,500**	**$55,301,829**	**$54,714,703**	**($587,126)**
Legacy Healthcare/Pension	*$9,886,547*	*$9,982,897*	*$8,041,595*	*$9,282,150*	*$1,240,555*
Revenues					
Direct Revenue	$4,043,550	$3,773,396	$3,799,278	$3,681,273	($118,005)
Intergov Revenue	$2,400,000	$2,581,465	$2,444,000	$2,200,000	($244,000)
Indirect Revenue	$0	$107,371	$0	$0	$0
Total Revenues	**$6,443,550**	**$6,462,232**	**$6,243,278**	**$5,881,273**	**($362,005)**
Tax Levy**	**$47,787,761**	**$45,710,268**	**$49,058,551**	**$48,833,430**	**($225,121)**
Personnel					
Full-Time Pos. (FTE)*	379.2	379.2	386.2	396.1	9.9
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$1,203,528	$2,616,886	$1,121,136	$1,836,276	$715,140

**The 2017 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2015 Budget, 2015 Actual, and 2016 Budget FTEs are restated to reflect this change. Program Area tables include these changes as well.*
***The 2017 Budget figures exclude Legacy Health and Pension benefits due to centralization of these costs in low-org 1951. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to include this change. Program area tables also reflect this change.*

Department Mission: The Milwaukee County House of Correction is dedicated to providing a safe and secure jail/correctional operation and environment for staff, the community and inmates while striving to ensure all persons remanded to custody are treated with dignity, respect and afforded the opportunity and encouragement to reach their full potential. The Milwaukee County House of Correction is a supportive resource providing services, labor and product aimed at reducing the cost of incarceration and having a positive budgetary effect on other County Departments as well as other public/government and non-for-profit entities.

Department Description: The functions of the House of Correction are defined in Chapters 302, 303, 304 and 973 of the Wisconsin Statutes. This institution: receives and maintains custody of all sentenced inmates in Milwaukee County, committed by authorized courts, for periods not exceeding one year per conviction and from other jurisdictions as authorized by County ordinance. The HOC provides programs of work release, community service, personal growth, education, work readiness and job training/certification. Additionally the HOC provides Alcohol & Other Drug Abuse (AODA) programs, as well as cognitive services, treatment, medical, dental, and other necessary services in conjunction with the Detention branch of the Sheriff's Department. The HOC 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 HOC also operates a program of home detention using electronic surveillance equipment and other systems of control. The HOC is also responsible for the management and administration of the Day Reporting Center (DRC) where sentenced inmates and those completing deferred prosecution agreements can obtain a GED, enhanced education skills, personal growth, job training and employment obtainment services as well as participate in AODA treatments/services.

The House of Correction (HOC) is comprised of the following program areas: Administration, House of Correction (e.g., inmate housing units or dorms), Inmate Medical and Mental Health, and Inmate Programming.

The Administration program area consists of Central Administration, Business Office, Inmate Accounts, and Maintenance. This area is responsible for the day-to-day functions of the department, finance, accounting, and budgeting.

The HOC includes dormitories, the dog handler unit (K9), and the power plant. The State of Wisconsin Department of Correction approved rated inmate capacity for the HOC is 1,684. Actual housing or bed capacity is 2,043 -- and consists of: 82 segregation beds/cells, 3 infirmary beds, 548 dormitory beds in the North building (ACC-North), 1,170 dormitory beds in the South building (ACC-South,; and 240 beds in the Franklin Lotter building.

Inmate Medical and Mental Health consists of the Medical Units and Psychiatric Services. Armor Correctional Services provides these services under a privatization agreement which is managed by the HOC and serves both the County Jail and the HOC.

The Inmate Programming area includes: Industries, Laundry, Graphics Shop, Huber/ES, and the Day Reporting Center. Inmate Programming provides basic vocational training and meaningful work experience for inmates in business and industrial operations. This area offsets expenses with revenues produced by providing useful products and services to public and not-for-profit agencies. The Day Reporting Center (DRC) is administered by the HOC in order to give the HOC an expanded role in inmate programming, as well as, to facilitate and manage effective participation in the DRC 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, search for programming partners and resource options within the Milwaukee community.

Major Changes in FY 2017:

• The HOC will be one of twenty correctional facilities in the nation to have and manage an American Job Center within the secure confines of the HOC. The HOC and Employ Milwaukee (formerly MAWIB) partnered to obtain a US Department of Labor grant. This effort provides incarcerated offenders with employability skills by providing said offenders American Job Center (AJC) workforce services prior to release from incarceration. This effort also links offenders to a continuum of employment, training, education, and support services offered through community-based AJCs post-release. For those HOC inmates eligible for work release/Huber privilege, the newly created AJC model will also build connections to local employers that will enable transitioning offenders to secure employment pre-release. Employ Milwaukee and the HOC will work together to develop a sustainability plan to help ensure services continue beyond the Department of Labor funding for the HOC AJC program. While this started in 2016, it will be a predominant initiative in 2017.

• Personnel changes - One FTE of Correction Manager is created to help oversee the Programming area. Currently, the HOC is combining the Programs Lieutenant and the Huber Lieutenant to try to cover 24x7 services. Thus, there is no relief factor nor direct management. With a Correction Manager's oversight, the HOC believes it can increase the number of inmates that are employed. The HOC will also be in a better position to develop and deliver effective Huber/EM/programming synergies. These synergies will work in tandem to produce pathways to education and employment to the majority of qualifying offenders.

• Revenues are decreased by an estimated $362,005. The reduction is partly due to new Federal Communications Commission (FCC) rules that reduced phone rates and corresponding commissions. Additionally, sanction revenues are variable and have declined significantly since the program was reinitiated between the HOC and Department of Correction (DOC) a few years ago.

- In the County Executive's 2017 Recommended Budget, administrative budgets for information technology and human resources alone increased by nearly $4.0 million. Because programmatic budgets for County elected officials are loaded with these types of annual administrative cost increases for which elected officials are given no input on or opportunity to reduce, and in order to maintain maximum flexibility for the County Executive to administer the day-to-day administrative affairs of the County, it is the policy of the County Board to no longer charge County elected officials for services rendered by administrative departments. These charges shall be abated in the elected officials' budgets and the corresponding tax levy held in the charging department to ensure maximum flexibility to the County Executive's administrative departments.

Strategic Program Area 1: Administration

Service Provision: **Administrative**

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

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Activity Data is not yet available for this Program Area.			

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$5,698,563	$5,039,449	$6,077,115	$6,197,497	$120,382
Revenues	$360,150	$2,731	$150	$420	$270
Tax Levy	$5,338,413	$5,036,718	$6,076,965	$6,197,077	$120,112
FTE Positions	27.2	27.2	40.2	39.9	(0.3)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures are not yet available for this Program Area.				

Strategic Implementation:
The Administrative Program Area 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 area also includes Inmate Accounting and Maintenance.

Expenditures increase in 2017 due to an increase in commodities.

DEPT: House of Correction

UNIT NO. 4300
FUND: General - 0001

Strategic Program Area 2: House of Correction

Service Provision: **Discretionary**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
K9 Responses to Non-Compliant Inmates	1177	590	1145
K9 Responses to Combative Inmates	166	125	150
K9 Escorts	631	620	600
K9 Crowd Control Responses	915	500	1000
K9 Presence Tours (formerly Building & Area Searches	1165	1200	1250
K9 Narcotics Searches	1307	1230	1350
K9 Public Demonstrations	121	115	150
K9 Responses with Correctional Emergency Response Team (CERT)	0	30	5
Average Daily Population	1406	1325	1409
Average Inmates Per Budgeted Correctional Officer	5.21	4.91	5.22

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$23,535,145	$23,341,651	$24,564,773	$24,055,260	($509,513)
Revenues	$4,088,400	$4,924,762	$4,499,600	$4,062,634	($436,966)
Tax Levy	$19,446,745	$18,416,889	$20,065,173	$19,992,626	($72,547)
FTE Positions	304.6	304.6	294.9	301	6.1

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Hours Giving Back	NA	337,032	264,704	357,557

Strategic Implementation:
This program area is responsible for running the day-to-day operation of the actual House of Correction facility, including, but not limited to dormitories and segregation cells, and the K9 unit. Revenues decrease due to a change in federal regulations which caps the maximum rate government units can charge for inmate phone calls. Expenditures decrease primarily due to abolishing one vacant position and transferring one position to Program Area 4 – HOC Inmate Programming.

DEPT: House of Correction

UNIT NO. 4300
FUND: General - 0001

Strategic Program Area 3: Inmate Medical & Mental Health

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Activity Data is not yet available for this Program Area.			

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$16,136,276	$15,322,311	$16,062,788	$16,037,543	($25,245)
Revenues	$33,000	$1,417	$34,028	$37,114	$3,086
Tax Levy	$16,103,276	$15,320,894	$16,028,760	$16,000,429	($28,331)
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures are not yet available for this Program Area.				

Strategic Implementation:
As mandated by State Statutes, the HOC is responsible for the medical and mental health of the inmates at both the HOC and the County Jail. In order for the County to fulfill the requirements of the May 2013 Christiansen Consent Decree, the court ordered the County to enter into a contract with Armor Correctional Health Services to provide inmate medical and mental health services. Until the decree is lifted, specific key personnel are required to adequately staff the health and mental health programs.

In 2017, services will continue to be provided via contract with Armor Correctional Services, resulting in 0 positions for this program area. Oversight is provided by HOC Administrative staff. As in 2016, this 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.

Strategic Program Area 4: HOC Inmate Programming

Service Provision: **Discretionary**

Strategic Outcome: **Self-Sufficiency**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Number of Inmates out on EMU (ES & GPS)	135	170	135
Number of Inmates Reporting to Day Reporting Center	208	160	250

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$8,861,327	$8,469,089	$8,597,153	$8,424,402	($172,751)
Revenues	$1,962,000	$1,533,323	$1,709,500	$1,781,105	$71,605
Tax Levy	$6,899,327	$6,935,766	$6,887,653	$6,643,297	($244,356)
FTE Positions	47.5	47.5	51.2	55.2	4

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Percentage of Employed Huber Inmates*	36%	36%	37%	38%
Percentage of Eligible Inmates Participating in at least one Programming Activity	NA	72%	100%	100%

**Measure was formerly tracked by total number of employed inmates and is now a percentage instead.*

Strategic Implementation:
This program area is responsible for providing basic vocational training and meaningful work experience in business and industrial operations for inmates. Staffing was transferred from other Program Areas and has not changed significantly. This program area also houses the Laundry and HOC Graphics shop. The laundry facility continues to charge both the Behavioral Health Division and the Department of Health and Human Services for laundry services provided to their facilities. However, the laundry facility will continue to not charge the Office of the Sheriff for its share of inmate laundry per County Board file number 12-987. Expenditures decrease primarily due to a more favorable contract for food service.

The following contract, which was awarded by RFP and the final one-year extension will expire on March 31, 2018, is included in the 2017 budget in lieu of separate review and approval from the County Board during the fiscal year.

Contracts		
Description	**Vendor**	**Amount***
SCRAMx and GPS ES Programs	Wisconsin Community Services	$577,000

**Amount is an estimate and variable depending on the number of inmates that are eligible and participating.*

House of Correction Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Adm Asst NR Non-Exempt	1	1	0	
Admin Spec - HOC	1	1	0	
Analyst Budget and Mgmt	1	1	0	
Assistant Superintendant	0	2	2	Retitle
Auto and Eq Mech	1	1	0	
Clerical Asst 1	2	2	0	
Clerical Asst 2	4	3	(1)	Abolish
Clerical Spec HOC	3	3	0	
Corr Manager	6	6	0	
Corr Offcr 1	241	243	2	Retitle
Corr Offcr 1 DOT	23	23	0	
Corr Offcr Lt	23	23	0	
Corr Offcr Lt - Prog Facl	1	1	0	
Corr Offcr Truck Driver	1	1	0	
Disribution Assistant	1	1	0	
Electrical Mech	1	1	0	
Exdir2-Asstsuptd Hoc	2	0	(2)	Retitle
Executive Assistant HOC	1	1	0	
Facilities Mtce Wrkr-Ho	7	7	0	
Fiscal Asst 1	1	1	0	
Fiscal Asst 2	3	3	0	
Fiscal Operations Mgr HOC	1	1	0	
Fiscal Spec	1	1	0	
Graphic Designer	1	1	0	
Graphic Services Coord	1	1	0	
Graphics Asst	1	1	0	
Graphics Supervisor	1	1	0	
Heating Equip Mech	1	1	0	
Laundry Cloth Prod Asst Sup	5	5	0	
Laundry Cloth Prod Sup	2	2	0	
Laundry Supv	1	1	0	
Maintenance Foreman	1	1	0	
Mechanical Mtce Supt HOC	1	1	0	
Plumber	1	1	0	
Power Plant Oper In Charge	1	1	0	

DEPT: House of Correction

UNIT NO. 4300
FUND: General - 0001

House of Correction Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Power Plant Operator	7	7	0	
Print Shop Tech HOC	1	1	0	
RC-Corr Offcr 1	5	3	(2)	Retitle
Stores Clerk 1	6	6	0	
Stores Clerk 3	1	1	0	
Superintendent HouseCorrection	1	1	0	
Supervisor Accounting	1	1	0	
Grand Total	**365**	**364**	**(1)**	

House of Correction Unfunded Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Facilities Mtce Wrkr-HOC	1	1	0	
Corr Offcr 1	10	10	0	
Corr Offcr Lt	3	5	2	Create
Grand Total	**14**	**16**	**2**	

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DISTRICT ATTORNEY (4500) BUDGET

DEPT: District Attorney

UNIT NO. 4500
FUND: General – 0001

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs**	$10,815,421	$10,264,459	$11,159,264	$11,179,028	$19,764
Operation Costs	$3,286,805	$3,179,145	$3,336,430	$3,359,607	$23,177
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$81,435	$19,352	$107,236	$59,018	($48,218)
Interdept. Charges+	($384,033)	($367,390)	($387,240)	($364,900)	$22,340
Total Expenditures**	**$13,799,628**	**$13,095,567**	**$14,215,690**	**$14,232,753**	**$17,063**
Legacy Healthcare/Pension	*$3,176,003*	*$3,220,314*	*$3,702,199*	*$3,860,188*	*$157,989*
Revenues					
Direct Revenue	$61,600	$73,982	$61,800	$79,158	$17,358
Intergov Revenue	$6,083,100	$6,228,563	$5,950,173	$5,731,228	($218,945)
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$6,144,700**	**$6,302,545**	**$6,011,973**	**$5,810,386**	**($201,587)**
Tax Levy**	**$7,654,928**	**$6,793,022**	**$8,203,717**	**$8,422,367**	**$218,650**
Personnel					
Full-Time Pos. (FTE)*	151.6	151.6	156.8	156.8	0
Seas/Hourly/Pool Pos.	8.5	8.5	8.5	8.5	0
Overtime $	$160,272	$153,254	$180,048	$225,960	$45,912

** The 2017 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2015 Budget, 2015 Actual, and 2016 Budget FTEs are restated to reflect this change. Program Area tables include these changes as well.*
*** The 2017 Budget figures exclude Legacy Health and Pension benefits due to centralization of these costs in low-org 1951. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to include this change. Program area tables also reflect this change. The 2017 Budget removed active fringe benefit charges from departments that were primarily funded through the tax levy and centralized the charges in low-org 1951 Fringe Benefits. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to reflect that change.*
**** The 2017 Budget figures exclude most interdepartmental charges for elected departments. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to include this change.*

Department Mission: The mission of the Milwaukee County District Attorney's office is to promote public peace and safety by just and vigorous prosecution; to seek and do impartial justice by ensuring that the guilty are punished and the innocent go free; to protect the health and welfare of children who are victims of child abuse and neglect; and to safeguard the rule of law and promote citizens' participation in law enforcement by treating all persons who come in contact with the criminal justice system with fairness, dignity, and respect.

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, JusticePoint 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 to 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.

2017 Major Changes

The District Attorney's 2017 Budget adds the following 4 FTE positions, a Fiscal Manager, an Administrative Assistant, a Witness Protection Call Analyst, and a Victims of Crime Witness Advocate. The Victims of Crime Witness Advocate was added in 2016 per file 16-64. These positions are necessary to provide adequate resources for financial management of the office and to protect witnesses from potential harassment and intimidation.

An allocation of $3,196,212 is provided within the Appropriation for Contingencies to allow policymakers to consider departmental requests to create positions that were originally proposed in the 2017 Recommended Budget. Department Directors may submit a request to the County Board of Supervisors in 2017 for the new position(s) and whether funding from the Appropriation for Contingencies is required.

In the County Executive's 2017 Recommended Budget, administrative budgets for information technology and human resources alone increased by nearly $4.0 million. Because programmatic budgets for County elected officials are loaded with these types of annual administrative cost increases for which elected officials are given no input on or opportunity to reduce, and in order to maintain maximum flexibility for the County Executive to administer the day-to-day administrative affairs of the County, it is the policy of the County Board to no longer charge County elected officials for services rendered by administrative departments. These charges shall be abated in the elected officials' budgets and the corresponding tax levy held in the charging department to ensure maximum flexibility to the County Executive's administrative departments.

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, and Federal officials, law enforcement agencies and community groups; serving as office liaison to the legislature and initiation and review of proposals for criminal and juvenile law legislation; supervision of the homicide and public integrity units; the extradition of defendants from other states on felony charges; and proceedings related to the extradition of uncooperative witnesses on felony cases to or from Milwaukee County.

DA and Chief Deputy DA Program Personnel	
District Attorney	1
Chief Deputy District Attorney	1
County Staff	5
Assistant District Attorneys	10.25

MILWAUKEE COUNTY DISTRICT ATTORNEY'S OFFICE CASELOAD STATISTICS -- FILINGS				
Workload Statistics	**2013**	**2014**	**2015**	**2014/15 Change**
Felony	5,695	5,550	5,514	(36)
Misdemeanor	5,510	5,179	4,489	(690)
Criminal Traffic	2,724	2,577	2,490	(87)
Children in Need of Protective Services (CHIPS)	1,343	1,266	1,132	(134)
Juvenile Delinquency	1,476	1,343	1,253	(90)
TPR (Termination of Parental Rights)	346	266	359	93

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 Attorneys	2
County Staff	7
Assistant District Attorneys	34

***Administrative and Investigations Divisions*:** The investigation division, which is headed by the chief investigator, supervises district attorney investigators, who investigate witness intimidation, 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 division is divided into a witness protection unit and a special investigations unit that are each supervised directly by a deputy chief investigator. The **Maurice V. Pulley Jr. Witness Protection Program** seeks to ensure 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 witness protection unit includes a call analysis section which monitors and analyzes inmate telecommunications to detect intimidation and develop evidence for law enforcement investigation. The witness protection 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 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 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	27

Investigator Division Personnel	
Chief Investigator	1
County Staff	21.5

Violent Crimes and Sensitive Crimes Divisions: The violent crimes and sensitive crimes divisions staff the specialized criminal courts for homicide, sexual assault, felony drug, and firearms cases, and presents evidence, argues motions, negotiates cases, and conducts jury and court trials for all felony violations in the specialized

Milwaukee County felony courts. The division, which consists of the homicide, sensitive crimes, sensitive crimes victim witness services, violent crimes – drug, and violent crimes – firearms units. It 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.

Administrative Division Personnel	
Deputy District Attorney	2
County Staff	26.5
Assistant District Attorneys	41

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

Juvenile Division Personnel	
Deputy District Attorney	1
County Staff	25
Assistant District Attorneys	26.25

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	3

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	42.5

State Prosecutors and the County Payroll and Benefit System: The district attorney's budget includes 4 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 4 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 8 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 decrease by $61,487. The costs of these positions are offset with federal and state grant revenue. The state fronts the money for the salaries and fringe benefits of these grant-funded prosecutors 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				
Charges from the State	**2017 ADA FTE**	**2016 Budget**	**2017 Budget**	**2016/17 Variance**
Byrne JAG DOJ MMDEG Task Force	4.0	$269,053	$253,910	$(15,143)
Byrne JAG Local Milwaukee County	5.0	$190,752	$190,150	$(602)
Child Support Prosecutor	1.0	$91,522	$83,750	$(7,772)
State DCF CHIPS TPR Contract	8.5	$745,850	$743,875	$(1,975)
State Violence Against Women Act (VAWA RRP)	1.0	$80,000	$98,980	$18,980
High Intensity Drug Trafficking Area (HIDTA)	6.0	$513,200	$507,200	$(6,000)
DOJ Project Safe Neighborhoods (PSN)	0.0	$91,250	$0	$(91,250)
DOJ Early Intervention General Crimes	1.0	$80,000	$33,325	$(46,675)
DOJ Sexual Assault Kit Initiative (SAKI)	1.0	$0	$93,950	$93,950
Federal VAWA Domestic Violence	2.0	$171,000	$166,000	$(5,000)
TOTAL	29.5	$2,232,627	$2,171,140	$(61,487)

Revenue from state grants for 2017 is comprised of the five programs detailed in the following table:

STATE GRANTS			
State Revenue Programs	**Budget**	**Budget**	**Variance**
Victim/Witness Program	$1,430,000	$1,410,000	$(20,000)
Victim of Crimes Act (VOCA)	$255,316	$317,000	$61,684
Special Prosecution Courts' Clerks	$285,000	$270,000	$(15,000)

State DCF CHIPS-TPR Contract	$1,258,266	$1,279,605	$21,339
STOP VAWA Regional Resource Prosecutor	$80,000	$100,980	$20,980
TOTAL	$3,308,582	$3,377,585	$69,003

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 recommended 2017 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 approximately 55 percent in calendar year 2015. For 2017, we are estimating a reimbursement rate of approximately 50 percent of programs costs, this is 3% less than in 2016.

Victims Of Crime Act (VOCA) funding from the Wisconsin Department of Justice, Office of Crime Victim Services (OCVS), will provide funding for 6.0 FTE positions next year: two victim/witness advocates assigned to the crisis response unit, three assistant sensitive crimes victim advocates in the sensitive crimes victim services unit, and one victim/witness for domestic violence cases assigned to the Sojourner Family Justice Center. OCVS provides 80 percent reimbursement for these positions and operating expenses through VOCA.

The Special Prosecution Courts' Clerks statutory grant provides funding for the salaries and fringe benefits of 6 FTE secretaries: 4 secretarial assistants and 2 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). Collections from the $3.50 fee have declined significantly, presumably because of the general decline in civil filings. Collections were $255,293 in state fiscal year 2015 and $265,825 in state fiscal year 2016.

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 STOP VAWA Regional Resource Prosecutor project from the Wisconsin Department of Justice (DOJ) provides funding for a Milwaukee County assistant district attorney that prosecutes domestic violence cases in Milwaukee County and also provides training and support to 13 other Wisconsin counties to promote effective and efficient prosecution of domestic violence cases.

Revenue from federal grants for 2017 is comprised of the six programs detailed in the following table:

Federal Grants			
	2016 Budget	**2017 Budget**	**2016/2017 Variance**
HIDTA	$ 583,050	$ 577,150	$ (5,900)
DOJ Bryne JAG MMDEG Task Force	$ 543,365	$ 543,365	$ 0
Bryne JAG Local Milwaukee County	$ 190,752	$ 190,150	$ (602)
DOJ Project Safe Neighborhoods (PSN)	$ 91,250	$ 0	$ (91,250)
DOJ Early Intervention General Crimes	$ 80,000	$ 33,325	$ (46,675)
DOJ Sexual Assault Kit Initiative (SAKI)	$ 0	$ 93,950	$ 93,950
Federal VAWA Domestic Violence	$ 290,650	$ 283,000	$ (7,650)
TOTAL	$ 1,779,067	$ 1,720,940	$ (58,127)

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.

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: three community prosecutors for three Milwaukee police districts and the cities of South Milwaukee and West Allis; a juvenile firearms prosecutor; and one prosecutor in the domestic violence unit. Current funding of $282,273 from the 2015 Byrne JAG Local grant will run out in mid-July 2016. DAS is recommending continuing funding for another year of $352,125 for these positions from the 2016 Byrne JAG Local grant, and the estimated 2017 portion of that funding, approximately $190,150, is included in our requested 2017 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 $289,455 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. This is a Byrne JAG Recovery Act program for which funding ends on approximately June 1, 2017.

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 $117,000 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 provided funding for an assistant district attorney that investigated and prosecuted shootings and gun crimes in two Milwaukee police districts. Funding ended on March 26, 2016.

The DOJ Sexual Assault Kit Initiative (SAKI) grant is a new project, authorized by the Wisconsin Legislature effective June 26, 2016, that funds an assistant district attorney to support sexual assault investigations and prosecutions resulting from evidence found in sexual assault kits that has not been submitted to the Wisconsin Crime Laboratory for analysis.

CHARGES TO OTHER COUNTY AGENCIES				
Department	**2017 CROSSCHARGES Program**	**2016 Budget**	**2017 Budget**	**2016/17 Change**
Child Support Services	Criminal Child Support Prosecutions	$ 387,240	$ 364,900	$ (22,340)
TOTAL		$ 387,240	$ 364,900	$ (22,340)

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 cross charges 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. The state charges the district attorney quarterly 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.

Violent Crimes Initiative

The 2015 budget request included two investigators to work on a Violent Crimes Task Force initiative. This initiative continues in 2017 and this section updates their accomplishments.

Investigators and prosecutors identified a need for on-going investigation management, as well as follow-up investigative steps that are critical in incidents involving non-fatal shootings, robberies and sexual assaults. Working in conjunction with prosecuting attorneys, these investigators have worked to identify evidentiary gaps in criminal cases and have worked with our law enforcement partners to gather sufficient evidence to bring charges against known violent offenders, with an emphasis on repeat offenders. Since the creation of the Violent Crimes Task Force, the investigators have continued to coordinate with other law enforcement agencies within Milwaukee County to provide a platform for sharing information, and in identifying, apprehending, and prosecuting the offenders committing crimes. While this is not an all-inclusive list, investigators are actively engaged in a number of different groups and committees to include the Homicide Review Commission; the Non-Fatal Shooting Review Committee; the Heroin Task Force; the Concordia Neighborhood Initiative, the Frontline Initiative, the Repeat Violent Offender and High Value Target Targeting of known offenders, and multiple Safe Street Initiatives with the Milwaukee Police Department; the ATF Violent Crime Task Force, the FBI Task Force, the Human Trafficking Task Force and the Violent Crime Integration Group with MPD, FBI, and the USAO; Project Safe Neighborhood based on the Philadelphia Concept with the USAO, ATF, DEA, FBI, USMS, and MPD; regular briefings at the Intelligence Fusion Center for knowledge and awareness on crime trends and terrorist threats; and attempts to restore the success of the Ceasefire Program for state firearm cases and federal gun referrals.

Through June 15, 2016, the Special Investigations Unit (of which the Violent Crime investigators are a part) has commenced over 100 criminal investigations. These investigations vary in their nature and include homicides, violent crimes, property crimes, financial crimes, sexual assaults, drug investigations, witness intimidation, police and government misconduct as well as providing assistance to local prosecutors and law enforcement agencies throughout Milwaukee County.

The Special Investigations Unit (SIU) participation in the FBI Violent Crimes task force has seen particular success in the investigation and apprehension of a crew of armed robbers who were committing "take over style" robberies at local pharmacies. The work of SIU investigators led directly to the federal indictment of four individuals and clearance of thirteen pharmacy robberies. These crimes are not only aggravated because of the violent nature of the offenses, but also because the robbers stole narcotics to be resold on the streets of Milwaukee County.

SIU investigators have assisted in battling the heroin epidemic by investigating overdose deaths in an effort to bring "Len Bias" reckless homicide charges against local drug dealers. SIU investigators have worked closely with law enforcement partners at the Milwaukee area HIDTA.

SIU investigators continue to work as a unifying agency bringing smaller departments together to solve common crime problems. SIU investigators have focused on on-going burglary rings, "smash and grab" retail thefts, and car-jackings. SIU investigators have served as the organizers of multi-jurisdiction search warrants and arrest take downs.

The SIU computer forensic investigator provides extraordinary support to multiple local jurisdictions which need to obtain electronic evidence. The computer investigator has performed extensive electronic searches on over 90 cellular phones using forensic hardware and software provided by Milwaukee County.

The SIU criminal intelligence analyst has participated in over 57 discrete investigations varying from homicides, drug offenses, financial crimes, and violent offenses.

DEPT: District Attorney UNIT NO. 4500
FUND: General - 0001

2017 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 24 consecutive years of budget surplus and fiscal discipline, which is unprecedented among county criminal justice agencies.

2017 Budget Highlights

In the County Executive's 2017 Recommended Budget, administrative budgets for information technology and human resources alone increased by nearly $4.0 million. Because programmatic budgets for County elected officials are loaded with these types of annual administrative cost increases for which elected officials are given no input on or opportunity to reduce, and in order to maintain maximum flexibility for the County Executive to administer the day-to-day administrative affairs of the County, it is the policy of the County Board to no longer charge County elected officials for services rendered by administrative departments. These charges shall be abated in the elected officials' budgets and the corresponding tax levy held in the charging department to ensure maximum flexibility to the County Executive's administrative departments.

An allocation of $3,196,212 is provided within the Appropriation for Contingencies to allow policymakers to consider departmental requests to create positions that were originally proposed in the 2017 Recommended Budget. Department Directors may submit a request to the County Board of Supervisors in 2017 for the new position(s) and whether funding from the Appropriation for Contingencies is required.

Strategic Program Area 1: Investigations & Criminal Prosecutions

Service Provision: Mandated

Strategic Outcome: Personal Safety Service

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
This Service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2016/2017 Var**
Expenditures	$13,799,628	$13,095,567	$14,215,690	$14,232,753	$17,063
Revenues	$6,144,700	$6,302,545	$6,011,973	$5,810,386	($201,587)
Tax Levy	$7,654,928	$6,793,022	$8,203,717	$8,422,367	$218,650
FTE Positions	160.1	160.1	165.3	165.3	0

How Well We Do It: Performance Measures				
Performance Measure	**2014 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Service				

Strategic Implementation:
The Office of the District Attorney is responsible for targeting, investigating, successfully prosecuting and incarcerating shooters, other illegal gun offenders, and other violent criminals through the coordinated efforts of the community prosecution, general crimes, and violent crimes units. The 2017 budget continues to prioritize the reduction of crime by coordinating efforts of the community prosecution, general crimes, and violent crimes units by assigning each general crimes and violent crimes teams to one or more Milwaukee Police Districts and adjoining suburbs to promote accountability and facilitate investigation and prosecution of criminal gangs and violent offenders. The District Attorney's Office is committed to maintaining previous service levels in both quantity and quality.

DEPT: District Attorney

UNIT NO. 4500
FUND: General - 0001

District Attorney Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Accountant 3 – EX	1	1	0	
Accountant 4-NR U	1	1	0	
Adm Asst 2- DA Ex	1	1	0	
Adm Intern (Hr)	3.8	3.8	0	
Analyst Intelligence	1	1	0	
Analyst Witness Protection	1	1	0	
Asst Sen Crimes Vit Adv	5	5	0	
Chief Investigator	1	1	0	
Clerical Asst 1	30	30	0	
Clerical Asst 2	3	3	0	
Deputy Chief Investigator	2	2	0	
Deputy Dist Attorney	2	2	0	
Fiscal Asst 2	1	1	0	
Investigator District Attorney	16	16	0	
Legal Secretary	1	1	0	
Mgmt Asst – DA	2	2	0	
Network Manager	1	1	0	
Network Tech Spec DA	2	2	0	
Office Supp Asst 1	3	3	0	
Office Supp Asst 2	3	3	0	
Paralegal – Exempt	22	22	0	
Process Server (Hr)	4.7	4.7	0	
RC Adm Ast 2 DA and Child Court	1	1	0	
Secretarial Asst	18	18	0	
Secretary Nr	2	2	0	
Senior Asst DA	2	2	0	
Senior Exec Asst DA	1	1	0	
Sensitive Crimes Vic Ad	1	1	0	
Supervisor Victim Witness Svcs	3	3	0	
Vict Wit Advocate Bl Sp U	1	1	0	
Vict Wit Advocate U	25	26	1	2016 Current Year Action
Vict Wit Prog Coord	1	1	0	
Full Time Total	**155**	**156**	**1**	
Part Time Total	**8.5**	**8.5**	**0**	
Grand Total	**162.5**	**163.5**	**1**	

Office of Emergency Management (4800) Budget

DEPT: OFFICE OF EMERGENCY MANAGEMENT

UNIT NO. 4800
FUND: General – 0001

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs**	$4,487,023	$4,336,803	$4,704,518	$4,767,077	$62,559
Operation Costs	$3,491,045	$3,270,483	$4,060,755	$3,833,509	($227,246)
Debt & Depreciation	$330,285	$0	$0	$0	$0
Capital Outlay	$91,500	$0	$8,500	$1,000	($7,500)
Interdept. Charges	$1,417,371	$1,509,729	$1,291,527	$1,337,687	$46,160
Total Expenditures**	**$9,817,224**	**$9,117,016**	**10,065,300**	**$9,939,274**	**($126,026)**
Legacy Healthcare/Pension	*$1,216,332*	*$1,291,242*	*$1,158,409*	*$1,465,869*	*$307,460*
Revenues					
Direct Revenue	$344,943	$414,601	$465,909	$664,862	$198,953
Intergov Revenue	$592,311	$413,902	$592,311	$577,876	($14,435)
Indirect Revenue***	$1,202,324	$1,200,381	$1,545,615	$1,014,245	($531,370)
Total Revenues	**$2,139,578**	**$2,028,884**	**$2,603,835**	**$2,256,983**	**($346,852)**
Tax Levy**	**$7,677,646**	**$7,088,132**	**$7,461,465**	**$7,682,291**	**($220,826)**
Personnel					
Full-Time Pos. (FTE)*	59	47	57.5	61	3.5
Seas/Hourly/Pool Pos.	7.6	7.6	7.6	5	(2.6)
Overtime $	$177,684	$233,716	$175,152	$159,072	($16,080)

** The 2017 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2015 Budget, 2015 Actual, and 2016 Budget FTEs are restated to reflect this change. Program Area tables include these changes as well.*
*** The 2017 Budget figures exclude Legacy Health and Pension benefits due to centralization of these costs in low-org 1951. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to include this change. Program area tables also reflect this change.*
**** The 2015 Budget, 2015 Actual, and 2016 Budget indirect revenue figures are restated in Program area 4 due to the legacy expenditure restatement.*
***** The 2015 Budget, 2015 Actual, and 2016 Budget indirect revenue figures are restated in Program area 4 due to the 2017 policy of abating crosscharges in elected officials' budgets and holding the corresponding tax levy in the charging department.*

Department Mission: The Office of Emergency Management (OEM) is in the business of urban resiliency, the protection of lives and property through exacting communications to decision-makers and through the total coordination of resources, on-location and on-time, not only during a crisis, but daily. OEM strives for a 'whole community' approach, meaning collaborative preparedness activities among public and private entities that is data-driven, thereby creating greater cooperation for the bounce-back of civic society from the shocks of our increasingly complex culture.

Department Description: The Office of Emergency Management (OEM) includes five program areas: the Director's Office, Emergency Management, Emergency Medical Services, 911 Communications, and Radio Services. These program areas coordinate emergency services in the traditional sense of natural or manmade disasters, but of a greater and more sustained impact to our society, OEM synchronizes the four public safety services, which allows for the fusion of data, assets, monies and staff in order to sustain healthy and productive localities within our County.

Major Changes in FY 2017: In 2017 OEM will coordinate with the Milwaukee County Zoo to provide paramedic services to Zoo patrons, alleviating a private contract, while bringing superior service. OEM Radio Services continues to execute Intergovernmental Agreements among 17 municipalities, collecting service fees for the Public Safety Radio System on a contractual schedule, and paving the way for cost-sharing of countywide services. In 2017 OEM will begin to utilize funds previously included in the operating budget to support EMS operations in municipalities to implement new technologies to improve interjurisdictional cooperation and support and deliver faster response times to residents. Capital Project WO30301 will allow each participating agency to see which mutual aid equipment is available, and potentially allow it to dispatch and track that piece of equipment as if it were their own. Not only would the mutual aid agency see its apparatus being dispatched by the other agency, but it also would see the incident and all of the units assigned to it. The goal of the project is to have enhanced cooperation among agencies, increased data sharing, and faster response times for citizens. This initiative was presented to the Intergovernmental Cooperation Council at their September meeting and is under consideration.

In the County Executive's 2017 Recommended Budget, administrative budgets for information technology and human resources alone increased by nearly $4.0 million. Because programmatic budgets for County elected officials are loaded with these types of annual administrative cost increases for which elected officials are given no input on or opportunity to reduce, and in order to maintain maximum flexibility for the County Executive to administer the day-to-day administrative affairs of the County, it is the policy of the County Board to no longer charge County elected officials for services rendered by administrative departments. These charges shall be abated in the elected officials' budgets and the corresponding tax levy held in the charging department to ensure maximum flexibility to the County Executive's administrative departments.

Strategic Program Area 1: OEM Director's Office

Service Provision: **Mandated**

Strategic Outcome: **Public Safety**

What We Do: Activity				
Item	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
911 Dispatcher Positions Filled	N/A	90%	TBD	97%
EMS Communicator Positions Filled	N/A	85%	TBD	95%
Intergovernmental Agreements for OASIS Radio	N/A	89%	TBD	95%
MOUs for Naloxone Administration by local Police Departments	N/A	21%	TBD	90%
EMS Contracts for Paramedic Service	N/A	62%	TBD	77%
County Departmental Continuity Plans	N/A	80%	TBD	100%

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Variance**
Expenditures	$0	$0	$379,741	$700,427	$320,686
Revenues	$0	$0	$0	$0	$0
Tax Levy	$0	$0	$379,741	$700,427	$320,686
FTE Positions	0	1	1.5	2	0.5

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures for the OEM Director's Office will be created in 2017. These measures will indicate high-performing public safety services by demonstrating progress towards municipal collaboration and integration, as well as, minimal shortfalls in vital communications centers.				

Strategic Implementation:

OEM fulfills the Wisconsin State Statue 323 obligation of coordinating emergency management plans, directing and coordinating activities during training and exercises, while also serving as the emergency management director during a county declaration of a state of emergency. Additionally, OEM meets the obligations of Chapter 256 of Wisconsin State Statutes and Wisconsin Administrative Code DHS 110 for emergency medical services throughout the County. OEM simultaneously provides public safety communications, meeting state and federal interoperability

standards and serves as the County's 911 Public Safety Answering Point (PSAP) for Milwaukee County public safety entities.

OEM is a leader amongst municipal first responder agencies to include law enforcement, fire and EMS, coalescing shared interests to bring data-driven improvements into the public safety environment. Significant efforts are put forth towards data integration and sharing in order to accurately analyze local trends to find gaps in responder services. This includes developing partnerships with academic institutions in order to implement and maintain bona fide quality assurance and improvement processes, including modern curriculums across OEM and with our municipal partners. In 2017, the OEM Director's Office has 2.0 FTE.

DEPT: OFFICE OF EMERGENCY MANAGEMENT

UNIT NO. 4800
FUND: General – 0001

Strategic Program Area 2: Emergency Management

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity				
Item	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
MC Exercises	N/A	2	TBD	2
Municipal Exercises	N/A	4	TBD	4
Private Partner Exercises	N/A	5	TBD	5
Inter-governmental Exercises	N/A	5	TBD	5
MC Plans Updated	N/A	41	TBD	30
Municipal Plans Updated	N/A	7	TBD	5
Private Partner Plans Assistance	N/A	71	TBD	50
New Grant Initiatives	N/A	2	TBD	2

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Variance**
Expenditures	$770,382	$763,147	$795,563	$646,200	($149,363)
Revenues	$592,311	$343,678	$592,311	$577,876	($14,435)
Tax Levy	$178,071	$419,469	$203,252	$68,324	($134,928)
FTE Positions	6.8	4	6	5	(1)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures for the OEM EM Division will be created in 2017 to be commensurate with plans, training and grant initiatives.				

Strategic Implementation:
This program area is responsible for the emergency management framework within Milwaukee County. Tools provided by this program area allow our communities to readily adapt to man-made and natural shocks, and collaborate across government and private entities. This Division meets the statutory obligations of Wis. Chapter 323 for emergency management duties and powers during a declared disaster, as well as, preparatory mandates related to coordination with each municipality within the County. In 2017, Emergency Management has 5 FTE positions. The reduction of 1 FTE is due to a current year action.

Strategic Program Area 3: 911 Communications

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity				
Item	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
911 CPR Calls Received	N/A	169	TBD	200
Calls Needing CPR	N/A	63	TBD	N/A
Calls Received CPR	N/A	23	TBD	N/A
Victims Survived to ED	N/A	12	TBD	N/A
Victims Survived Discharge	N/A	4	TBD	N/A
Admin Calls	N/A	78,927	TBD	79,000
911 Calls	N/A	89,350	TBD	89,000
Abandoned Calls	N/A	16,366	TBD	16,000
Outgoing Calls	N/A	88,843	TBD	89,000
TOTAL CALL VOLUME	N/A	**273,486**	TBD	**273,000**
TOTAL Open Records Requests Fulfilled	N/A	**125**	**TBD**	**125**

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Variance**
Expenditures	$3,146,250	$2,535,327	$2,444,914	$3,002,264	$557,350
Revenues	$0	$90,224	$0	$20,000	$20,000
Tax Levy	$3,146,250	$2,445,103	$2,444,914	$2,982,264	$537,350
FTE Positions	29.4	22	26	38	12

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures based on new detailed Quality Assurance metrics which will be implemented in 2017. The data is being collected in 2016.				

Strategic Implementation:
This Program Area is responsible for the prompt response and delivery of emergency services to 9-1-1 callers, serving as the Public Safety Answering Point (PSAP) for Milwaukee County. The county's 911 Communications Center dispatches Sheriff Deputies, Parks Rangers, District Attorney, law enforcement officers, and the Highway Department. Additionally, the center is responsible for dispatch of officers on extradition, civil process, and warrants.

The 911 Communications Center was consolidated in June of 2016 with the EMS Communications Center formerly located at the Froedtert Emergency Department or trauma center. The consolidated location is in the County Safety Building.

The new OEM Communications Center – 911 and EMS – is now under this strategic program area leveraging the talent of both communicators and dispatchers to cross-train. The Center will begin the development of a bona fide training curriculum and career path for operators that assist first responders in the field.

In 2017, this program area has 38 FTE positions. The increase represents the consolidation of the 911 and EMS divisions.

Strategic Program Area 4: Radio Services

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity				
Item	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Call Volume of Radio Push-to-Talks per Municipal Subscriber				
Bayside	N/A	1,081,331	TBD	1,081,000
Cudahy	N/A	462,068	TBD	462,000
Franklin	N/A	736,633	TBD	737,000
Greendale	N/A	421,898	TBD	422,000
Hales Corners	N/A	422,987	TBD	423,000
Northshore Fire Dept	N/A	161,224	TBD	161,000
Oak Creek	N/A	879,704	TBD	880,000
South Milwaukee	N/A	377,985	TBD	378,000
St. Francis	N/A	303,475	TBD	303,000
Wauwatosa	N/A	855,556	TBD	856,000
West Allis	N/A	1,663,281	TBD	1,663,000
West Milwaukee	N/A	267,533	TBD	268,000
MADACC	N/A	70,234	TBD	70,000
HIDTA	N/A	68,076	TBD	68,000
VA Police	N/A	1,721	TBD	1,700
Mayfair Mall	N/A	984,909	TBD	985,000
TOTAL MUNICPAL CALL VOLUME	**N/A**	**8,917,239**	**TBD**	**8,900,000**
Call Volume on Radio Push-to-Talks per Milwaukee Co. Dept.				
MCSO (Sheriff)	N/A	2,929,492	TBD	2,930,000
MCTS (Transit)	N/A	1,165,548	TBD	1,165,000
HOC (House of Corr.)	N/A	1,079,646	TBD	1,080,000
OEM	N/A	677,315	TBD	677,300
GMIA (Airport)	N/A	379,412	TBD	379,000
Children's Court	N/A	255,049	TBD	255,000
Facilities Maintenance	N/A	204,974	TBD	205,000
BHD (Behavioral HD)	N/A	204,013	TBD	204,000
Southridge	N/A	141,859	TBD	142,000
Highway	N/A	122,957	TBD	123,000

DEPT: OFFICE OF EMERGENCY MANAGEMENT UNIT NO. 4800
FUND: General – 0001

What We Do: Activity				
Item	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
District Attorney	N/A	43,957	TBD	44,000
GMIA Fire Dept	N/A	23,280	TBD	23,300
Greenfield Police Back-up	N/A	11,809	TBD	11,800
128th ARW	N/A	3,501	TBD	3,500
FireBell	N/A	1,348	TBD	1,300
Parks	N/A	133	TBD	100
ARES	N/A	11	TBD	11
TOTAL MC CALL VOLUME	**N/A**	**7,054,338**	**TBD**	**7,054,000**

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Variance**
Expenditures	$872,838	$892,394	$1,666,581	$1,701,100	$34,519
Revenues	$1,202,324	$1,214,061	$1,666,581	$1,239,857	($426,724)
Tax Levy	($329,486)	($321,667)	$0	$461,243	$461,243
FTE Positions	1	1	3	3	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures for the OEM Radio Services Division will be created in 2017. These metrics will measure system "up" time and push-to-talk call completion success rate.				

Strategic Implementation:
This Program Area is responsible for providing uninterrupted access to mission critical radio communications for municipal, county, state and federal partners. The public safety radio system is the backbone of all emergency responses within Milwaukee County with subscribers in law enforcement, fire service, EMS, transportation, public works, hospitals, and private shopping malls.

All operating costs continue to be charged to users, including County departments and outside agencies. In 2017, 3 FTE are provided for the County's Radio Services strategic area.

Strategic Program Area 5: Emergency Medical Services

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity				
Item	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
New Paramedics Trained	N/A	42	TBD	40
Advanced EMTs Trained	N/A	11	TBD	10
MC Parks Aquatics Trained	N/A	125	TBD	125
Paramedics Received Continuing Education	N/A	479	TBD	480
Paramedics Received Refresher Training	N/A	60	TBD	60
Advanced EMTs Received Refresher Training	N/A	17	TBD	15
EMT-Basics Received Refresher Training	N/A	126	TBD	125
TOTAL EMS PROVIDERS TRAINED	N/A	**860**	TBD	**860**

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Variance**
Expenditures	$5,027,754	$4,926,148	$4,778,501	$3,889,283	($889,218)
Revenues	$344,943	$380,921	344,943	$419,250	$7
Tax Levy	$4,682,811	$4,545,227	$4,433,558	$3,470,033	($963,525)
FTE Positions	29.4	26.6	29.0	18.0	(11)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
American Heart Association (AHA) Award	N/A	Mission Lifeline Gold Standard	TBD	Mission Lifeline Gold Standard
Additional Performance Measures for the OEM EMS Division will be created in 2017 commensurate with Municipal Performance Measures, national benchmarks and graduation rates.				

Strategic Implementation:
This Program Area is responsible for the continuity of Emergency Medical Services (EMS) policies, benchmarks, and quality assurance. This area is a data repository of nearly 500 local EMS providers, or paramedics. A contract with the Medical College of Wisconsin (MCW) provides 24/7 medical control and direction for the countywide EMS system.

The county EMS system has focused on the implementation of assisting 911 callers with bystander CPR for victims suffering from cardiac arrest. EMS has trained and implemented this initiative countywide through a Healthier Wisconsin Partnership Program grant with the MCW and is preparing to sustain it after grant closure. EMS has additionally partnered with municipalities in the administration of naloxone for opioid victims through training and agreements with local police departments. The services of EMS has expanded from the BMO Harris Bradley Center to the Milwaukee County Zoo, leveraging the expertise of staff paramedics at large special events. In 2017, 18 FTE are provided for the Emergency Medical Service strategic area. The reduction represents hourly requirement changes as well as 2016 actions.

DEPT: OFFICE OF EMERGENCY MANAGEMENT UNIT NO. 4800
FUND: General – 0001

OEM Director's Office Budgeted Positions				
Position Title	**2016 Adopted**	**2017 Adopted**	**Variance**	**Explanation**
Academic Manager	0	1	1	2016 Current Year Action
Asst Dir Emerg Mgmnt	1	1	0	
Clerical Asst 2	1	0	(1)	2016 Current Year Action
Coordinator Radio Services	1	1	0	
Director EMS	0	1	1	2016 Current Year Action
Director of the Office Emergency Management	1	1	0	
Director Radio Services	1	1	0	
Dispatcher	21	21	0	
Emer Govrmnt Coord SARA	1	1	0	
EMS Communicator	6	7	1	Reclass from 4843; Reclass to 4801
EMS Instructor	4	3	(1)	2016 Current Year Action
EMS Program Coord	1	1	0	
EMS Program Director	1	1	0	
Lead Dispatcher	3	3	0	
Lead EMS Communicator	2	1	(1)	Reclass from 4843; Reclass to 4801
Manager Communications 911	1	1	0	
Mapping System Specialist	0	1	1	Create
Med Rec Adm 2	1	1	0	
Med Rec Tech 2	2	2	0	
Municp Emerg Serv Coord	3	3	0	
Paramedic and Train paramed	0.5	0.5	0	
Qual Assur Coord - EMS	1	1	0	
Qual Assur Spec EMS	2	2	0	
Secretarial Asst	0.5	0.5	0	
Senior Assistant Executive	1	1	0	
Specialist Radio System	1	1	0	
Supervisor Civilian Com Center	1	1	0	
EMS Communicator Hourly	2.06	0.75	(1.31)	
EMS Instructor-Hourly	0.56	0.6	0.04	
EMS Supv Hr	0	0.63	0.63	
Paramed Train & Paramed (HR)	5.35	3	(2.25)	Hourly requirement changed
Paramed Train and Paramed	0.1	0	(0.1)	Hourly requirement changed
Full Time Total	**58**	**59**	**1**	
Part Time Total	**7.97**	**4.98**	**(2.99)**	
Grand Total	**65.97**	**63.98**	**(1.99)**	

MEDICAL EXAMINER (4900) BUDGET

DEPT: Medical Examiner

UNIT NO. 4900
FUND: General - 0001

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs**	$2,366,500	$2,259,200	$2,604,715	$2,595,449	($9,266)
Operation Costs	$764,310	$695,687	$580,718	$625,150	$44,432
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$60,700	$112,083	$51,000	$0	($51,000)
Interdept. Charges	$527,290	$565,550	$778,019	$713,211	($64,808)
Total Expenditures**	**$3,718,800**	**$3,632,520**	**$4,014,452**	**$3,933,810**	**($80,642)**
Legacy Healthcare/Pension	*$742,958*	*$771,152*	*$901,188*	*$956,853*	*$55,665*
Revenues					
Direct Revenue	$2,158,325	$2,088,301	$2,454,467	$2,532,000	$77,533
Intergov Revenue	$7,500	$7,928	$7,500	$7,500	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$2,165,825**	**$2,096,229**	**$2,461,967**	**$2,539,500**	**$77,533**
Tax Levy**	**$1,552,975**	**$1,536,291**	**$1,552,485**	**$1,394,310**	**($158,175)**
Personnel					
Full-Time Pos. (FTE)*	27.5	27.5	31.2	29.9	(1.3)
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$73,188	$50,506	$57,780	$74,592	$16,812

** The 2017 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2015 Budget, 2015 Actual, and 2016 Budget FTEs are restated to reflect this change. Program Area tables include these changes as well.*
*** The 2017 Budget figures exclude Legacy Health and Pension benefits due to centralization of these costs in low-org 1951. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to include this change. Program area tables also reflect this change.*

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; provide a timely, accurate, and legally defensible determination of the cause and manner of death; enhance public health and safety through reducing the incidence of preventable deaths; foster public awareness and support the advancement of professional, medical, and legal education; and 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 death. The Medical Examiner also provides services in the areas of public health and safety, including: detecting tuberculosis, hepatitis, meningitis and other infectious diseases. The Medical Examiner takes the proper precautions against the spread of disease by coordinating with other public health and safety organizations and entities to reduce the incidence of preventable deaths, 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 forensic science. The Medical Examiner also issues death certificates for deaths

investigated by this Office and conducts cremation investigations for all Milwaukee County deaths in which cremation is selected as a means of disposition.

Major Changes in FY2017: The 2017 Medical Examiner's budget includes 0.5 FTE addition. The addition of a one half of a Lead Forensic Investigator FTE is for supervision on second and third shift.

The Milwaukee County Medical Examiner's annual Forensic Science Seminar will be shifted from the fall of 2017 to early spring 2018. This change reflects a decrease in revenue of approximately $30,000 with a corresponding decrease in expenditure of $15,000.

The 2017 revenue increases slightly, primarily due to an increase in fees charged to referral counties. The average fee charged increased $105 per autopsy (7.5 percent).

Additionally, Per Wisconsin State Statute 59.365 enacted in June 2015 the following applies to fees charged by a Medical Examiner:

(1) From July 14, 2015, to April 17, 2017, the board may not charge a funeral home, cemetery, or crematorium an amount that exceeds the amount that was in effect on April 17, 2015, for any of the following fees:

- **(a)** Fees for services rendered by a coroner.
- **(b)** Fees assessed for the signing of a death certificate by a coroner or medical examiner.
- **(c)** Fees assessed related to transportation services.

(2) If on or after April 18, 2017, the board increases the amount of any of the fees specified in sub. (1) (a) to (c), any such increase may not exceed the annual percentage change in the U.S. consumer price index for all urban consumers, U.S. city average, as determined by the U.S. Department of Labor, for the 12 months ending on December 31 of the year before the increase.

In an effort to reduce the number of crosscharges, the 2017 Budget removes fringe benefit charges from departments that are primarily financed through the tax levy. The fringe benefit tax levy for these departments will remain in Org. Unit-1950-Fringe Benefits. It is the policy of Milwaukee County to reduce the number of crosscharges to: 1) simplify the budgeting process, 2) still retain outside revenues wherever possible, and 3) provide accurate information on the cost to provide programs and services.

Strategic Program Area 1: Medical Examiner

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Autopsies	1,326	1,200	1,250
Referral Autopsies	367	361	425
Death Certificates	1,703	1,800	1,800
Cremations Permits	4,364	4,500	4,600
Deaths Investigated	6,266	6,000	6,100

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$3,718,800	$3,632,520	$4,014,452	$3,933,810	(80,642)
Revenues	$2,165,825	$2,096,229	$2,461,967	$2,539,500	$77,533
Tax Levy	$1,552,975	$1,536,291	$1,552,485	$1,394,310	($158,175)
FTE Positions	27.5	27.5	31.2	29.9	(1.3)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Pass Rate for Forensics Board	100%	100%	100%	100%
Accreditation by the National Association of Medical Examiners	pass	pass	pass	pass
Accreditation by the Accreditation Council for Graduate Medical Education	pass	pass	pass	pass

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 that ensure full and effective cooperation with law enforcement, District Attorney, and other interested parties, while maintaining impartial participation in the criminal justice process.

The Medical Examiner's 2017 budget adds 0.5 FTE Lead Forensic Investigator for supervision on second and third shifts.

Medical Examiner Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**2017/2016 Variance**	**Explanation**
Forensic Asst-Med Examr	4	4	0	
Forensic Chemist	3	3	0	
Investigator Forensic	11	11	0	
Lead Forensic Investigator	1.5	2	0.5	2017 Budget Create
Manager Toxicology	1	1	0	
Med Rec Coord (ME)	1	1	0	
Medexdir-Asstmedexam	3	3	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	
Supervisor Forensic	1	1	0	
Grand Total	**29.5**	**30**	**0.5**	

Transportation Function

Agency Budget Narratives

- Airport
- Highway Maintenance
- Fleet Management
- Transit/Paratransit System
- DOT Director's Office

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DOT-AIRPORT (5040) BUDGET

DEPT: DOT-Airport

UNIT NO. 5040
FUND: Enterprise – 0076

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs	$26,802,307	$24,255,127	$27,963,906	$28,222,713	$258,807
Operation Costs	$27,289,255	$25,182,186	$26,519,126	$25,418,739	($1,100,387)
Debt & Depreciation	$23,767,309	$23,887,360	$25,819,512	$25,529,975	($289,537)
Capital Outlay	$536,000	$907,234	$486,000	$430,000	($56,000)
Interdept. Charges	$11,136,952	$10,636,162	$11,501,111	$10,914,919	($586,192)
Total Expenditures	**$89,531,823**	**$84,868,069**	**$92,289,655**	**$90,516,346**	**($1,773,309)**
Legacy Healthcare/Pension	*$5,949,551*	*$6,035,106*	*$6,793,680*	*$6,973,294*	*$179,614*
Revenues					
Direct Revenue	$89,025,973	$84,193,596	$91,682,950	$89,905,601	($1,777,349)
Intergov Revenue	$145,000	$182,520	$195,000	$195,000	$0
Indirect Revenue	$360,850	$491,953	$411,705	$415,745	$4,040
Total Revenues	**$89,531,823**	**$84,868,069**	**$92,289,655**	**$90,516,346**	**($1,773,309)**
Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Personnel					
Full-Time Pos. (FTE) *	277.3	277.3	277.5	278.5	1.0
Seas/Hourly/Pool Pos.	5.7	5.7	5.7	5.7	0
Overtime $	$932,544	$1,055,222	$922,392	$952,068	$29,676

NOTE: Actual revenues have been restated to remove the year-end entries made by the Comptroller's Office for the annual CAFR.
**The 2017 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2015 Budget, 2015 Actual, and 2016 Budget FTEs are restated to reflect this change. Program Area tables include these changes as well.*

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, 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.

Strategic Program Area 1: General Mitchell International Airport

Service Provision: **Discretionary**

Strategic Outcome: **Economic Opportunity**

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Enplanements	3,277,356	3,469,000	3,375,677
Total Passengers	6,549,353	6,938,000	6,745,834
Landed Weight (total) 000 lb. unit	4,429,448	4,691,703	4,862,331

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$87,643,078	$83,446,234	$90,366,851	$88,811,661	($1,555,190)
Revenues	$88,424,775	$83,713,301	$91,028,779	$89,240,027	($1,788,752)
Tax Levy	($781,697)	($267,067)	($661,928)	($428,366)	$233,562
FTE Positions	279.4	279.4	279.5	280.6	1.1

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	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Airport Cost Per Enplanement	$27.08	$25.89	$26.52	$26.40
Customer Satisfaction Survey	4.02	3.98	4.00	4.22
Non-Airline Revenue as a % of Airport Revenue	61.9%	64.5%	61.9%	63.5%

SECTION PROGRAM DESCRIPTION:

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

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

Parking Operations records the various expenses of operating the parking structure, debt service and associated interest expense on the parking structure. This group also oversees all GMIA ground transportation activities including taxi, shuttle, limousine, transportation network companies (TNCs) and off-airport operators providing services to and from GMIA. This section collects and accounts for parking revenue fees.

Maintenance is responsible for the Airport's structures and grounds. This includes custodial, HVAC, electrical services, 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 oversee 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. This section ensures ground transportation operators are properly licensed and compliant with the standards set forth in Milwaukee County General Ordinances.

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

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

Airport Information Technology is responsible for maintaining the complex airport network, voice communications, fire protection system, stand-alone security system, and the security surveillance network on a 24/7 basis.

Strategic Implementation:

Mergers and consolidations within the airline industry have resulted in fewer airline carriers in the overall commercial air service marketplace. These fewer carriers are flying fuller aircrafts, but with a decreased number of flights. While the results have been profitable for the air carriers, airports have been experiencing relatively flat air service and revenues. GMIA's goal is to be a cost effective airport that will attract additional air service from existing and new airlines. GMIA seeks to attract additional international air service by developing a first class international arrival facility, to develop an industry-leading concession program, and to expand Timmerman's role as Milwaukee County's General Aviation Airport. The Airport will move United Airlines and Air Canada from the E concourse in anticipation of closing the E concourse for potential future re-development to an international arrivals facility. The overall budget reduction from 2016 to 2017 reflects the airport cost-reduction efforts.

Revenue enhancements:
Parking revenue is up by $681,698 from $29,118,302 to $29,800,000. Parking rates charged to the public increased by up to $1 per day. Additional parking revenue is needed to support major capital repairs and improvements including the parking garage and surface lots, and the installation of security surveillance equipment.

Lower rates to airlines are a result of the decrease from $20,244,376 to $17,058,548 for landing fees charged to signatory airlines. The Airport projects signatory airline terminal rent will decrease from $7,759,255 to $7,153,400.

The Airport is recommending a change to Rental Car Customer Facility Charge (CFC) ordinance 4.32(3)(c) from $1 per contract to $0.50 per-day based on discussions with rental car companies. Additional net revenue is estimated at $734,312. The ordinance change will allow CFCs to fund maintenance, operation, and construction of the rental car facility.

The Airport is recommending a change to ordinance 4.33(3) to change the off-airport parking privilege fee from $38.51 per space to 6% of gross revenue. This revenue allows support for construction, maintenance, and operation of airport roadways, safety and security staff expenses, and ground transportation management staff, salt and lighting. For budgeting purposes, the Airport has projected revenue at $200,000. The Airport will base future budgets on 6% of the actual gross revenue.

Expense Management Initiatives:
Expense management controls initiated by the Airport will continue in 2017 with special emphasis on review of travel, seminars, and memberships.

The Airport is creating a new budgetary organizational unit for Airport Information Technology. Currently the Airport divides IT staff and related expenses between the Administration and Airside Operations sections. To more clearly identify and manage IT expenses, the Airport will established a new unit.

The Airport is requesting three additional staff positions—a Network Tech Specialist 2 Airport, a Landside Operations Coordinator, and a Service Technician in Airport Fleet Services. To offset two of the requested staff additions, the Airport proposes elimination of two vacant positions—an Assistant Airport Noise Program Manager and Manager Marketing Airport. To offset the net staff increase, the Airport reduced commodities and services expenses where possible.

The Airport will continue to coordinate with Milwaukee County Fleet Management for the purchase or lease-to-own of Airport-specific vehicles and/or equipment. The Airport will also continue to coordinate with Milwaukee County Highways for street and curb repairs. These partnerships have proven effective in managing costs.

Cross-charges from other Milwaukee County departments for services provided to the Airport decrease $586,192 to $10,914,919. The presentation of Legacy Healthcare and Pension expenses causes the majority of the decrease in cross-charges. In order to establish the most effective and efficient level of service to the Airport, the Milwaukee County Sheriff provides service levels in accordance with a Memorandum of Understanding (MOU) reached between the Sheriff's Office and the Airport.

Passenger Facility Charge (PFC) Amendment Authorization
In 2017, the Airport is authorized to continue the PFC Amendment process with the FAA to continue PFC collections at the current $4.50 rate.

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			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
This Service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$1,338,809	$1,064,828	$1,369,244	$1,234,911	($134,333)
Revenues	$856,545	$901,922	$1,010,494	$1,035,000	$24,506
Tax Levy	$482,264	$162,906	$358,750	$199,911	($158,839)
FTE Positions	0.96	0.96	0.96	0.96	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 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 for that purpose. Overall reduction in airline subsidy for this service area is from $358,750 to $199,911. The expected decrease in operating costs is $134,333. With increased occupancy rates, this strategic area expects rental revenue to increase over the next several years. In 2017, rental revenue increases from $1,010,494 to $1,035,000.
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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			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
This Service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$549,936	$357,007	$553,560	$469,774	($83,786)
Revenues	$250,503	$252,846	$250,382	$241,319	($9,063)
Tax Levy	$299,433	$104,161	$303,178	$228,455	($74,723)
FTE Positions	2.6	2.6	2.8	2.7	(0.1)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Aircraft operations	30,500	26,957	30,500	30,500

Strategic Implementation: The Lawrence J. Timmerman (LJT) Airport is located on the northwest side of Milwaukee and is the general aviation reliever airport in Milwaukee County's airport system. The terms of the airline lease agreements govern revenues and expenditures associated with the operation of LJT. Expenses at LJT have been reduced while revenues have been flat, resulting in a subsidy of $228,455 from airlines serving GMIA.

DEPT: DOT-Airport

UNIT NO. 5040
FUND: Enterprise – 0076

DOT-Airport Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Accountant 2	2	2	0	
Accountant 3	3	3	0	
Accountant 4-NR	2	2	0	
Accounting 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 Maint Manager	1	1	0	
Airport Marketing & PR Coord	1	1	0	
Airport Mktg & Pub Rel Mgr	1	1	0	
Airport Mtce Asst Supt	2	2	0	
Airport Mtce Wkr	61	61	0	
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	6	1	Create
Airport Oper Coord 2	11	11	0	
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 Security Operator	2	2	0	
Asst Airport Noise Prog Mgr	1	0	(1)	Abolish
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	6.5	(0.1)	
Asst Facilities Supv	3	3	0	
Auto And Eq Parts Tech	1	1	0	
Auto And Eq Serv Supv	1	1	0	
Auto And Eq Serv Tech	8	9	1	Create
Auto And Eq Serv Tech I-C	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	
Contract Payment Spec	1	1	0	

DEPT: DOT-Airport

UNIT NO. 5040
FUND: Enterprise – 0076

DOT-Airport Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Electrical Mech	1	1	0	
Electrical Mech Dot	8	8	0	
Electrical Mech Supv	2	2	0	
Electronic Mechanic	1	1	0	
Exec Director Airport	1	1	0	
Director Bus Comm Dev	1	1	0	
Director Finance and Admin	1	1	0	
Director Maintenance Operation	1	1	0	
Director Marketing Commun	1	1	0	
Executive Assistant Airport	1	1	0	
Facilities Supv	1	1	0	
Firefighter Equip Oper	26	25.9	(0.1)	18 at 1.44 FTE = 25.92 FTE
Fiscal Asst 2	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 Environmental	1	1	0	
Manager GIS	1	1	0	
Manager Information Technology	1	1	0	
Manager Marketing Airport	1	0	(1)	Abolish
Mgmt Asst - TPW	1	1	0	
Network Tech Spec 2 Airport	0	1	1	Create
Network Tech Spec IV Airport	3	3	0	
Noise Program Manager	1	1	0	
Operating and Mtce Supv	1	1	0	
Plumber	2	2	0	
Secretarial Asst	1	1	0	
Secretarial Asst Nr	1	1	0	
Secretary Nr	1	1	0	
Senior Exec Asst DPW NR	1	1	0	
Steamfitter Temp Contrl	2	2	0	
Stores Clerk 1	1	1	0	
Airport Ground Wrkr Sea	1.4	1.4	0	
Airport Intern	3.4	3.4	0	
Airport Worker - Seasonal	0.3	0.3	0	
Student Intern	0.6	0.6	0	
Full Time Total	**268.6**	**269.4**	**0.8**	
Part Time Total	**5.7**	**5.7**	**0**	
Grand Total	**274.3**	**275.1**	**0.8**	

DOT-HIGHWAY MAINTENANCE (5100) BUDGET

DEPT: DOT-Highway Maintenance

UNIT NO. 5100
FUND: General - 0001

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs	$12,473,603	$11,783,242	$13,195,793	$13,361,962	$166,169
Operation Costs	$2,533,137	$2,380,737	$2,334,479	$2,446,344	$111,865
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$110,400	$18,116	$32,000	$36,076	$4,076
Interdept. Charges	$7,055,689	$6,733,205	$7,342,807	$7,130,661	($212,147)
Total Expenditures	**$22,172,829**	**$20,915,300**	**$22,905,079**	**$22,975,042**	**$69,963**
Legacy Healthcare/Pension	*$2,725,058*	*$2,774,373*	*$3,219,597*	*$3,263,090*	*$43,493*
Revenues					
Direct Revenue	$216,300	$309,769	$242,700	$246,650	$3,950
Intergov Revenue	$18,996,445	$18,505,530	$19,575,106	$19,623,833	$48,727
Indirect Revenue	$1,697,289	$1,320,616	$1,879,671	$1,944,299	$64,628
Total Revenues	**$20,910,034**	**$20,135,915**	**$21,697,477**	**$21,814,782**	**$117,305**
Tax Levy	**$1,262,795**	**$779,385**	**$1,207,602**	**$1,160,260**	**($47,342)**
Personnel					
Full-Time Pos. (FTE)*	127.4	127.4	138	133.46	(4.54)
Seas/Hourly/Pool Pos.	0.5	0.5	1.5	1.5	0
Overtime $	$425,016	$414,362	$526,320	$415,332	($110,988)

**The 2017 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2015 Budget, 2015 Actual, and 2016 Budget FTEs are restated to reflect this change. Program Area tables include these changes as well.*

Department Mission: The Highway Division will strive to provide the highest level of service and maintenance on expressways, as well as, State and County trunk highways within Milwaukee County giving motorists access to safe, functional roadways at the lowest possible cost. The Highway Division provides 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.

Total revenue increases by $117,305 from the prior year to $21,814,782. Comprised primarily of an increase of $48,727 in State revenues. Overall expenditures are $69,963 higher in 2017 when compared to the 2016 adopted budget. Costs for employee personal services increase by $166,169 from $13,195,793 to $13,361,962. In 2017, the Park/Highway position classification is merged into the Highway Maintenance Worker II classification. Parks will retain the former Park/Highway employees year round. Expenditures include a $43,493 combined increase in employee and legacy health care and pension costs.

DEPT: DOT-Highway Maintenance

UNIT NO. 5100
FUND: General - 0001

Strategic Program Area 1: Highway Maintenance

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
This Service Does Not Have Activity Data			

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$20,123,435	$19,238,895	$20,752,223	$20,693,108	($59,115)
Revenues	$19,144,723	$18,663,113	$19,736,806	$19,789,483	$52,677
Tax Levy	$978,712	$575,782	$1,015,417	$903,625	($111,792)
FTE Positions	117	117	123	122.89	0

How Well We Do It: Performance Measures			
Performance Measure	**2015 Budget**	**2016 Budget**	**2017 Budget**
Cost per Lane Mile of Maintaining County Trunk Highways	$8,086	$8,372	$8,135
Cost per Lane Mile of Maintaining State Trunk Highways	$8,967	$9,388	$9,392

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.

Interdepartmental Charges from other County departments providing services to Highway Maintenance decrease by a net of $226,151.

The section includes 123 FTE to provide these services.

Strategic Program Area 2: Transportation Services

Service Provision: **Administrative**

Strategic Outcome: **Personal Safety**

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
This Service Does Not Have Activity Data			

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$2,049,394	$1,676,404	$2,152,856	$2,281,934	$129,078
Revenues	$1,765,311	$1,472,801	$1,960,671	$2,025,299	$64,628
Tax Levy	$284,083	$203,603	$192,185	$256,635	$64,450
FTE Positions	11	11	12	12.07	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Program Area				

Strategic Implementation:

The Transportation Services 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 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 the projects, 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 12 FTE to perform this service.

Overall net expenditures increase by $129,078 primarily due to an $80,000 increase in Professional Services – Recurring Operations account needed for bridge inspection contract.

DEPT: DOT-Highway Maintenance

UNIT NO. 5100
FUND: General - 0001

DOT-Highway Maintenance Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Asst Highway Maint Manager	1	1	0	
Asst Hiway Mtce Supv	4	4	0	
Cement Mason	3	3	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	1	1	0	
Engineer	3	3	0	
Engnrng Technician	1	1	0	
Fiscal Analyst	1	1	0	
Fiscal Asst 2	1	1	0	
Highway Maint Manager	1	1	0	
Highway Mtce Supv	5	5	0	
Highway Mtce Wkr 1-3	86.7	92.5	5.8	Reclass from Parks/Highway Maint Worker
Manager Financial	1	1	0	
Managing Eng Constr	1	1	0	
Managing Eng Traf Des & Const	1	1	0	
Parks/Highway Maint Worker	5.8	0	(5.8)	Reclass to Highway Mtce Wkr
Res Cont Mgr Highway	1	1	0	
Secretarial Asst Nr	1	1	0	
Sr Analyst Financial Capital	1	1	0	
Student Intern	1	1	0	
Transpor Design & Cons Eng Mgr	1	1	0	
Transpor & Hiway Maint Supv	1	1	0	
Part Time Total	**1.5**	**1.5**	**0**	
Full Time Total	**127.5**	**127.5**	**0**	
Grand Total	**129**	**129**	**0**	

DOT-FLEET MANAGEMENT (5300) BUDGET

DEPT: DOT-Fleet Management

UNIT NO. 5300
FUND: General - 0030

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs	$3,181,416	$3,063,211	$3,268,737	$3,333,418	$64,681
Operation Costs	$2,172,312	$2,084,439	$2,057,157	$2,029,389	($27,768)
Debt & Depreciation	$3,985,000	$4,000,000	$3,720,000	$3,691,836	($28,164)
Capital Outlay	$227,499	$198,679	$273,145	$115,798	($157,347)
Interdept. Charges	$1,582,862	$1,713,041	$1,715,549	$1,643,663	($71,886)
Total Expenditures	**$11,149,089**	**$11,059,370**	**$11,034,588**	**$10,814,103**	**($220,485)**
Legacy Healthcare/Pension	*$733,314*	*$751,206*	*$839,276*	*$864,192*	*$24,916*
Revenues					
Direct Revenue	$115,200	$132,116	$12,100	$15,100	$3,000
Intergov Revenue	$15,500	$17,924	$15,500	$16,000	$500
Indirect Revenue	$11,872,964	$11,708,461	$11,854,556	$10,263,525	($1,591,031)
Total Revenues	**$12,003,664**	**$11,858,501**	**$11,882,156**	**$10,294,625**	**($1,587,531)**
Tax Levy	**($854,575)**	**($799,131)**	**($847,568)**	**$519,478**	**1,367,046**
Personnel					
Full-Time Pos. (FTE)*	34	34	34	33.7	(0.3)
Seas/Hourly/Pool Pos.	0.5	0.5	0.5	0.5	0
Overtime $	$69,624	$21,485	$47,228	$24,324	($22,904)

**The 2017 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2015 Budget, 2015 Actual, and 2016 Budget FTEs are restated to reflect this change. Program Area tables include these changes as well.*

Department Mission: Fleet Management is committed to providing a comprehensive fleet management program, including structured purchasing and preventive maintenance, 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 division provides three main functions: Equipment Repairs, Inventory Management, and Equipment Coordination.

Equipment Repairs maintains and manages approximately 1,877 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 repair parts inventory for all Milwaukee County vehicles. Inventory Management also manages and operates four conveniently located fueling sites, which supply 780,000 gallons or more 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. Fleet Management hosts and coordinates a semi-annual Public Auction of used equipment for Milwaukee County and other municipalities in the area.

Strategic Program Area 1: County Fleet Maintenance

Service Provision: **Administrative, Discretionary**

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

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Target**	**2017 Target**
Number of Preventable Accidents (Department Driven)	176	65	100
Monthly on Time Preventable Maintenance Completion	51%	65%	65%
Monthly Fleet Mechanic Performance	97%	96%	97%

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$11,149,089	$11,059,370	$11,034,588	$10,814,103	($220,485)
Revenues	$12,003,664	$11,858,501	$11,882,156	$10,294,625	($1,587,531)
Tax Levy	($854,575)	($799,131)	($847,568)	$519,478	1,367,046
FTE Positions	34.5	34.5	34.5	34.2	(0.3)

How Well We Do It: Performance Measures			
Performance Measure	**2015 Actual**	**2016 Target**	**2017 Target**
Vehicles Underutilized[1]	193	190	180
Vehicles Exceeding Replacement Criteria	147	135	128

Strategic Implementation:
This service is provided with 34.2 FTE. Overall expenditures decrease slightly as increases in costs for existing personnel are offset with decreases in costs for debt service. Outside service repair costs of $300,000 and cost for repair parts of $1,292,732 are $52,818 lower than the prior budgeted level. Debt service on vehicles decreases by $28,164 from $3,720,000 to $3,691,836. This amount reflects the debt repayment for equipment previously purchased. Fleet Management auction revenue will be utilized towards purchasing new vehicles under the purchasing program.

Milwaukee County Fleet Management was awarded as a “100 Best Fleets” in the Americas for 2016 by the 100 Best Fleets of North America.

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

The Department of Transportation and Fleet Management document and regularly provide accident damage summaries to individual departments. The policy continues in 2017 wherein these departments are being charged separately for all accident damage costs and will be responsible for covering those expenses within their own operating budgets. Departments will receive a credit if Fleet is able to recover damages from at fault 3rd party drivers.

2016 VEHICLE ROLLING STOCK ON & OFF ROAD ALLOTMENT PER DEPARTMENT	
DEPARTMENT	TOTAL
Behavioral Health Division (BHD)	10
District Attorney (DA)	17
Emergency Management	2
Environmental & Energy	1
Information management Services Division (IMSD)	3
DAS-Facilities **	60
House of Correction (HOC)	49
MCDOT – Directors Office	2
MCDOT – Fleet Management ***	21
MCDOT - Highway	144
MCDOT – Transportation Services	3
Medical Examiner	3
Office for Persons with Disabilities	1
Parks *	561
Sheriff	125
Zoo	26
TOTAL	1,028

* These numbers include all mowing equipment

** Includes vehicles for the Architectural & Engineering division

*** Fleet Management also maintains motor pool vehicles

DEPT: DOT-Fleet Management

UNIT NO. 5300
FUND: General - 0030

DOT-Fleet Maintenance Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Analyst Financial	1	1	0	
Assistant Fleet	1	1	0	
Auto And Eq Parts Tech	3	3	0	
Auto And Eq Serv Tech Asst	2	2	0	
Exdir2-Dir Fleet	1	1	0	
Facilities MtcWkr Fleet	1	1	0	
Ironworker DPW	2	2	0	
Ironworker Seasonal	0.5	0.5	0	
Lead Mechanic	4	4	0	
Manager Fleet	1	1	0	
Manager Parts	1	1	0	
Mechanic	15	15	0	
Supervisor Fleet	2	2	0	
Full Time Total	**34**	**34**	**0**	
Part Time Total	**0.5**	**0.5**	**0**	
Grand Total	**34.5**	**34.5**	**0**	

DOT-TRANSIT (5600) BUDGET

DEPT: DOT-Transit

UNIT NO. 5600
FUND: Enterprise - 0083

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs	$0	$0	$0	$0	$0
Operation Costs	$160,182,288	$145,011,202	$157,676,195	$153,857,157	($3,819,038)
Debt & Depreciation	$2,437,503	$2,211,563	$2,391,532	$3,187,051	$795,519
Capital Outlay	$320,000	$337,002	$185,000	$150,000	($35,000)
Interdept. Charges	$2,434,954	$2,224,498	$2,847,642	$3,307,915	$460,273
Total Expenditures	**$165,374,745**	**$149,784,266**	**$163,100,369**	**$160,502,123**	**($2,598,246)**
Revenues					
Direct Revenue	$49,534,651	$43,045,780	$45,803,159	$52,311,588	$6,508,429
Intergov Revenue	$95,821,935	$87,850,512	$94,830,580	$94,220,023	($610,557)
Indirect Revenue	$0	$0	$0	$9,000	$9,000
Total Revenues	**$145,356,586**	**$130,896,292**	**$140,633,739**	**$146,540,611**	**$5,906,872**
Tax Levy	**$20,018,159**	**$18,887,973**	**$22,466,630**	**$13,961,512**	**($8,505,118)**
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 employees of Milwaukee Transport Services (MTS), Inc., a quasi-governmental instrumentality of Milwaukee County and therefore not reflected.

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 of MCTS 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 the Architecture & Engineering Division (A&E) of the Department of Administration Services (DAS) with capital improvement recommendations for MCTS facilities.

Milwaukee Transport Services, Inc. (MTS), as a quasi-governmental instrumentality of Milwaukee County, manages and operates the Milwaukee County Transit System, including paratransit services. MTS uses transit facilities and equipment owned and provided by Milwaukee County.

Strategic Program Area 1: Paratransit

Strategic Outcome: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Van Trips per Hour	1.93	1.93	1.93
Van Ridership	421,924	444,189	424,033
Agency Ridership	20,954	24,100	21,000
Taxi Ridership	80,528	82,915	82,944
Total Ridership	523,406	551,204	527,977

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$17,073,810	$15,675,884	$16,272,746	$16,274,032	$1,286
Revenues	$15,964,264	$14,682,089	$14,834,608	$14,719,655	($114,953)
Tax Levy	$1,109,546	$993,795	$1,438,138	$1,554,377	$116,239
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures			
Performance Measure	**2015 Actual**	**2016 Budget**	**2017 Budget**
Purchased Cost per Ride			
Van	$27.82	$27.11	$28.21
Agency	$9.89	$10.21	$10.40
Taxi	$12.59	$12.25	$12.25
Total Cost per Ride	$29.95	$29.52	$30.79

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.

Mobility management and travel training activities have helped paratransit eligible passengers overcome barriers to using fixed route transit services, which reduces demand for paratransit services. 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 paratransit eligible persons with disabilities through the New Freedom Initiative. Paratransit will also continue to maintain Milwaukee County border-to-border service.

The paratransit cash fare remains $3.50 per one-way trip and the trip subsidy paid by Managed Care Organizations (MCO's) will remain $16.55 ($20.05 including the $3.50 per one-way trip fare). Ridership is projected to decline about 4 percent overall. Increases in purchased cost per ride of about 4 percent are consistent with purchased transportation services contracts for van, agency and taxicab rides. Expenditures and revenues remain flat. A small increase in expenditures is offset by increases in fixed route revenue.

Strategic Program Area 2: Fixed Route

Strategic Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Buses in Fleet	412	412	405
Buses Operated in Peak Hour	343	354	337
Annual Bus Miles	18,437,783	18,490,524	18,483,529
Annual Miles per Bus	44,752	44,880	45,638
Annual Bus Hours	1,396,012	1,425,615	1,398,929
Total Passengers	34,473,760	36,460,000	33,065,000
Passenger Revenue	$34,892,296	$37,551,647	$33,289,363
Revenue per Passenger	$1.01	$1.03	$1.01

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$148,300,935	$134,108,381	$146,827,623	$144,228,091	($2,599,532)
Revenues	$129,392,322	$116,214,204	$125,799,131	$131,820,956	$6,021,825
Tax Levy	$18,908,613	$17,894,177	$21,028,492	$12,407,135	($8,621,357)
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures			
Performance Measure	**2015 Actual**	**2016 Budget**	**2017 Budget**
Farebox Recovery Ratio	27.30%	26.93%	24.47%
Passengers per Bus Hour	24.7	25.6	23.6
MTS Cost per Bus Hour	$91.56	$97.83	$97.25
MTS Cost per Mile	$6.93	$7.54	$7.36
MTS Cost per Passenger	$3.71	$3.83	$4.11

Strategic Implementation:
Metro Express routes (Gold and Purple) will continue to be partly funded with Congestion Mitigation and Air Quality (CMAQ) revenues. There is currently only one year of CMAQ funding available to cover two years of operations costs. CMAQ funding in 2017 decreases $1.7 million from $5.7 million to $4.0 million. Reducing CMAQ revenue leaves an estimated reserve funding of $2.4 million for 2018 with the goal of continuing these routes. Milwaukee County has been awarded additional CMAQ funds of $4.8 million to cover 2019 and 2020.

Routes 6 and 61 continue to be fully funded with Zoo Interchange litigation funds.

Fixed-route services will change minimally from the current year. A reduction in bus hours of 1.9 percent reflects changes in Downtown Milwaukee resulting from the sale of the Downtown Transit Center, as well as removal of select school specific bus services in instances where the underlying fixed route transit buses have available capacity.

Expenditures decrease by approximately $2.6 million. Increases in wage and benefit costs are primarily offset by favorable fuel pricing. Fuel is budgeted at $1.58 per gallon compared to $2.70 per gallon in 2016 due to the use of fuel price hedging through futures contracts. Expenditures for fuel decrease $5.2 million from $11.7 million to $6.5 million. Future year increases in the cost for fuel could significantly impact future budgets.

Fare increases are proposed for premium fares used to pay for Freeway Flyers and several forms of adult fare passes to counter negative annual passenger revenue trends. See amended fare table on pg. 7.

As of April 2015, GO Pass provided unlimited free rides for all Milwaukee County residents over 65 or with a disability (as defined by the FTA). To provide for the ongoing stability of the GO Pass program, two changes will be implemented. First, GO Pass applicants will have to meet federally established definitions of low-income. Second, a modest fee per ride will be assessed to GO Pass recipients.

The following summarizes the 2017 changes for GO Pass eligibility.

GO Pass recipients must be a Milwaukee County resident and meet one of the following conditions:

1. Must be over the age of 65 and currently receiving Medicaid or FoodShare benefits; or
2. For residents under 65:
    a. Must be receiving Social Security income through SSI or SSDI, or have a Veterans Disability designation; and
    b. Must receive Medicaid benefits including traditional Medicaid, EBD Medicaid, long-term care through Medicaid, or participate in a Medicare Savings program.

For eligible GO Pass applicants, a fee of $5.00 will be charged to issue the pass, which is to be renewed every three years. In addition, GO Pass holders will pay a $1.00 day-pass fare. Individuals who are not yet receiving benefits included in the eligibility criteria, but are receiving assistance from the IDAP program will be granted a GO Pass on a provisional basis while their applications are processed.

Milwaukee County residents who are over 65 or have an eligible disability but do not meet the above criteria are eligible for half-fare on MCTS buses. The table below lists the transportation benefits available to Milwaukee County elderly and disabled citizens.

Options for Elderly and Disabled

MILWAUKEE COUNTY TRANSIT

Elderly			Disabled		
SSI Medicaid AND/OR FoodShare	GO Pass	$1 per Day Pass *	Medicaid AND SSI or SSDI	GO Pass	$1 per Day Pass*
			A person with a disability who cannot independently board, ride or get off a bus.	Transit Plus AND New Freedom Pass	$3.50 per One-Way Trip
			A person whose disability-related condition or environmental barrier makes it impossible to independently travel to or from a fixed route bus stop.		Free
AGE 65 +	Reduced Rates	Half Fare	A disability as determined by the Federal Transit Administration	Reduced Rates	Half Fare
* There is a $5 fee for issuing a GO PASS			* There is a $5 fee for issuing a GO PASS		

The changes included in the 2017 Budget allow for MCTS to continue the GO Pass with the hopes of serving the neediest populations in Milwaukee County while continuing to maintain the financial sustainability of the overall transportation system that is depended on by thousands of Milwaukee County residents as a primary source of transportation. Modifications to the GO Pass program will allow MCTS to recapture an estimated $1.1 million in passenger revenues when fully implemented.

Administration of the eligibility screening process will be done by the Aging Resource Center and the Disability Resource Center. A workgroup including representatives from MCTS, DOT, DHHS, the Department of Aging, the DAS, the County Board, GoPass users, and representatives of advocacy groups for persons with disabilities and seniors, will be convened when the 2017 Budget is adopted to finalize a plan to implement the changes in eligibility requirements while minimizing impacts on GO Pass holders. All recommended implementation plans shall be submitted to the County Board of Supervisors for review and approval.

While these changes will likely reduce the financial impacts of the GO Pass program, the program will continue to be closely monitored to ensure the long-term financial sustainability of the system.

Transit capital infrastructure challenges continue. Currently about 25 percent of buses are at the end of their useful life. Federal funds were historically available to fund as much as 83 percent of the cost of a bus compared to 16 percent that was available in 2016. This results in a 33 percent increase in debt and depreciation expense in the 2017 operating budget.

The 2017 adopted budget includes revenue allocated from a $30.00 county Vehicle Registration Fee (VRF). VRF funding for the Transit operating budget is estimated at $11,497,964 and will be used to offset negative trends in revenue from the State and Federal government as well as the GO Pass program. VRF funding will also contribute to the capital budget to help fund transit and transportation infrastructure projects, please see the introduction for more details.

Regarding the VRF, the County will convene a public/private taskforce in order to evaluate options for mitigating the impact of the VRF on low income households. The taskforce shall provide reports to the County Board on its recommendations. The County will also request that the State of Wisconsin provide the County with the flexibility to assess the VRF based on the value or age of the vehicle instead of as flat fee which is currently mandated. Any proposed statutory changes affecting local governments' ability to exercise a VRF shall be reported to the County Board by the Director of the Department of Transportation to ensure that policymakers are aware and have the opportunity to direct lobbying efforts related to the VRF.

Milwaukee County opposes the Milwaukee Streetcar project. The County will not contribute financially to the project's development or operation, and the Milwaukee County Transit System will not assist in the management of the streetcar until a County-wide referendum decides the matter.

Finally, the MCTS budget includes anticipated revenue contracts that will exceed $300,000, and in accordance with Wisconsin Statute 59.52(31), require approval from the County Board. The following revenue grant contracts shall be submitted to the County Board of Supervisors for review and approval.

- State Urban Mass Transit Operating Assistance Contract (Section 85.20)
- State Urban Mass Transit Paratransit Assistance Contract (Section 85.205)
- State Specialized Transportation Assistance Program for Counties (Section 85.21)
- State Traffic Mitigation Contract – Zoo Interchange Project
- Federal Urbanized Area Formula (Section 5307)
- Federal Bus and Bus Facilities Formula (Section 5339)

FARE NAME	CURRENT FARE	PROPOSED FARE	COMMENT
Cash Fares			
Adult	$2.25	$2.25	No change
Premium	$3.25	$3.50	$0.25 increase. Allows $7.00 Summerfest cash fare
Concession (Half-Fare)	$1.10	$1.10	No change
Advance Purchase Fares			
Adult Tickets	$1.75	$1.75	No change
Premium Tickets	$2.35	$2.50	15 cent increase
Concession (Half-Fare) Tickets	$1.10	$1.10	No change
Pass Fares			
1-Day Adult Pass	$4.00	$4.00	No change; purchased at ready fare outlet
1-Day Adult Pass	$5.00	$5.00	No change; loaded on existing smartcard at
1-Day Premium Pass	$6.00	$6.00	No change; purchased at ready fare outlet
1-Day Concession Pass	$2.00	$2.00	No change; purchased at ready fare outlet
1-Day Concession Pass	$3.00	$3.00	No change; loaded on existing smartcard at farebox
3-Day Adult Pass	$12.00	$12.00	No change
3-Day Premium Pass	$18.00	$18.00	No change
3-Day Concession Pass	$6.00	$6.00	No change
3-Day Concession Premium Pass	$9.00	$9.00	No change
7-Day Adult Pass	$17.50	$19.50	$2 increase
7-Day Premium Pass	$24.00	$27.00	$3 increase
7-Day Concession Pass	$11.00	$11.00	No change
31-Day Adult Pass	$64.00	$72.00	$8 increase
31-Day Premium Pass	$85.00	$96.00	$11 increase
31-Day Concession Pass	$32.00	$32.00	No change
Other Special Fares			
Student Pass	$16.50	$16.50	Valid weekdays, only for schools; No change
U-PASS	$45.00	$45.00	Per semester; No change
Commuter Value Pass	$201.00	$220.00	Per quarter; $19 increase
New Freedom Pass	Free	Free	Free to eligible paratransit clients; No change
Transfer	Free	Free	Encoded on passenger's smartcard; No change
M-Card Lite: One 90 minute pass	$2.00	$2.00	For social service agencies/non-profits; No change
M-Card Lite: Two 90 min. passes	$4.00	$4.00	For social service agencies/non-profits; No change
Paratransit Fare	$3.50	$3.50	Per one-way trip; No change
GO Pass	$0.00	$5.00 + $1.00/day	See narrative for more details

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DOT-DIRECTOR'S OFFICE (5800) BUDGET

DEPT: DOT-Director's Office

UNIT NO. 5800
FUND: General - 0001

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs	$1,052,099	$964,772	$1,204,583	$1,271,979	$67,396
Operation Costs	$49,392	$692,180	$79,704	$77,986	($1,718)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	($861,491)	($766,048)	($1,046,687)	($1,064,334)	($17,647)
Total Expenditures	**$240,000**	**$890,904**	**$237,600**	**$285,631**	**$48,031**
Legacy Healthcare/Pension	*$191,075*	*$203,287*	*$239,419*	*$259,561*	*$20,142*
Revenues					
Direct Revenue	$240,000	$384,156	$240,000	$285,631	$45,631
Intergov Revenue	$0	$621,881	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$240,000**	**$1,006,037**	**$240,000**	**$285,631**	**$45,631**
Tax Levy	**$0**	**($115,133)**	**($2,400)**	**$0**	**$2,400**
Personnel					
Full-Time Pos. (FTE)	7	7	8	8	0
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$0	$972	$0	$0	$0

**The 2017 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2015 Budget, 2015 Actual, and 2016 Budget FTEs are restated to reflect this change. Program Area tables include these changes as well.*

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, 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 compliance oversight. The Transportation Planning section aggressively identifies, applies for, and professionally manages state and federal grant funds that reduce tax levy support for County transportation projects.

DEPT: DOT-Director's Office

UNIT NO. 5800
FUND: General - 0001

Strategic Program Area 1: Director of Transportation

Service Provision: **Administrative**

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

What We Do: Activity			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
This service does not have activity data			

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$240,000	$890,904	$237,600	$285,631	$48,031
Revenues	$240,000	$1,006,037	$240,000	$285,631	$45,631
Tax Levy	$0	($115,133)	($2,400)	$0	$2,400
FTE Positions	7	7	8	8	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Performance Measures have not yet been created for this Program Area				

Strategic Implementation:
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 freeway towing program.

Non-county revenue for administration of the freeway towing program increases $45,631 from $240,000 to $285,631 based upon updated towing rates approved by the County Board and an anticipated implementation date for contracts with the towing vendors covering August 1, 2016 through July 31, 2021.

DOT-Director's Office Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Analyst Transportation	1	1	0	
Director Business Admin	1	1	0	
Ex Director Transportation	1	1	0	
Sr Analyst--GIS	1	1	0	
Sr Assistant Executive	1	1	0	
Sr Manager Financial	1	1	0	
Sr Manager Grants Compliance	1	1	0	
Sr Manager Grants Development	1	1	0	
Grand Total	**8**	**8**	**0**	

Health & Human Services Function

Agency Budget Narratives

- Department of Health & Human Services (DHHS)
- DHHS — Behavioral Health Division
- Department on Aging

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DHHS (8000) BUDGET

DEPT: DHHS

UNIT NO. 8000
FUND: General – 0001

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs**	$23,729,379	$23,017,563	$24,285,257	$25,858,859	$1,573,602
Operation Costs	$44,569,371	$51,430,072	$44,196,441	$75,239,998	$31,043,557
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$95,000	$87,914	$95,000	$95,030	$30
Interdept. Charges	$14,277,020	$11,956,085	$14,819,143	$12,771,566	($2,047,577)
Total Expenditures**	**$82,670,770**	**$86,491,634**	**$83,395,841**	**$113,965,453**	**$30,569,612**
Legacy Healthcare/Pension	*$6,492,131*	*$6,594,141*	*$7,123,868*	*$7,534,152*	*$410,284*
Revenues					
Direct Revenue	$4,336,980	$2,687,018	$4,147,831	$6,674,298	$2,526,467
Intergov Revenue	$61,638,720	$71,061,647	$62,958,076	$91,754,759	$28,796,683
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$65,975,700**	**$73,748,665**	**$67,105,907**	**$98,429,057**	**$31,323,150**
Tax Levy**	**$16,695,070**	**$12,742,969**	**$16,289,934**	**$15,536,396**	**($753,538)**
Personnel					
Full-Time Pos. (FTE)*	293.1	260.2	291.4	315.1	23.7
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$584,952	$584,952	$529,392	$309,840	($219,552)

**The 2017 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2015 Budget, 2015 Actual, and 2016 Budget FTEs are restated to reflect this change. Program Area tables include these changes as well.*

***The 2017 Budget figures exclude Legacy Health and Pension benefits due to centralization of these costs in low-org 1951. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to include this change. Program area tables also reflect this change. Low Org, 8238 in Program Area 1, Low Orgs, 8911, 8925, 8931, 8937, 8941, 8942, 8943, in Program Area 2, Low Orgs, 8361, 8364, 8387 in Program Area 3, still contain legacy costs due to revenue offsets.*

Department Mission:
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 Division
- Delinquency and Court Services Division
- Disabilities Services Division
- Housing Division

The Behavioral Health Division (BHD) is reported separately in Organizational Unit 6300.

Major Changes in FY 2017:

- Personal Services in the 2017 DHHS Budget is increased by $1,573,602 reflecting a rise in salary and active fringe costs of $1,751,337 and legacy pension and legacy health care costs of $410,284. Overall, operational costs within the DHHS budget increase by $31,043,557. This primarily reflects increased expenditures of $26,369,109 offset by revenues of $26,369,109 related to a change in accounting practice for the Children's Long Term Support (CLTS) Program and payment and reimbursement of State juvenile corrections charge. The countywide legacy pension abatement for most departments impacts the interdepartmental charges which declined by $2,047,577. These adjustments contribute to an overall tax levy reduction of $753,538 in DHHS.

- The budget adds a net total of 32.2 FTEs including 14 FTEs carried forward into 2017 as a result of 2016 mid-year create actions, an additional 21.2 FTEs created in the 2017 budget as well as three vacant positions that are abolished in 2017.

- In collaboration with Milwaukee Wraparound, the Delinquency and Court Services Division (DCSD) will open a 44-bed, staff-secure Residential Treatment Center (RTC) that will serve as a "step down" program for high-risk delinquent youth discharged from the Milwaukee County Accountability Program (MCAP) or juvenile corrections and who are in need of additional treatment in a structured residential program. The RTC will be phased-in throughout 2017 and is funded by a combination of Medicaid and Youth Aids revenue.

- DCSD continues its investment in community-based services such as Level II monitoring with Global Positioning System (GPS), intensive mentoring and supervision for delinquent youth. This expansion of community-based programming is part of a comprehensive effort to provide alternatives to State institutional placements in order to achieve better outcomes for delinquent youth.

- With the investment of additional community and evidence-based alternatives, it is anticipated the judiciary will utilize these new resources in diverting youth from the State institutes. As a result, the budget assumes less youth will be ordered to the State institutes providing for an ADP of 87 which reflects a reduction of 38 compared to the 2016 Budget resulting in an additional $3.8 million in Youth Aids to fund the community-based alternatives.

- Four FTE positions and funding of $120,000 has been allocated to DSD for administrative support related to Milwaukee County Transit's Growing Opportunities Pass.

- The Housing First Initiative continues to advance toward its goal to End Chronic Homelessness. This philosophy offers homeless individuals barrier free housing without conditions. Once an individual is placed into permanent housing as quickly as possible, wraparound services are offered. These services are all voluntary and client specific, so each participant can choose their service array. The Housing Budget reflects an increase in expenditures and revenue of $1.7 million for the addition of 250 rent assistance vouchers related to this initiative as well as $380,568 for case management services to approximately 125 homeless individuals and families.

- The Substance Abuse and Mental Health Services Administration (SAMHSA) Grant award of $2.4 Million was granted to the Housing Division. This award is to be distributed over three years. The 2017 Housing Division budget reflects first installment of this grant as a revenue increase of $800,000. Three FTEs have been added in the Housing Division to assist in administration of programing related to this grant.

Strategic Program Area 1: Director's Office & Management Services

Service Provision: **Administrative**

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

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Home Energy Households Applied*	60,720	62,000	65,000
211 Impact Customer Contacts	141,577	210,000	150,000
Quality Assurance Reviews Conducted	37	30	33

*These figures reflect the federal fiscal year.

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$3,420,496	$2,909,597	$2,661,020	$3,343,510	$682,490
Revenues	$3,392,008	$3,936,442	$2,837,598	$2,953,389	$115,791
Tax Levy	$28,488	($1,026,845)	($176,578)	$390,121	$566,699
FTE Positions	20	20	18.7	19.8	1.1

How Well We Do It: Performance Measures			
PerformanceMeasure	**2015 Actual**	**2016 Budget**	**2017 Budget**
Percentage of Corrective Action Plans Approved (Quality Assurance Reviews)	94%	95%	95%
Overtime Costs/Personal Services Costs	4%	2%	1%
Revenue dollars/fiscal staff	$7,374,867	$6,710,591	$10,114,209
Contract dollars spent/contract management staff	$4,048,725	$6,932,285	$6,357,315

Strategic Implementation:
The Director's Office and Management Services provide administrative guidance, accounting support, and contract oversight to all DHHS program areas. This area is also responsible for managing service contracts related to Home Energy and 211-IMPACT.

The Marcia P. Coggs Center building is maintained by the Department of Administrative Services - Facilities Management Division and a crosscharge of $209,231 is included for the support provided by this division.

An appropriation of $1,000 is budgeted for the development of domestic violence resource posters to post in high-traffic public areas in Milwaukee County Buildings. The department will provide a report to the County Board by the March 2017 cycle for approval of this project. The theme for the poster is "Keep Us Safe" in recognition that domestic violence is a community issue.

Wisconsin Home Energy Assistance Program (WHEAP)
The WHEAP is funded by the State Department of Energy, Housing and Community Relations (DEHCR) and is operated by Milwaukee County utilizing two subcontractors, Community Advocates and UMOS, along with two county employees collocated at the agencies and managed by DHHS Contract Administration. In 2017, the program is expanding from four to six sites providing customers with more access points to apply for energy assistance throughout the community.

The total number of energy assistance applications increased from 60,720 in federal fiscal year 2015 to an estimated 62,000 in federal fiscal year 2016. In order to provide, maintain and monitor the expected level of service consistently at all sites, one FTE Energy Program Specialist is created at a cost of $56,424 which is 100 percent funded by WHEAP for no net tax levy impact.

211-Impact Contract
The 211-IMPACT contract is levy funded at $380,000 by DHHS and $100,000 from BHD for a total contract of $480,000.

Revenue Adjustment
Revenues increase by a net $115,791 which reflects a reduction in audit recovery revenue of $200,000 and an increase in WHEAP revenue of $315,791 to better reflect actual experience.

Strategic Program Area 2: Delinquency & Court Services

Service Provision: **Mandated/Committed**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Number of New Referrals Received	1,863	2,200	2,100
Number of Youth Served in Diversion Alternative Program	37	200	225
Number of Youth Served in the Detention Alternative Programs	1,682	1,800	1,900
Number of Youth Served in Alternative to DOC program	39	50	100
Number of Admissions to Juvenile Detention Center	1,879	2,200	2,100
Number of Youth Committed to the Wisconsin Department of Corrections (DOC)	109	130	104
Average Daily Population for Juvenile Correctional Institution (DOC)	122.8	125.0	87
Average Daily Population for Child Caring Institution (DOC)	10.98	11.0	10.0

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$38,786,302	$36,048,419	$40,454,026	$56,454,406	$16,000,380
Revenues	$27,656,951	$28,412,569	$29,866,312	$47,784,618	$17,918,306
Tax Levy	$11,129,351	$7,635,850	$10,587,714	$8,669,788	($1,917,926)
FTE Positions	176.8	176.8	171.6	188.0	16.6

How Well We Do It: Performance Measures			
Performance Measure	**2015 Actual**	**2016 Budget**	**2017 Budget**
Completion of Diversion Alternative Program	88%	75%	75%
Completion of Detention Alternative Programs	63%	70%	70%
Completion of DOC Alternative Program	79%	60%	70%
Average Rate of Detention	76.5%	75%	75%
Failure to Appear Rates for Youth Not Detained While Pending Court	14.1%	8%	10%
Recidivism Rates for Youth Not Detained While Pending Court	17.5%	15%	15%
Recidivism Rates for Youth During Supervision	37%	N/A	30%

Strategic Implementation:
The Delinquency & Court Services Division (DCSD) consists of:

- Administration, which provides administrative oversight, clerical support, grant coordination and quality assurance to all DCSD program areas
- Community-based Alternative Programming which administers services and programs to divert youth from court, detention and the State Department of Corrections (DOC) and provide them the opportunity to become more productive citizens of their communities
- Juvenile Detention Center, which is a 120-bed juvenile detention facility

Residential Treatment Center
In partnership with the Behavioral Health Division's Wraparound Program, DCSD will contract with a provider to operate a Type II Residential Treatment Center (RTC). The targeted youth for the RTC would be considered high risk to recidivate and in jeopardy of placement in the DOC or youth transitioning out of the detention portion of the Milwaukee County Accountability Program (MCAP) or from DOC. This facility is expected to provide up to 44 slots and will allow more youth to remain in the community with individualized treatment plans as well as assist youth with transitioning out of detention in MCAP back into the community. For 2017, the total cost is anticipated to be $2.8 million and reflects a gradual transition of youth into the facility with all 44 slots anticipated to be filled by November 1. Approximately, 65 percent of the available slots are anticipated to be filled by Wraparound-eligible youth and funded by Medicaid revenue.

Community-Based Alternative Programming
DCSD plans to enter into a purchase of service contract with the Youth Advocate Programs, Inc. at a cost of $650,000 which will add 20 slots and is expected to serve about 80 youth annually. This program will be utilized as an Alternative Placement Program (APP) to correctional placement for the highest risk youth allowing them to remain in the community while taking into account community safety. Youth in this program will receive intensive 24-hour staff availability, an average of 15 hours per week of face-to-face contacts, in-home and individualized services based on the youth's needs and strengths, workforce development, evidence-based curriculum and community service. All youth referred to the APP will be accepted into the program.

DCSD will assume responsibility for the supervision and monitoring of youth returning to the community into the Aftercare Program from the Department of Juvenile Corrections effective July 1, 2017. In June of 2016, DCSD formally notified the DOC of this intent. This change will allow DCSD greater control over the types and quality of the services provided as well as the ability to monitor the progress of youth within the Aftercare Program. Currently, DCSD pays the DOC to administer the Aftercare Program. In order to implement this plan, an additional six Human Service Worker (HSW) positions and one HSW Supervisor position are created at a cost of $336,596 to provide the supervision, monitoring and case management of these youth and families. These positions are budgeted to start May 1, 2017. It is anticipated that this initiative will be cost neutral.

In addition, DCSD plans to expand the Level II monitoring with optional Global Positioning System (GPS) program to include services for post-dispositional youth who are in need of GPS monitoring as well as continue pre-dispositional programming with optional GPS. This program will increase the 2016 allotted amount by $750,000, add 50 slots and will provide an alternative to detention, in alignment with the Juvenile Detention Alternative Initiative (JDAI). This program targets youth identified as being appropriate for community placement while pending court (pre-disposition) or those youth identified as needing 24-hour GPS monitoring for a specific amount of time to ensure compliance and community safety (post-disposition). This contract also includes programming aimed at reducing recidivism and face-to-face contacts and monitoring.

Juvenile Incentive-Based Program
In collaboration with the Juvenile Alternatives to Detention, DCSD will develop and implement an incentive-based, best practice program for youth who are in compliance with their Deferred Prosecution Agreement, Consent Decree or order of supervision. This program will provide an incentive opportunity for youth to receive acknowledgement and earn rewards reflecting a small monetary value such as gift cards, tickets to sporting events or other individualized items. A total of $10,000 is budgeted for this initiative.

Staffing Augmentation
The following positions are created in an effort to reduce the current caseload of existing DCSD Human Service Workers-Juvenile Justice as well as provide support for the newly implemented Juvenile Program Management system and data-related needs:

- 3 FTE Human Service Workers-Juvenile Justice $210,498
- 1 FTE Human Service Worker Supervisor $77,290
- 1 FTE IT Analyst $84,798

To offset these costs, the following positions are abolished:

- 2 FTE Office Support Assistant 1 $89,400
- 1 FTE Administrative Assistant $57,284

Juvenile Detention Center
DCSD operates a 120-bed Juvenile Detention Center consisting of seven pods staffed by Juvenile Corrections Officers, nurses, clerical support, and a superintendent. The budget includes a net increase of 1.5 FTE of Juvenile Correctional Officers (JCO) at a cost of $114,192 which brings the total number of JCOs to 71 FTEs and incorporates eight JCOs that were added to DCSD in mid-year 2016.

Youth Aids Revenue
Youth Aids revenue increases $16,207,972, consisting of:

- $12,407,972 related to reimbursement for the cost of Milwaukee County youth held at the State institutes. Previously, the State withheld Youth Aids revenue for this cost but due to a change in its business practice, the State Department of Corrections is now directly charging the county for these costs and the county claims these costs to receive reimbursement.
- $3,800,000 due to a reduction in the budgeted Average Daily Population (ADP) of youth sentenced to incarceration in the State Juvenile Correctional Institution (JCI) in northern Wisconsin from 125 contained in the 2016 Budget to 87.

Strategic Program Area 3: Disabilities Services Division

Service Provision: **Mandated/Committed**

Strategic Outcome: **Self-Sufficiency**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
CLTS Waiver Enrollees	805	766	825
Birth to 3 Enrollees	3,502	3,045	3,845
Clients in Community Living Support Services*	158	154	367
Clients in Work, Day, and Employment Services (Adult)	14	26	26
Information and Assistance Calls Including Callbacks	24,538	27,175	28,716
# of Disability Resource Center Referrals Processed	6,650	4,965	7,419
Publicly Funded Long-term Care Enrollments Completed	1,672	1,829	1,962
# of IDAP Cases Processed	1,241	1,029	1,200

*The number of children are now being counted as part of the number of clients in community living support services for 2017. In 2016 and 2015, only adults were counted. For this reason, the anticipated number of clients increases from 154 in 2016 to 367 in 2017.

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$17,804,080	$15,352,964	$16,578,758	$26,773,081	$10,194,323
Revenues	$15,761,357	$14,040,919	$14,581,387	$24,736,982	$10,155,595
Tax Levy	$2,042,723	$1,312,045	$1,997,371	$2,036,099	$38,728
FTE Positions	67.8	67.8	67.2	70.3	3.1

How Well We Do It: Performance Measures			
Performance Measure	**2015 Actual**	**2016 Budget**	**2017 Budget**
Percent of Eligible Children Served by Birth-to-3 Primarily Receiving Services in Natural Environments	93.38% (FFY 2014)	100%	100%
Percent of Eligible Children Served by the Birth To Three Program Functioning within Age Expectations for Knowledge and Skills at Program Exit	48.4% (FFY 2014)	59%	59%
Percent Employment of Milwaukee County Students with a Disability Exiting High School Served by Division	Not available	50%	75%
MA Match Rate Disability Resource Center	49.2%	49%	48%
Participants in Supervised Living Options Program Maintaining Independence in Community Living	N/A	N/A	90%

Strategic Implementation:
The Disabilities Services Division (DSD) consists of:

- Administration
- Children's Services
- Adult Services

Services are provided to persons with physical and/or intellectual disabilities, which include case management, supportive living options, respite and employment. These services enable people to live in the community and avoid expensive institutional placements. Additionally, DSD is the statutory agency responsible for providing the Adult- At-Risk program which investigates allegations of abuse or neglect for adults with disabilities.

Adult Services
DSD's Disability Resource Center provides services such as information and assistance, options counseling, service access and prevention, disability benefits counseling and Family Care entitlement benefits enrollment. DSD also operates the General Assistance Burials program and the Interim Disability Assistance Program (IDAP). Four FTE positions and funding of $120,000 have been allocated to DSD for administrative support related to Milwaukee County Transit's Growing Opportunities Pass.

Children's Services
DSD provides services to children with disabilities and their families. These include an early intervention program for infants, ages birth-to-three, the Children's Long Term Support (CLTS) waiver program and the Community Options Program (COP). These programs provide architectural modifications, educational materials, respite services, transportation and many other supportive services. The service delivery model of these programs centers on addressing the needs of the family in order to create a pathway of independence for their child.

In 2016, State Department of Health Services (DHS) replaced the Family Support Program with COP. COP offers more flexibility to families, a broader array of services to support children with disabilities and enables DSD to earn additional case management revenue. The budget creates two FTE Human Service Workers, at a cost of $111,248 to support COP and other on-going case management services in the children's area. The cost of the positions will be offset by case management and CLTS administration revenue.

Expenditures and revenues increase by $10,161,137 related to an accounting methodology change in the CLTS Program. During 2011, the State Department of Health Services (DHS) implemented a new third party administrator payment system for the CLTS Medicaid Waiver program. Since that time, the actual service dollars and revenues were not reflected in the budget. In order to be consistent with the advice of the Comptroller and the external auditor, these revenues and offsetting expenditures are now included in the budget.

Crisis Services
DSD will continue to work with the Behavioral Health Division (BHD) to build a crisis system to support individuals with intellectual disabilities and co-occurring mental health issues. This will be accomplished by working with the community consultation team and a crisis respite residential resource. The goal is to reduce the number of admissions to BHD's Psychiatric Crisis Services (PCS) Unit for individuals who have experienced four or more admissions within a 12-month period and support those individuals who have been relocated into the community through the closure of Hilltop in 2015.

Employment Initiative
In order to provide employment connections to all children with intellectual disabilities exiting high school, another DSD initiative is a three-year effort to establish stronger connections with municipalities and their school systems. This will involve collaborating with stakeholders to establish job coaches and job developers, to educate businesses and to secure employment opportunities. This will enable young adults to participate in employment which focuses on their strengths and not their disabilities.

Strategic Program Area 4: Housing Division

Service Provision: **Committed/Discretionary**

Strategic Outcome: **Self-Sufficiency/Quality of Life**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Number Supportive Housing Units placed in Service	603	600	630
Number of Families Receiving Rent Assistance	1,641	1,700	1,750
Number of Households served by Emergency Home Repair program	N/A	N/A	25
Number of Individuals Placed by Community Intervention Specialist	233	225	250
Number of New Chronically Homeless Individuals Placed	80	75	200

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$22,659,892	$22,144,674	$23,702,037	$27,394,455	$3,692,418
Revenues	$19,165,384	$17,322,755	$19,820,610	$22,954,068	$3,133,458
Tax Levy	$3,494,508	$4,821,919	$3,881,427	$4,440,387	$558,960
FTE Positions	28.5	28.5	33.9	37.0	3.2

How Well We Do It: Performance Measures			
Performance Measure	**2015 Actual**	**2016 Budget**	**2017 Budget**
Occupancy Rate of Pathways to Permanent Housing	83%	95%	95%
Individuals Exiting to Permanent Housing in Pathways to Permanent Housing Program	84%	75%	75%
Individuals Maintaining Permanent Housing in Shelter Plus Care (My Home Program) for 6 Months	99%	88%	90%
Section 8 Management Assessment Program Score (90 = high performer)	90	90	94
Chronically Homeless Individuals Placed Maintaining Housing for 12 Months	N/A	72%	80%

Strategic Implementation:
Housing administers the following programs:

- Special Needs Housing and Homeless Programs
- Housing Choice Voucher Program
- Community Development Block Grant (CDBG)
- HOME/Home Repair loans
- Housing Outreach Services

Housing First Initiative
Housing First is based on the concept that a homeless individual or household's first and primary need is to obtain stable housing. With the launch of this initiative in 2015, the Housing Division has been working in collaboration with DSD, BHD, City of Milwaukee, Milwaukee Police Department and its network of providers to house many additional homeless individuals and families through the existing Section 8 program. The budget reflects an increase in expenditures and revenue of $1.7 million for the addition of 250 rent assistance vouchers related to this initiative.

A majority of these individuals need case management services in order to be successful in permanent housing. Through the addition of wraparound services, individuals tend to be far more successful in maintaining their permanent housing unit. Nationally, the availability of these services has shown to dramatically reduce expensive public service costs such as, emergency room visits, inpatient psychiatric hospitalizations, police time, and court appearances.

In mid-2016, the County Board approved the expansion of case management services delivered through several provider contracts. The 2017 Budget reflects the full year cost of $380,568 for this expansion. Through these contracts, agencies will be able to provide case management services to approximately 125 homeless individuals and families.

Since the summer of 2015, an additional 150 homeless individuals and families have been housed through this program. All of the participants in the program have been found to either have a severe mental health or substance abuse issue. The Behavioral Health Division increases its contribution to the Housing First Initiative by $250,000 to support the case management expansion.

The Substance Abuse and Mental Health Services Administration (SAMHSA) Grant award of $2.4 Million was granted to the Housing Division. This award is to be distributed over three years. The 2017 Housing Division budget reflects first installment of this grant as a revenue increase of $800,000. Three FTEs have been added to assist in administration of programing related to this grant.

In 2017, the Housing Division will no longer subsidize $50,000 for the City of Milwaukee's staff support of the Continuum of Care, a planning body that meets on homelessness-related services in the community.

Community Comprehensive Services (CCS) Revenue
Community Comprehensive Services (CCS) is a Medicaid entitlement that provides a coordinated and comprehensive array of recovery services, treatment, and psychosocial rehabilitation services that assist individuals to utilize professional, community, and natural supports to address their needs. Due to a smaller number of clients enrolled in 2016 than anticipated, CCS Revenue is decreased by $248,000, from $552,000 to $302,000. The Division will continue to partner with BHD to increase potential revenue.

Temporary Assistance
The Housing Division will continue to assist clients with short-term rental assistance at a cost of $150,000. For several years, these rental payments have historically been funded in the BHD budget. In 2017, these funds are transferred into the Housing Division.

Emergency Shelter Care
Emergency shelter care is funding remains level with a total of $718,000 budgeted.

A program called Secure Pathways is created with an appropriation of $15,000. Secure Pathways will provide micro-grants to individuals who are homeless or survivors of domestic violence and who would have access to safe housing, but need assistance with moving or relocation costs not covered by other donors or public assistance programs in order to access and utilize safe housing. The Housing Division will administer this program.

Department of Health and Human Services Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Accountant 3	1.0	1.0	0.0	
Accounting Coord - DHHS	1.0	1.0	0.0	
Adm Asst	1.0	0.0	(1.0)	Abolish (DCSD)
Adm Asst 2-Accts Rec	1.0	1.0	0.0	
Adm Coord Alco Drug Prog	1.0	1.0	0.0	
Admin Coord	3.0	3.0	0.0	
Administrator Contracts	1.0	1.0	0.0	
Administrator Delinquency Crts	1.0	1.0	0.0	
Administrator Disability Svcs	1.0	1.0	0.0	
Administrator Housing	1.0	1.0	0.0	
Analyst IT-	0.0	1.0	1.0	Create (DCSD)
Assistant Administrative-	1.0	1.0	0.0	
Assistant Administrative-	2.0	3.0	1.0	Create (Housing)
Asst Housing Prog Coord SN	1.0	0.0	(1.0)	Abolish
Asst Housing And Dev Coord	1.0	1.0	0.0	
Asst Superintendent Juv Det	1.0	1.0	0.0	
Clerical Asst 1	4.0	4.0	0.0	
Clerical Asst 2	6.0	6.0	0.0	
Clerical Spec DHS	2.0	2.0	0.0	
Community Intervention Spec	3.0	5.0	2.0	Create (Housing)
Contract Serv Coord	5.0	5.0	0.0	
Control Center Asst	8.0	8.0	0.0	
Custody Placement Specialist	1.0	1.0	0.0	
Deputy Administrator Disability	1.0	1.0	0.0	
Deputy Director DHHS	1.0	1.0	0.0	
Director Strategic Initiatives	1.0	1.0	0.0	
Disabilities Benefits Spec	4.0	5.0	1.0	Create (DSD)
Disabilities Services Coord	4.0	4.0	0.0	
Energy Asst Prog Int	1.0	1.0	0.0	
Energy Asst Prog Spec	1.0	2.0	1.0	Create (Management Services)

Department of Health and Human Services Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Evaluator Housing Program	1.0	1.0	0.0	
Exec Dir Health Human Svcs	1.0	1.0	0.0	
Fiscal Asst 2	2.0	2.0	0.0	
Fiscal Coord DSD	1.0	1.0	0.0	
Fiscal Mgt Analyst 3	1.0	1.0	0.0	
Fiscal Spec	1.0	1.0	0.0	
Grant Coordinator-	1.0	1.0	0.0	
Housing Inspec Rent Asst	2.0	2.0	0.0	
Housing Inspector	2.0	2.0	0.0	
Housing Prog Analyst	1.0	1.0	0.0	
Housing Prog Asst Rent Asst	5.0	5.0	0.0	
Housing Prog Asst Spec Needs	4.0	4.0	0.0	
Housing Prog Manager BH-	1.0	1.0	0.0	
Housing Program-Manager-	3.0	3.0	0.0	
Hum Ser Wkr-Juvenile Justice	50.0	61.0	11.0	4 2016 Current Year Action, 7 Create (DCSD)
Hum Ser Wkr-Juvenile Justice BL Span	2.0	2.0	0.0	
Human Ser Wkr	34.0	37.0	3.0	Creates (DSD)
Human Ser Wkr Bl Sp	7.0	8.0	1.0	2016 Current Year Action (DSD)
Human Services Supv	6.0	7.7	1.7	Create (DCSD)
Info Systm Appl Spec Cc	1.0	1.0	0.0	
Juvenile Corr Officer	58.5	68.0	9.5	8 2016 Current Year Action, 1.5 Create (DCSD)
Juvenile Corr Officer Bl S	3.0	3.0	0.0	
Manager Outreach Services-	1.0	1.0	0.0	
Management Asst - DHHS	1.0	1.0	0.0	
Navigator Housing-	2.0	2.0	0.0	
Office Supp Asst 1	2.0	0.0	(2.0)	Abolish (DCSD)
Office Supp Asst 2	5.0	6.0	1.0	Create (DSD)
Office Supp Asst 2 Bl	1.0	1.0	0.0	
Prog Coord - ASD	1.0	1.0	0.0	

Department of Health and Human Services Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Prog Coord - Res Center	1.0	1.0	0.0	
Prog Manager Children Services	1.0	1.0	0.0	
Psych Soc Wkr	1.0	1.0	0.0	
Quality Assur Coord - DHHS	1.0	1.0	0.0	
Quality Assur Spec DHHS	1.0	1.0	0.0	
Quality Assurance Specialist	2.0	2.0	0.0	
Quality Strategist	1.0	1.0	0.0	
Resource Center Mgr-Disab	1.0	1.0	0.0	
RN 1	3.0	3.0	0.0	
RN 2	1.0	1.0	0.0	
RN 3 - DSD	2.0	2.0	0.0	
SAMHSA Program Manager	0.0	1.0	1.0	Create (Housing)
Sect Manager	2.0	2.0	0.0	
Service Supp Spec	1.0	2.0	1.0	Create (DSD)
Sr Analyst Budget and Management	1.0	1.0	0.0	
Sr Assistant Executive-	1.0	1.0	0.0	
Stores And Distribution Asst 1	1.0	1.0	0.0	
Superintendent Juvenile Detent	1.0	1.0	0.0	
Supervisor Juvenile Correctional Officer	7.0	7.0	0.0	
Supervisor Office Management-	1.0	1.0	0.0	
Unit Supervisor - LTS-	3.0	3.0	0.0	
Grand Total	**292.5**	**326.7**	**32.2**	

MILWAUKEE COUNTY MENTAL HEALTH BOARD (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General – 0077

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures[1]					
Personnel Costs	$63,170,918	$61,989,082	$61,159,771	$65,702,327	$4,542,556
Operation Costs	$116,137,394	$109,432,251	$125,570,216	$139,925,997	$14,355,781
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$576,500	$454,116	$1,129,000	$267,000	($862,000)
Net Crosscharge/Abatement	($289,232)	$1,669,733	$346,358	$1,425,800	$1,079,442
Total Expenditures	**$179,595,580**	**$173,545,182**	**$188,205,345**	**$207,321,124**	**$19,115,779**
Legacy Healthcare/Pension	*$15,700,213*	*$16,137,526*	*$14,650,070*	*$16,652,007*	*$2,001,937*
Revenues[1]					
Direct Revenue	$66,840,693	$68,147,188	$76,900,443	$109,400,204	$32,499,761
Intergov Revenue	$53,655,546	$52,099,001	$52,491,931	$40,535,209	($11,956,722)
Total Revenues	$120,496,239	$120,246,189	$129,392,374	$149,935,413	$20,543,039
Tax Levy	**$59,099,341**	**$53,298,993**	**$58,812,971**	**$57,385,711**	**($1,427,260)**
Impact on Reserves Increase/(Decrease)	**-**	**$5,679,216**	**$1,124,658[2]**	**-**	**($1,124,658)**
Personnel[3]					
Full-Time Pos. (FTE)*	578.8	578.8	540.7	530.8	(9.8)
Seas/Hourly/Pool Pos.	18.4	18.4	5.2	7.8	2.6
Overtime $	$1,056,660	$1,754,164	$1,051,632	$1,030,908	($20,724)

**The 2017 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2015 Budget, 2015 Actual, and 2016 Budget FTEs are restated to reflect this change. Program Area tables include these changes as well.*

Department Mission: To be a center of excellence for person-centered, high-quality best practice-based mental health services in collaboration with community partners.

Department Description: The Behavioral Health Division (BHD) consists of:

- Management and Support Services
- Psychiatric Crisis ER/Observation
- Adult and Child Acute Inpatient Services
- Community Services Branch
- Wraparound Milwaukee

[1] 2015 Budget and Actual Expenditures and Revenues include Central Rehab for which there is no longer a Service Area page included in the 2017 Budget document.
[2] The $1,124,658 anticipated contribution to reserves is in Wraparound.
[3] Personnel – Reduction in 2016 FTEs includes (50) FTEs from the closure of Central Rehab.

2017 expenditures for Community Services increase $25.6 million while expenditures for Inpatient and PCS ER/OBS decrease by $1.2 million. Expenditures and revenues increase in the Community Access to Recovery Services Division due to investments in programs, which include:

- Increases to the Comprehensive Community Service (CCS) program with a projected enrollment of 800 by the end of 2017 and an increase of $5.8 million in annual spending.
- BHD also supports the continued partnership with the Milwaukee County Housing Division's initiative to end chronic homelessness. This initiative was started on July 1, 2015, and has served 145 individuals as of June 2016.
- $0.5 million is budgeted to provide operating costs at the Northside community hub.
- $0.6 million for increase AODA residential capacity.
- $10.9 million increased spending in Wraparound Milwaukee primarily related to an increase in enrollment to 1,350 in 2017.
- The newly created Intensive Outpatient Program will complement Milwaukee County's Day Treatment program by providing services to a similar population with shorter lengths of stay at a tax levy cost of $0.6 million.

A new centralized Quality department is formed in 2017 bringing together experienced professionals from the Hospital and Community Access to Recovery Services divisions.

To truly transform into a healthcare system of high reliability, client satisfaction, quality and safety, the Behavioral Health Division continues to strengthen efforts and engage in purposeful activities in support of a ***Quality Journey.*** Mental Health Board governance and BHD Leadership remain committed to quality care and services, including increasing efforts to delineate contract performance expectations and increased monitoring, fostering a culture of safety, and supporting a continuous learning environment with an on-going emphasis on performance improvement. Efforts to centralize BHD quality-related functions with an emphasis on enhanced community services and client outcomes, delineated by measurement goals and benchmarks, are hallmarks of these continued efforts. Plans to eliminate barriers and individual program silos in favor of an integrated system of quality care and coordinated quality activities are currently underway. The goals include strengthening the quality approach to increase operational efficiency, support an environment of safety, reduce cost and create a healthcare system where a client is better cared for throughout the service continuum.

The ***BHD Quality Plan*** will continue to serve in 2017 as the Behavioral Health Division's call to action. BHD strives to continuously assess and improve the quality of the treatment and services it contracts and provides. All services and programs within the service continuum including community and inpatient services will continue to incorporate measurement and data represented in ***Balanced Scorecards for Key Performance Indicators*** and include attention to:

- Improving the Patient Experience - Customer Satisfaction and Well-being.
- Patient Outcomes.
- Service Utilization Data.
- Quality Assurance and Improvement Activities.
- Required Public Data Reporting and Benchmark Comparisons.
- Workforce Development.
- Financial Impact and Cost.

The Behavioral Health Division's approach to quality improvement is based on the following principles:

- **Customer Satisfaction Focus**. High quality organizations focus on their internal and external customers and on meeting or exceeding needs and expectations.
- **Recovery-Oriented Philosophy of Care**. Services are characterized by a commitment to expanding choice, as well as promoting and preserving wellness. This approach promotes maximum flexibility, the choice to meet individually defined goals and permits person-centered services.

- **Employee Empowerment**. Effective programs involve people at all levels of the organization in improving quality.
- **Leadership Involvement**. Strong leadership, direction, support of quality assurance and support of quality improvement activities by the Governing Board, Chief Executive Officer, Executive Team and the Medical Staff Leadership are key. The involvement of organizational leadership assures that quality improvement initiatives are consistent with our mission and strategic plan.
- **Data Informed Practice**. Successful Quality Improvement processes create feedback loops, using data to inform practice and measure results. Fact-based decisions are likely to be correct decisions.
- **Statistical Tools**. For continuous improvement of care, tools and methods that foster knowledge and understanding are needed. BHD, like Continuous Quality Improvement organizations, will use defined analytic tools such as run charts, cause and effect diagrams, flowcharts, histograms, and control charts to turn data into information.
- **Prevention over Correction**. Continuous Quality Improvement entities seek to design good processes to achieve excellent outcomes, rather than fix processes after the fact.
- **Continuous Improvement**. Processes must be continually assessed, reviewed and improved. Small incremental changes do make an impact, and providers can almost always find an opportunity to make things better.

BHD will continuously strive to ensure that:

- The treatment provided incorporates evidence based, effective practices.
- The treatment and services are appropriate to each patient's needs, and available when needed.
- Risk to patients, providers and others is minimized, and errors in the delivery of services are prevented.
- Patient's individual needs and expectations are respected.
- The patient or those whom they designate have the opportunity to participate in decisions regarding their treatment.
- All care and services are provided with empathy, understanding, caring and trauma informed focus.
- Procedures, treatments and services are provided in a timely and efficient manner, with appropriate coordination and continuity across all phases of care and with all providers of care.

In 2017, The Milwaukee County Department of Administrative Services will provide financial and policy research support to the Milwaukee County Mental Health Board.

Strategic Program Area 1: Management & Support Services

Service Provision: **Administrative**

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

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
This program area does not have activity data.			

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Variance**
Expenditures	$32,554,724	$30,695,000	$32,717,094	$38,435,377	$5,718,283
Abatement	($29,064,573)	($30,412,692)	($31,299,810)	($37,581,262)	($6,281,452)
Revenues	$1,666,137	$883,449	$1,411,187	$854,200	($556,987)
Tax Levy	$1,824,014	($601,142)	$6,097	($85)	($6,182)
FTE Positions	137.1	137.1	130.9	135.1	4.2

How Well We Do It: Performance Measures			
Performance Measure	**2015 Actual**	**2016 Budget**	**2017 Budget**
Overtime Costs / Personal Services Costs	3.1%	1.7%	1.6%
Revenue dollars / fiscal staff	$5,090,600	$4,280,407	$4,953,922
Patient revenue collected / Billed revenue	39.6%	33.4%	51.2%

Strategic Implementation:
Management and Support Services provides fiscal management, compliance, and administration.

Personnel expenses increase $1.4 million for fringe benefits and $0.76 million for salaries including a 1% annual increase.

Other expenditure increases in 2017 include $2.5 million to explore new Electronic Medical Records solutions and $0.7M for enhanced security and building maintenance expenses.

Due to the inclusion of vacancy and turnover in the program area FTE Positions table and consolidation of personnel from the Community Services and Wraparound departments into the new Quality department, the management/operations area increases by 4.2 FTEs in 2017.

Strategic Program Area 2: Psychiatric Crisis ER/Observation

Service Provision: **Mandated**

Strategic Outcome: **Self-sufficiency**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Psychiatric Crisis Services			
Admissions	10,173	9,500	9,000

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$16,941,126	$18,603,139	$19,286,873	$18,019,019	($1,267,854)
Revenues	$11,522,653	$11,688,408	$11,911,882	$11,468,783	($443,099)
Tax Levy	$5,418,473	$6,914,731	$7,374,991	$6,550,236	($824,755)
FTE Positions	81.0	81.0	87.2	78.0	(9.2)

How Well We Do It: Performance Measures			
Performance Measure	**2015 Actual**	**2016 Budget**	**2017 Budget**
Percent of clients returning to PCS within 30 days	25%	27%	25%
Percent of Time on Waitlist Status	16.1%	10%	25%
Clients transferred to private facilities from PCS	8.2%	12%	10%

Strategic Implementation: Psychiatric Crisis ER/Observation includes:

- Psychiatric Crisis Service (PCS) Emergency Room
- Observation Unit

Due to the decrease in the number of admissions, revenue decreases by $443,099 in 2017.

Expenditures decrease $1,267,854 due to lower administrative and overhead cross charges, resulting from the reallocation of cross charges as Inpatient Services level off or decline and Community Services continue to grow. Patient expenses for drugs and outside medical services also decreased by $316,158. Increased salaries and benefits of $790,213 to attract and retain Psychiatrists and other clinical staff partially offset the reduced overhead and expenses.

Strategic Program Area 3: Inpatient Services (Adult and Children)

Service Provision: **Mandated**

Strategic Outcome: **Self-sufficiency**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Acute Adult Inpatient			
Average Daily Census	48	60	54
Number of Admissions	962	1,275	900
Number of Patient Days	17,538	20,148	19,710
Average Length of Stay (Days)	17.2	13.5	22
Child and Adolescent Inpatient Services			
Average Daily Census	9.8	12	12
Number of Admissions	919	890	930
Number of Patient Days	3,594	4,030	4,380
Average length of Stay (Days)	4.0	3.6	4.7

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$36,374,950	$37,629,829	$41,543,025	$36,835,056	($4,707,969)
Revenues	$14,606,010	$18,976,788	$17,089,423	$20,456,205	$3,366,782
Tax Levy	$21,768,940	$18,653,040	$24,453,602	$16,378,851	($8,074,751)
FTE Positions	204.9	204.9	198.7	192.8	(5.9)

How Well We Do It: Performance Measures			
Performance Measure	**2015 Actual**	**2016 Budget**	**2017 Budget**
Acute Adult Inpatient			
Percent of clients returning to Acute Adult within 30 days	11.2%	12.2%	11%
Patients Responding Positively to Satisfaction Survey	72.4%	75%	75%
Child and Adolescent Inpatient Services			
Percent of children who return to CAIS within 30 days	15.9%	9.5%	15%
Patients Responding Positively to Satisfaction Survey	70.5%	78%	73%

Strategic Implementation:
BHD's inpatient services are provided in four licensed psychiatric hospital units with three specialized programs for adults and one specialized unit for children and adolescents. Adult units include one 21-24 licensed bed adult unit called the Acute Treatment Unit (ATU), one 21-24 licensed bed Women's Treatment Unit (WTU), and one 18 bed Intensive Treatment Unit (ITU). A projected total of 60 of the licensed adult beds will be available in 2017 with a projected 90% occupancy rate. All units provide inpatient care to individuals who require safe, secure, short-term, or occasionally extended psychiatric hospitalization. A multi-disciplinary team approach of psychiatry, psychology, nursing, social service, and rehabilitation therapy provides assessment and treatment. This approach is designed to stabilize any patient with acute psychiatric needs and assist the return of the patient to their own community. The WTU program provides specialized services for women recovering from complex and co-occurring severe mental health disorders. The ITU program provides a safe, supportive environment for those individuals with mental health conditions who are at high risk for aggressive behavior and in need of intensive behavioral and pharmacological interventions. The Child and Adolescent (CAIS) unit provides inpatient care to individuals age 18 and under. The CAIS unit also provides emergency detention services for Milwaukee County as well as inpatient screening for Children's Court.

Expenditures decrease $4,707,969 primarily due to lower administrative and overhead crosscharges from the reallocation of crosscharges as Inpatient Services level off or decline, and continued growth in Community Services.

Revenue increases $3,366,782 due to a reduction in write-offs for uninsured patients, improved collection efforts, and increased Medicaid reimbursement rates.

The Behavioral Health Division has implemented improvements to ensure the health, safety, and welfare of those served, and to maintain compliance with all the Centers for Medicare and Medicaid conditions of participation for state psychiatric hospitals.

BHD continues to build interdisciplinary teams through involved recruitment strategies, retention strategies, and ongoing education and development. In addition, BHD works diligently to attract and retain highly qualified nursing management staff and utilized LEAN processes to improve scheduling practices.

Strategic Program Area 4: Community Access to Recovery Services Division (CARSD)[4]

Service Provision: **Mandated**

Strategic Outcome: **Self-Sufficiency / Quality of Life**

How We Do It: Program Budget Summary[5]					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$112,262,021	$106,406,016	$125,958,163	$151,612,934	$25,654,771
Revenues	$90,882,761	$86,996,532	$98,979,882	$117,156,225	$18,176,343
Tax Levy	$21,379,260	$19,409,484	$26,978,281	$34,456,708	$7,478,427
FTE Positions	124.1	124.1	129.1	132.7	3.6

How Well We Do It: Performance Measures[6]			
Performance Measure	**2015 Actual**	**2016 Budget**	**2017 Budget**
Average Satisfaction Survey Score	87%	76%	77%
Reduction in past 6 months psychiatric bed days	60.3%	61%	62%
Reduction in past 30 days alcohol or drug use	82.5%	83%	84%
Reduction in homelessness or in shelters	77.3%	78%	79%
Increase in employment	34.0%	34%	34%

Strategic Implementation:
As an integral part of the behavioral health care continuum in Milwaukee, BHD continues efforts to provide a "new front door" for behavioral health care. These efforts increase access to services for individuals, their families, and loved ones by being more centrally located in the community. The 2017 budget includes $0.5 million in Northside Hub operating costs to develop, implement, and operate a service delivery system that provides direct (assessment, crisis stabilization, peer support, etc.) and referral services based upon individuals' needs.

BHD also supports the continued partnership with the Milwaukee County Housing Division's initiative to end chronic homelessness. This initiative was started on July 1, 2015, and to date has served 145 individuals. An additional $250,000 is included in the Housing Division to support this initiative.

CARSD consists of three separate program areas:
1. Community Mental Health and Community Crisis Services
2. Community AODA Services
3. Wraparound Milwaukee

Internal overhead charges to CARSD increase by $12.2 million in 2017 primarily due to refined allocation methodology.

[4] For 2017, the Crisis Mobile Team and Access Clinic have been moved to this area from Psychiatric Crisis Services to more accurately reflect their role as in providing community based services. The financials have been restated as in previous years to reflect this change.

[5] In 2017, the Crisis Mobile Team and Access Clinic are moved to this area from Psychiatric Crisis Services to more accurately reflect their role as a community organization. The financials have been restated for previous years to reflect this change.

[6] These performance measures relate to both Community Mental Health & Crisis Services and Community AODA Services narrative sections.

CARS: Community Mental Health and Community Crisis Services

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Crisis Mobile Team			
Mobiles Completed	2,609	2,100	2,920
Adult Day Treatment			
Capacity	24	24	24
Intensive Outpatient Program			
Capacity	0	0	24
Targeted Case Management			
Average Enrollment	1,443	1,443	1,553
Community Support Program			
Average Enrollment	1,267	1,267	1,267
Comprehensive Community Services			
Average Enrollment	233	560	800
Community Recovery Services			
Average Enrollment	42	35	35

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$52,537,922	$43,994,147	$65,509,827	$78,492,266	$12,982,438
Revenues	$33,306,701	$26,267,847	$40,272,798	$47,691,600	$7,418,802
Tax Levy	$19,231,221	$17,726,300	$25,237,029	$30,800,665	$5,563,636

How Well We Do It: Performance Measures			
15Performance Measure	**2015 Actual**	**2016 Budget**	**2017 Budget**
CCS: Tax levy per capacity	$1,522	$3,225	$2,572
CRS: Tax levy per capacity	$44,930	$36,141	$32,777
CSP: Tax levy per capacity	$5,006	$5,173	$7,543
TCM: Tax levy per capacity	$2,246	$2,672	$3,188
Crisis Mobile: Tax levy per mobile	$1,150	$2,052	$1,391

Strategic Implementation: Community Access to Recovery Services (CARS) is the community-based mental health and substance abuse system for adults in Milwaukee County. CARS provides a variety of services to help adults with mental illness achieve the greatest possible independence and quality of life by assessing individual needs and facilitating access to appropriate community services and supports.

In support of that mission, CARS is working to increase enrollment in Community Comprehensive Services (CCS), which is a Medicaid entitlement that provides a coordinated and comprehensive array of recovery services, treatment, and psychosocial rehabilitation services that assist individuals to utilize professional, community, and natural supports to address their needs. The CCS program goal is to serve 800 participants by the end of 2017. This is anticipated to increase expenses by $5.8 million and revenue by $5.0 million.

Targeted Case Management (TCM) is a service to support individuals with serious and persistent mental illness to live as independently as possible in the community. As these services are transitioned to a fee-for-service network it is recognized that an increase in funding is required for both enrollment and network capacity issues. In 2017, TCM expenses increase by $432,352 to serve at least 110 more individuals. This is offset with an anticipated $149,058 in Medicaid revenue. This increase in ability to serve will result in individuals no longer to be served by TCM and will increase the ability to serve individuals identified for services by the Housing First Initiative.

To meet the increased demand and referrals for services to CARS, 5.0 FTE Administrative Coordinator staff are added to CARS. Three of these staff members will also work to review clinical authorizations for ongoing services for different mental health programs as BHD increases oversight and approvals for services.

The newly created Intensive Outpatient Program will complement Milwaukee County's Day Treatment program by providing services to a similar population with shorter lengths of stay. This program will provide service to a greater number of individuals and further contribute to the existing continuum of care. This is anticipated to serve a capacity of 24 individuals at an annual tax levy cost of $0.6 million.

In 2016, an expansion of the Crisis Resource Centers (CRC) occurred to expand services on third shift. This expansion provided enough funding to develop and implement clinical services on third shift five nights per week at the CRC-North. In 2017, services at both CRC-North and CRC-South will expand third shift to seven days per week. This will include both clinical and peer support services at an estimated cost of $330,000.

In 2013, the BHD Crisis Services joined with the City of Milwaukee Police Department (MPD) to create an expansion program of the Crisis Mobile Team. This expansion – the Crisis Assessment Response Team (CART) – consisting of a single mobile team clinician and a single police officer partnered together as a mobile team in the community. Due to success in decreasing the need for involuntary care, CART was expanded in 2014 and again in 2016. The 2017 Budget creates three additional CART teams with partial funding offset from the MacArthur Foundation and psychiatric crisis services coordinator positions for a net tax levy increase of $218,208. BHD will review CART implementation progress mid-year and determine the feasibility of adding a fourth CART team in 2017.

Contingent on meeting performance standards, a purchase of service agreement with Warmline, Inc. is increased to $50,000.

Community Mental Health Financials by Major Program Area				
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**	**Variance**
Crisis Mobile Team				
Expense	$3,246,812	$4,308,178	$4,624,954	$316,776
Revenue[7]	$247,367	-	$299,850	$299,850
Tax Levy	$2,999,445	$4,308,178	$4,325,104	$16,926
Adult Day Treatment				
Expense	$2,609,360	$2,993,100	$2,524,135	($468,965)
Revenue	$1,872,799	$1,887,069	$1,899,752	$12,683
Tax Levy	$736,562	$1,106,031	$624,383	($481,648)
Intensive Outpatient Program				
Expense	-	-	$867,603	$867,603
Revenue	-	-	$224,946	$224,946
Tax Levy	-	-	$642,657	$642,657
Targeted Case Management				
Expense	$3,564,226	$5,453,257	$6,839,307	$1,386,050
Revenue	$323,370	$1,597,405	$1,983,749	$386,344
Tax Levy	$3,240,856	$3,855,852	$4,855,558	$999,706
Community Support Program				
Expense	$8,166,378	$14,481,415	$17,263,767	$2,782,352
Revenue	$1,823,850	$7,926,639	$8,462,056	$535,417
Tax Levy	$6,342,528	$6,554,776	$8,801,711	$2,246,935
Comprehensive Community Services				
Expense	$2,131,360	$7,875,007	$14,184,583	$6,309,576
Revenue	$1,871,023	$6,617,250	$11,628,000	$5,010,750
Tax Levy	$260,337	$1,257,757	$2,556,583	$1,298,826
Community Recovery Services				
Expense	$2,903,323	$1,734,706	$1,927,011	$192,305
Revenue	$1,016,279	$469,755	$819,261	$349,506
Tax Levy	$1,887,044	$1,264,951	$1,107,750	($157,201)

7 Crisis Mobile revenue was previously budgeted in a separate cost center.

CARS: Community AODA Services

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Detoxification			
Admissions	5,091	5,400	5,000
AODA Residential			
Capacity	96	96	112
Day Treatment – AODA			
Average Enrollment	60	60	60
Outpatient – Substance Abuse			
Admissions	853	850	850
Recovery House			
Average Enrollment	33	33	33
Recovery Support Coordination			
Average Enrollment	227	230	230
Recovery Support Services			
Average Enrollment	1,007	1,000	1,000

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$14,967,534	$13,750,024	$13,827,399	$15,408,225	$1,580,826
Revenues	$12,091,112	$11,977,157	$12,040,593	$12,140,593	$100,000
Tax Levy	$2,876,422	$1,772,867	$1,786,806	$3,267,632	$1,480,826

Strategic Implementation: Milwaukee County's community AODA services is an alcohol, drug treatment, and recovery service system. These services are open to Milwaukee County residents ages 18-59 with a history of alcohol or drug use. Priority is given to families with children and pregnant women (regardless of age).
Milwaukee County BHD has a provider network for AODA residential services that provides a continuum of services which include traditional residential, medically monitored residential, and co-occurring biomedically monitored residential. Due to the increased demand for residential AODA treatment services, the 2017 Budget increases AODA residential capacity from 96 to 112 beds at a cost of $613,748.

The 2017 Budget includes $100,000 to enhance opioid epidemic strategies. This will enable BHD to purchase Narcan, an antidote for treating narcotic overdose, and provide training for its use. This is offset by an anticipated $100,000 in grant revenue. Additionally, BHD CARS supports the use of Medication Assisted Treatment (MAT). MAT is the use of medications, in combination with counseling and behavioral therapies, to provide a whole patient approach to the treatment of substance use disorders. CARS integrated the use of MAT beginning with methadone treatment services over 15 years ago. CARS has integrated the use of Vivitrol in the last three years. CARS utilizes a wraparound approach by not only assisting with the referral and/or placement of a person who is interested in receiving MAT, but provides a Care Manager to partner in the development of an Individual Recovery Plan (IRP).

Financials by Major AODA Service Area				
	2015 Actual[8]	**2016 Budget**	**2017 Budget**	**Variance**
Detoxification	$2,577,775	$2,572,145	$2,572,145	-
AODA Residential	$3,189,009	$3,042,032	$3,655,780	$613,748
Recovery House	$137,258	$142,625	$142,625	-
Outpatient – Substance Abuse	$481,819	$432,888	$432,888	-
Recovery Support Coordination	$1,433,274	$1,423,960	$1,423,960	-
Prevention	$2,392,061	$2,518,091	$2,399,976	$(118,115)
RSS	$1,104,547	$1,339,699	$1,339,699	-
Other (Training, etc)	$669,451	$715,775	$766,775	$51,000

[8] Data from MHC/Avatar

CARS: Wraparound Milwaukee

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Family Intervention Support Services			
Number of Clients Served	919	750	800
Wraparound			
Average Total Enrollment	1,189	1,144	1,350
Average Daily Number of REACH enrollees	413	425	550
Mobile Urgent Treatment			
Number of Clients Seen (face-to-face)	1,560	1,800	1,750

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	44,756,565	$48,661,844	$46,620,937	$57,712,443	$11,091,506
Revenues	45,484,948	$48,751,527	$46,666,491	$57,324,032	$10,657,541
Tax Levy	($728,383)	($89,683)	($45,554)	$388,411	$433,965

How Well We Do It: Performance Measures			
Performance Measure	**2015 Actual**	**2016 Budget**	**2017 Budget**
Family Satisfaction with Care Coordination (5.0 Scale)	4.6	4.6	4.6
Percentage of enrollee days in a home type setting (enrolled through Juvenile Justice system)	62%	75%	75%
Percentage of youth who have achieved permanency at disenrollment	58%	70%	70%
Average level of “needs met” at disenrollment (1-5)	3.2	>3.0	>3.0

Strategic Implementation:
Wraparound Milwaukee is a unique managed care program operated by the Milwaukee County Behavioral Health Division to provide comprehensive, individualized, and cost effective care to children with complex mental health and emotional needs. In 2017, enrollment is expected to continue to increase. The expectation for 2017 is a daily enrollment of 1,350 children and their families.

Wraparound added 3.0 FTE to enhance their Wraparound Wellness Clinic by providing prescriber and other clinical services for enrollees. This is being done to respond to both increased enrollment as well as enhancements which provide more holistic care in coordinating the physical health care needs of the youth. The Wellness Clinic has also experienced an increase in utilization due to the increased enrollment into the CORE program, designed to respond to youth experiencing their first episode of psychosis.

Former BHD Service Areas

Rehab Centers – Hilltop and Central					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$10,527,332	$10,623,890	$0	$0	$0
Revenues	$1,818,678	$1,701,011	$0	$0	$0
Tax Levy	$8,708,654	$8,922,879	$0	$0	$0
FTE Positions	50.1	50.1	0	0	0

Behavioral Health Division Budgeted Positions				
Position Titles	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Accountant	1	0	(1)	2016 Current Year Action
Accountant 4-NR	1	0	(1)	Abolish
Accounts Receivable Supervisor	1	0	(1)	Reclass to Patient Account Manager
Administrator BH	1	1	0	
Administrator EnvironmentalSvc	1	1	0	
Administrator Financial BHD	1	1	0	
Administrator Medical Records	1	1	0	
Advanced Nurse Prescriber	5	6	1	Create
Advocate Clients Rights	1	1	0	
Analyst Heath Data	0	1	1	Reclass from Program Analyst
Analyst Quality Assurance	0	1	1	Reclass from Program Analyst
Analyst Technical Support	4	1	(3)	Reclass to Analyst QA
Assistant Administrative	6	5	(1)	Abolish
Assistant Clerical	10.5	1	(9.5)	Abolish
Assistant Director Nursing	1	1	0	
Assistant Distribution	2	2	0	
Assistant Executive BHD	0	4	4	Create
Assistant Medical Billing	0	7	7	Create
Assistant Office	21	11	(10)	Abolish
Assistant Purchasing	2	1	(1)	Abolish
Associate Accountant	1	1	0	
Associate Director Wraparound	1	1	0	
BH House Physician 3	2	0	(2)	Reclass
Chaplain	0.7	0.7	0	
Chief Administrative Officer	1	1	0	
Chief Director Medical	1	1	0	
Chief Nursing Officer	0	1	1	Reclass
Chief Officer Clinical	1	1	0	
Chief Officer Quality	1	0	(1)	Abolish
Chief Psychologist	1	1	0	
Clerk Accounts Receivable	11	3	(8)	Abolish
Clerk Clothing Supply	2	1	(1)	Abolish
Clerk Health Unit	15.5	13	(2.5)	Abolish
Clerk Medical Records	0	5	5	Create
Clerk Supply	2	2	0	
Clinician Emergency Services	17	20	3	Create
CNA	97.5	111	13.5	Create
Coder Medical Records	0	1	1	Current Year Action
Compliance Officer	0	1	1	Create

Behavioral Health Division Budgeted Positions				
Position Titles	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Coord Emergency Mgmt & Supply	1	0	(1)	Reclass
Coordinator Administrative	13	20	7	5.0 Create, 2.0 2016 Current Year Action
Coordinator Billing	7	7	0	Create
Coordinator Care Management	5	5	0	
Coordinator Community Relation	1	1	0	
Coordinator Community Service	1	1	0	
Coordinator Contract Services	1	1	0	
Coordinator Education	1	1	0	
Coordinator Grant Program	1	1	0	
Coordinator Health Prevention	1	1	0	
Coordinator Integrated Service	9	7	(2)	Reclass
Coordinator Psych Crisis Svcs	2	3	1	Create
Coordinator Quality Assurance	4	4	0	
Coordinator Quality Improvement	2	2	0	
Decorator Facilities	1	1	0	
Deputy Administrator Community	0	1	1	Reclass
Deputy Administrator Inpatient	1	0	(1)	Abolish
Deputy Administrator Outpatient	1	0	(1)	Abolish
Dietitian	1	1	0	
Dir Clinical Prog Psych BH Hr	0.1	0	0	Abolish
Dir Provider Srv Contracts BHD	0	1	1	Create in 2016
Director ClinicalProgramPsyc	10	10.5	0.5	Create
Director Community Services	1	1	0	
Director Financial Services	1	1	0	
Director Medical	5.5	4	(1.5)	
Director Nursing	1	0	(1)	Reclass
Director of Approv/Authoriz	0	1	1	Create
Director Wraparound Program	1	1	0	
Electrical Mech Supv	0	1	1	Create
Engineer Mechanical Utility	1	0	(1)	Abolish
Evaluator Program	2	2	0	

Behavioral Health Division Budgeted Positions				
Position Titles	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Exdir1-Psychcrisissvsdi	1	0	(1)	Abolish
Housekeeper	2	2	0	
Liason Childrens Court	1	1	0	
Manager Accounting	1	1	0	
Manager Adminstration Svcs BHD	0	1	1	Reclass
Manager Case Management UR	0	1	1	2016 Current Year Action
Manager Clinical Program	1	1	0	
Manager Comm Support Programs	0	1	1	2016 Current Year Action
Manager Facilities Op BHD	0	1	1	Reclass
Manager Intake Services	0	1	1	Reclass from Integrated Services Coord
Manager Integrated Services	1	1	0	
Manager Medical Services	1	1	0	
Manager Nurse	7	7	0	
Manager Operations Fiscal	1	1	0	
Manager Patient Access	1	1	0	
Manager Program	4	6	2	Program Coord CATC
Manager Transitional Services	0	1	1	Reclass from Integrated Services Coord
Mechanical Mtce Supt	1	0	(1)	Reclass
Med Staff Coordinator	1	1	0	
Mgr Pgm Provider Network	0	1	1	Reclass from Prog Coord CATC
Officer Safety	1	1	0	
Patient Accounts Manager	0	1	1	Reclass from Accounts Receivable Supervisor
Physician	0	2	2	Reclass
Physician Hourly	11	5	(6)	Abolish
Plumber Supv	0	1	1	Create
Prog Coord - CATC	2	0	(2)	Reclass
Psychiatrist Child	0	3.5	3.5	Create
Psychiatrist Inpatient	0	6.5	6.5	Reclass 5.0,Create 1.50
Psychiatrist Staff	13.8	8.8	(5)	Reclass
Psychiatrist Staff - Hourly	5.3	1.8	(3.5)	Abolish
Psychological Associate	1	1	0	
Psychologist	7.5	8.1	0.6	Create
Psychology Postdoc Fellow	2	2	0	
QA Coordinator	1	1	0	
QA QI Manager	1	1	0	
Representative Admissions	0	8.4	8.4	Create
Representative Legal Services	3	3	0	
RN	99	89.5	(9.5)	Abolish 10.5, Create 1.0
RN Educator	3	3	0	

Behavioral Health Division Budgeted Positions				
Full Time Position Titles	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
RN Infection Control	1	1	0	
RN Manager Quality Improvement	1	1	0	
RN Risk Management	1	1	0	
RN Utilization Review	6.5	7.5	1	Create
Specialist Collections	1	1	0	
Specialist Compliance	5	5	0	
Specialist Credentialing	0	3	3	Reclass from Clerical Spec MHD
Specialist Developmental Disab	1	1	0	
Specialist Provider Network	1	1	0	
Sr Accountant	0	2	2	Create
Sr Analyst Budget	3	2	(1)	Reclass
Sr Assistant Executive	1	1	0	
Sr Revenue Cycle Analyst	0	1	1	Reclass
Staffing Assistant	4	0	(4)	Abolish
Supervisor Maintenance	1	1	0	
Supervisor Medical Records	2	2	0	
Supervisor Nursing	6	4.5	(1.5)	Abolish
Supervisor Office Management-	3	1	(2)	Abolish 1.0, Reclass 1.0
Technician Quality Assurance	1	1	0	
Therapist Music	3	3	0	
Therapist Occupational	10	11	1	Create
Worker Maintenance	9	10	1	Create
Worker Psych Social	16.5	17	0.5	Create
Supervisor Nursing Pool	1.1	2	0.9	Fund
Psych Social Wkr Pool	1.5	2.86	1.36	Fund
Advanced Nurse Prescriber Pool	0.9	0.62	(0.28)	Unfund
Occupational Therapist Pool	0.5	1	0.5	Fund
RN Pool	1.1	1.2	0.1	Fund
CNA Pool	0.05	0.1	0.05	Fund
Full-Time Total	**539.4**	**545.9**	**6.5**	
Part-Time Total	**5.2**	**7.8**	**2.6**	
Grand Total	**544.6**	**553.7**	**8.1**	

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AGING (7900) BUDGET

DEPT: Aging

UNIT NO. 7900
FUND: General – 0001

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs	$7,620,264	$7,431,032	$8,057,049	$7,730,837	($326,212)
Operation Costs	$9,662,787	$9,916,633	$9,292,330	$9,891,441	$599,111
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$100,000	$90,536	$100,000	$100,000	$0
Interdept. Charges	$1,028,969	$1,161,233	$961,576	$1,111,916	$150,340
Total Expenditures	**$18,412,020**	**$18,599,432**	**$18,410,955**	**$18,818,828**	**$407,873**
Legacy Healthcare/Pension	*$1,743,528*	*$1,801,369*	*$2,027,356*	*$2,105,000*	*$77,644*
Revenues					
Direct Revenue	$1,329,925	$1,255,568	$1,335,000	$924,000	($411,000)
Intergov Revenue	$15,980,518	$16,164,564	$16,350,582	$16,281,833	($68,749)
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$17,310,443**	**$17,420,132**	**$17,685,582**	**$17,205,833**	**($479,749)**
Tax Levy	**$1,101,577**	**$1,179,300**	**$725,373**	**$1,612,995**	**$887,622**
Personnel					
Full-Time Pos. (FTE)*	75.7	75.7	77.1	76.4	(0.7)
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$0	$0	$0	$0	$0

**The 2017 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2015 Budget, 2015 Actual, and 2016 Budget FTEs are restated to reflect this change. Program Area tables include this change as well.*

Department Mission: To affirm dignity and value of older adults of the 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 serves the needs of and provides opportunities for Milwaukee County's large and diverse older adult population.

MCDA 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, property tax levy and other contributions to fund programing or services for older adults in Milwaukee County.

Major Changes in FY 2017

Expenditures include increases in the Senior Meal Program catering costs of $307,457 and a cross charge increase of $72,057 for Corporation Counsel legal services in the Resource Center. Expenditure increases are partially offset with a net decrease of $326,212 in personal service costs. A total revenue decrease of $479,749 is primarily due to a net reduction in eligible Medicare meal reimbursement costs of $286,000, elimination of carryover donations of $100,000, elimination of $25,000 in Bader Foundation grant funds and elimination of $42,796 in Chronic Disease Self-Management expansion grant funds.

Strategic Program Area 1: Administration

Service Provision: **Mandated**

Strategic Outcome: **High quality, responsive services**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
This Service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	($1)	($31,429)	($230,426)	$0	$230,426
Revenues	$0	$0	$0	$0	$0
Tax Levy	($1)	($31,429)	($230,426)	$0	$230,426
FTE Positions	5.8	5.8	5.7	6.5	0.8

How Well We Do It: Performance Measures			
Performance Measure	**2015 Budget**	**2016 Budget**	**2017 Budget**
Number of SMART Goals Accomplished	90%	90%	90%
Number of Audit Exceptions	0	0	0

Strategic Implementation:
MCDA Administration provides leadership, budgeting, and community relations for the department. This program area is also the department's conduit for community collaboration on behalf of, and with the older adults of Milwaukee County.

MCDA utilizes various county department services, including Corporation Counsel legal services. MCDA identifies and shares program resources with Department of Health and Human Services, including coordination of Chapter 55 compliance, evidence-based prevention/coordination, and Aging Disability Resource Center Governing Board support.

Administrative program service expenditures total $1,278,537, resulting in a decrease of $14,242. Administrative service costs are completely charged out to remaining Aging program areas.

Strategic Program Area 2: Aging Resource Center

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2015 Budget**	**2016 Budget**	**2017 Budget**
Number of people contacted at outreach events	16,000	30,000	15,000
Number of consumer calls	28,500	56,000	56,000
Newly trained EBP program leaders	60	125	125
Number of elderly completed evidence based prevention (EBP) programs	350	450	450

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$8,064,922	$8,174,593	$8,443,655	$8,420,677	($22,978)
Revenues	$8,461,937	$8,577,542	$8,712,343	$8,630,031	($82,312)
Tax Levy	($397,015)	($402,949)	($268,688)	($209,354)	$59,334
FTE Positions	60.2	60.2	61.8	60.9	(0.9)

How Well We Do It: Performance Measures			
Performance Measure	**2015 Budget**	**2016 Budget**	**2017 Budget**
100% Time Reporting Medicaid Match	39.50%	39.50%	39.50%

Strategic Implementation:
The Aging Resource Center (ARC) provides outreach and support to persons 60 years and older, offering information and assistance on programs available to them. ARC provides optional counseling for seniors and their families, functional eligibility determination, Medicaid application assistance and enrollment into local publicly funded long-term care programs. In 2017, the Aging Resource Center receives an additional $109,000, as well as, 2 FTE Service Support Specialist positions for administrative support of Milwaukee County Transit's Growing Opportunities Pass.

Court-ordered corporate guardian services are the responsibility of Milwaukee County and are provided through the ARC. The Aging Resource Center has also developed the capability to provide support to individuals diagnosed with dementia as well as their caregivers.

A wellness and disease prevention grant of $42,796 for Chronic Disease Self-Management expansion has ended. Due to full year funding of the costs of one dementia specialist position in 2016 as compared to partial year filling of the position in 2015, carryover grant revenue of $37,000 is eliminated for 2017.

Expenditure decrease $22,978 is primarily due to an increase in cross charges and commodities, partially offset by reductions in personal services and other operating costs due to fiscal constraints.

Strategic Program Area 3: Area Agency

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2015 Budget**	**2016 Budget**	**2017 Budget**
Number of county-wide collaborative public education, information and social community events and presentations	10	20	20
Number of professional public meetings coordinated and staffed by Area Agency Staff	136	136	136

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$4,102,493	$4,081,201	$3,962,087	$3,937,863	($24,224)
Revenues	$4,069,785	$4,108,419	$4,177,679	$4,164,566	($13,113)
Tax Levy	$32,708	($27,218)	($215,592)	($226,703)	($11,111)
FTE Positions	5.8	6.0	5.7	5.0	(0.7)

How Well We Do It: Performance Measures			
Performance Measure	**2015 Actual**	**2016 Budget**	**2017 Budget**
Number of contracts met total assessment and monitoring compliance	93%	95%	95%
Aggregate Older American Act Programs attended by committee and council members	876	700	700

Strategic Implementation:
The Department on Aging serves as the local Area Agency on Aging (AAA). This program uses federal funds allocated through the Older American's Act to provide support to Commission on Aging (COA) committees, councils, and workgroups. The AAA, is by Federal designation the lead community agency in planning, research, program development, advocacy, and oversight relative to all aging issues in Milwaukee County. The AAA unit distributes federal, state, local and private funds through purchase contracts with local community-based agencies to provide a comprehensive network of support services. This network assists older adults in remaining independent, and in their homes for as long as possible. Focus areas include wellness programming, transportation, neighborhood, and various outreach networks, advocacy, and nutrition. Development of the Milwaukee County 2017-2018 Area Plan resulting from public hearings will define Department on Aging's goals for serving the older adult community of Milwaukee County for the next two years.

Revenues decrease $25,000 due to the end of the grant period from Bader Philanthropies, Inc. and is partially offset by an increase of $11,887 in specialized transportation service funds. Personal services reflect an expense reduction due to the transfer of one Director Administration-Aging position to the Administration program area, resulting in shared costs being allocated across all program service areas.

Strategic Program Area 4: Senior Meal Program

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Meals Served at Meal Sites	262,179	290,000	290,000
Home Delivered Meals	339,351	320,000	320,000

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$4,766,732	$4,906,283	$4,753,512	$4,977,453	$223,941
Revenues	$4,738,721	$4,709,571	$4,755,560	$4,371,236	($384,324)
Tax Levy	$28,011	$196,711	($2,048)	$606,217	$608,265
FTE Positions	3.9	3.9	3.9	4.0	0.1

How Well We Do It: Performance Measures			
Performance Measure	**2015 Actual**	**2016 Budget**	**2017 Budget**
Percentage of Congregate Diners reporting satisfaction	90%	98%	98%
Percentage of Home Delivered Meals consumers reporting satisfaction	94%	98%	98%
Number of Volunteer Hours Reported	50,468	70,000	45,000
Number of days between referrals and assessments	7	7	7

Strategic Implementation:
The Department on Aging continues 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 reimbursement for long-term care member meal purchases continues in 2017 through the MCDA Senior Meal Program. The Senior Meal Program operates 23 meal sites. A decline of four dining sites since 2015 adversely impacts key program volunteer hours.

Expenditure net increase of $223,941 primarily relates to a catering cost increase of $307,457. The increase more accurately reflects actual experience. Revenue reflects a total net decrease primarily due to a steady decline in Medicaid/Medicare revenue reimbursed meals from eligible managed care organization participants (a reduction of $286,000). Revenues are also reduced due to elimination of a surplus in carryover donations of $100,000, ongoing stagnant grant meal program revenues, decline in Medicaid/Medicare meal reimbursements, increased costs due to program service changes, and other increased program costs.

Strategic Program Area 5: Senior Centers

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Number of members	7,250	8,000	8,000

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$1,477,874	$1,468,785	$1,482,127	$1,482,835	$708
Revenues	$40,000	$24,600	$40,000	$40,000	$0
Tax Levy	$1,437,874	$1,444,185	$1,442,127	$1,442,835	$708
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures			
Performance Measure	**2015 Actual**	**2016 Budget**	**2017 Budget**
Newly scheduled activities	301	130	150
Average Satisfaction Survey Score*			
Rose Senior Center	95%	99%	99%
Kelly Senior Center	95%	99%	99%
McGovern Senior Center	95%	99%	99%
Washington Senior Center	95%	99%	99%
Wilson Senior Center	95%	99%	99%

**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:
The Department on Aging uses tax levy funding for programs, services and major maintenance at the 5 county-owned senior centers. These centers offer a variety of social and recreational activities including: exercise and dance classes, educational and art activities, computers with internet access, pool tables and special events. Senior Advocacy groups provide volunteer and donation opportunities for older adults. The centers also serve as food share distributors, congregate meal and home-delivered meal dispatch sites, as well as, a temporary refuge during inclement weather.

Revenues remain unchanged and expenditures increase $708 for facility assessment costs.

Department on Aging Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Accountant 3	1	1	0	
Adm Asst NR Exempt	3	3	0	
Administrator Financial Ops Ag	0	1	1	Retitle
Assistant Administrative	1	1	0	
Budget Mgr - Aging	1	1	0	
Clerical Asst 1	2	2	0	
Coordinator Care Management	1	1	0	
Coordinator Elder Abuse Preven	1	1	0	
Coordinator Nutrition Outreach	1	1	0	
Director Administration Aging	0	1	1	Retitle
Elderly Nutri Program	1	1	0	
Exdir1-AsstDirDept Aging-Admin	1	0	(1)	Retitle
Exdir1-AsstDirDept Aging-Fiscal	1	0	(1)	Retitle
Exec Dir Aging	1	1	0	
Executive Assistant Aging	1	1	0	
Human Ser Wkr Aging	36	36	0	
Human Ser Wkr Aging Bl Sp	2	2	0	
Info And Outreach Coor Ag	1	1	0	
Office Supp Asst 2	1	1	0	
Paralegal	1	1	0	
Prog and Policy Coord	1	1	0	
Prog Coord - Aging	2	2	0	
Prog Coord - Community Progs	1	1	0	
Prog Coord – Res Center	2	2	0	
Prog Planning Coord	1	1	0	
Quality Imprvt Coord Res Cen	1	1	0	
Resource Mgr Aging	1	1	0	
RN 2 – Dept on Aging	1	1	0	
Secretarial Asst	2	2	0	
Serv Supp Spec	4	6	2	Create
Serv Supp Spec Bl Sp	1	1	0	
Specialist Dementia Care	2	2	0	
Unit Supervisor- LTS -	3	3	0	
Grand Total	**79**	**81**	**2**	

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Parks, Recreation & Culture Function

Agency Budget Narratives

- Department of Parks, Recreation & Culture
- Zoological Department
- University of Wisconsin – Extension

Consolidated Non-Departmental
Cultural Contributions:

- Fund for the Arts
- County Historical Society
- Federated Library System
- Marcus Center for the Performing Arts
- Milwaukee Public Museum
- Villa Terrace/Charles Allis Museum
- War Memorial
- Art Museum

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PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs**	$17,905,860	$17,307,210	$18,474,381	$18,296,397	($177,984)
Operation Costs	$10,398,699	$11,532,272	$11,103,068	$11,308,810	$205,742
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$1,109,706	$1,187,774	$1,307,338	$1,158,122	($149,216)
Interdept. Charges	$7,420,332	$7,944,978	$8,599,095	$8,804,702	$205,607
Total Expenditures**	**$36,834,597**	**$38,650,150**	**$39,483,882**	**$39,568,031**	**$84,149**
Legacy Healthcare/Pension	*$5,102,017*	*$5,129,238*	*$5,996,834*	*$5,692,638*	*($304,196)*
Revenues					
Direct Revenue	$18,347,221	$21,302,186	$20,465,740	$19,803,745	($661,995)
Intergov Revenue	$159,114	$470,002	$129,367	$125,450	($3,917)
Indirect Revenue	$0	$7,775	$0	$0	$0
Total Revenues	**$18,506,335**	**$21,779,963**	**$20,595,107**	**$19,929,195**	**($665,912)**
Tax Levy	**$18,328,262**	**$16,870,187**	**$18,888,775**	**$19,638,836**	**$750,061**
Personnel					
Full-Time Pos. (FTE)*	317.5	212.6	204.7	217.6	12.9
Seas/Hourly/Pool Pos.	53.9	53.9	170.6	221.6	51.0
Overtime $	$0	$148,939	$0	$193,280	$193,280

**The 2017 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2015 Budget, 2015 Actual, and 2016 Budget FTEs are restated to reflect this change. Program Area tables include these changes as well.*
***The 2017 Budget figures exclude Legacy Health and Pension benefits due to centralization of these costs in low-org 1951. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to include this change. Program area tables also reflect this change. The 2017 Budget removed active fringe benefit charges from departments that were primarily funded through the tax levy and centralized the charges in low-org 1951 Fringe Benefits. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to reflect that change.*

Department Mission:
The mission of the Milwaukee County Parks Department is to sustain the legacy of our world-class park system by managing and conserving natural, cultural, and recreational resources for the benefit of the community.

Department Description:
The Department of Parks Recreation & Culture (DPRC) manages 15,325 acres including 158 parks and 11 parkways of recreational enjoyment. Long viewed as the gem of the County, the park system offers year-round activities, including natural areas, Lake Michigan beaches and marinas, community and recreation centers, botanical gardens and conservatory, tennis and volleyball courts, golf and disc golf courses, family aquatic centers and more than 231 athletic fields for a variety of sports, including baseball, softball, rugby, and soccer. The Park Department's 140-mile trail system is used for biking, in-line skating, cross-country skiing, running and walking.

Strategic Implementation:
DPRC's budget reflects its 5-year Strategic Plan to include completing a Park System Master Plan and updating the 1991 Park and Open Space Plan and working towards accreditation through the Commission for Accreditation of Park and Recreation Agencies (CAPRA).

In an effort to reduce the number of crosscharges, the 2017 Budget removes fringe benefit charges from departments that are primarily financed through the tax levy. The fringe benefit tax levy for these departments will remain in Org. Unit-1950-Fringe Benefits. It is the policy of Milwaukee County to reduce the number of crosscharges to: 1) simplify the budgeting process, 2) still retain outside revenues wherever possible, and 3) provide accurate information on the cost to provide programs and services.

Major Changes:

- Eliminating the Parks/Hwy position-share arrangement with DOT-Highway.
- The seasonal FTE increased due to budgeting the positions at the Park Worker III rate instead of a Park Worker V rate to better reflect historical actuals.
- Eliminated the Finance Division to combine it within the Administration Division.
- Increase Concessions revenue by $350,000 with offsetting expenditures of $280,000 for additional staff and product costs for a net revenue increase of $70,000.
- Provide $35,000 to develop and implement a program to address racial and ethnic disparities in drowning fatalities in Milwaukee County.
- Funding for the Parks Amenities Matching Fund is provided from net parking revenues at O'Donnell Park. All net parking proceeds received in 2017 shall be earmarked for the Parks Amenities Matching Fund.
- Decrease expenditures by $275,000 for one-time baseball diamond and park improvements

Strategic Program Area 1: Administration

Service Provision: **Administrative**

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

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Per Capita tax levy support for Parks	$27.90	$27.78	$27.78
Park Acreage	15,316	15,316	15,325
Acres/1000 Residents	16.021	15.827	16.040
Number of Friends Groups	51	55	60

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	2,386,457	2,869,774	3,366,189	3,051,739	(314,450)
Revenues	22,966	50,775	15,076	322,050	306,974
Tax Levy	2,363,491	2,818,999	3,351,113	2,729,689	(621,424)
FTE Positions	13.1	11.5	11.7	11.3	(0.4)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Value of volunteer contributions	$1,275,000	$904,625	$1,500,000	$1,500,000

Strategic Implementation:
The administration division includes the finance, contracts and project management, marketing and communications, safety, security and training, volunteer services, development, partnerships, advocacy and outreach business units.

Major Changes:
The Parks Amenities Matching Fund is funded in 2017 from net parking revenues at O'Donnell Park, that will continue to be distributed to awardees in accordance with the requirements established in the adopted County Board policy, File No. 16-4444.

Approximately $240,000 is budgeted to begin the initial process of replacing the out-of-date point-of-sale system (POS) hardware & software.

The department will pursue revitalization efforts to the area and community surrounding Noyes Park and Pool, which will include analyzing the feasibility of introducing new revenue enhancing contracts for the DPRC and other development opportunities that include entertainment and recreation attractions such as an arcade, inflatable playground/trampoline recreation, and a coffee shop or additional concessions. The department will identify and report back to the County Board on possible development opportunities by the June 2017 cycle.

Strategic Program Area 2: Park Operations & Regions

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Number of Oak Leaf Trail miles	123	123	123
Number of parkway miles	60	60	60
% of parkland managed as natural/agricultural areas	67%	67%	67%
Number of athletic fields	220	220	220
Number of Dog Exercise Areas	8	8	8
Number of parks maintained	158	158	158
Operating grants awarded	$300,000	$350,000	$500,000
Acres mowed	3,100	3,100	3,100
Average monthly parkers – O'Donnell	950	950	N/A

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$11,573,822	$12,111,185	$12,669,296	$13,190,250	$520,956
Revenues	$1,034,549	$3,134,198	$3,047,105	$774,958	($2,272,147)
Tax Levy	$10,539,273	$8,976,987	$9,622,191	$12,415,292	$2,793,101
FTE Positions	82.7	149.4	84.8	96.7	11.9

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Sustainability ratio - Dog Exercise Areas	140%	249%	140%	255%
Sustainability ratio – O'Donnell	N/A	247%	249%	N/A

Strategic Implementation:
This program area provides the day-to-day operations and maintenance of parks and facilities throughout the County. Staff provides daily maintenance of pavilions, shelters, athletic fields, picnic sites, rental facilities, parking lots, and roadways. In addition, staff provides mowing and snow plowing services at Lakeshore State Park and mowing services at 10 Milwaukee Water Works facilities.

Major Changes:

- Revenue decrease is a result of the loss of parking and contract revenue from O'Donnell Park and loss of revenue from the Transit Center.
- Expenditure reduction due to the removal of $275,000 from Park Operations allocated for one-time baseball diamond improvements.
- $43,000 is budgeted for electrical upgrades to the existing picnic shelter, directly south of Silver Spring Drive, at McGovern Park.
- $70,000 is budgeted for at least 12 additional seasonal positions for youth employment in McGovern and Sherman Parks. These seasonal positions are specifically designated for youth who reside in the 2nd and 7th Districts.

Strategic Program Area 3: Park Maintenance (Skilled Trades)

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
# of work orders completed	3,857	4,200	4,000
# of buildings maintained	255	255	255
Square footage of buildings maintained[3]	1,907,433	1,895,800	1,900,000

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$352,689	$612,509	$17,494	$536,881	$519,387
Revenues	$1,245	$10,888	$10,505	$11,900	$1,395
Tax Levy	$351,444	$601,621	$6,989	$524,981	$517,992
FTE Positions	28.8	25	28.7	31.7	3.0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Cost per square foot maintained	$0.56	$0.96	$0.45	$0.63

[3] Data from insurance schedule

Strategic Implementation:
This program area maintains facilities and provides skilled trades in the areas of plumbing, electrical, carpentry, painting, heating and cooling, ironwork, and other services to ensure health and safety and code compliance of park facilities.

Strategic Program Area 4: Golf

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Rounds of Golf played – Regular	272,199	260,000	265,000
Rounds of Golf played – Par 3	25,276	21,500	23,000

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$4,852,783	$6,312,324	$5,353,455	$4,967,438	($386,017)
Revenues	$6,325,596	$6,680,005	$6,433,978	$6,596,423	$162,445
Tax Levy	($1,472,813)	($367,681)	($1,080,523)	($1,628,985)	($548,462)
FTE Positions	36.0	24.1	35.7	48.2	12.5

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Sustainability Ratio – Regular	135%	125%	125%	130%
Gain per round – Regular	$6.50	$5.39	$6.00	$6.25
Sustainability Ratio – Par 3	50%	65%	55%	65%
Cost per round – Par 3	$6.01	$3.20	$4.50	$3.00

Strategic Implementation:
This program area maintains County golf courses and provides golf expertise related to lessons, merchandising, and sales.

Strategic Program Area 5: Aquatics

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Total attendance	219,062	265,000	225,000

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$2,468,663	$3,003,898	$2,876,551	$3,038,077	$161,526
Revenues	$1,224,351	$1,055,708	$965,655	$993,050	$27,395
Tax Levy	$1,244,312	$1,948,190	$1,910,896	$2,045,027	$134,131
FTE Positions	51.1	49.8	52.6	54.1	1.5

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Cost per Swimmer (Indoor Pools)	$8.50	$23.97	$8.00	$8.00
Cost per Swimmer (Deep Well Pools)	$4.50	$7.33	$5.00	$5.00
Cost per Swimmer (Water Parks)	$0.00	$3.40	$1.00	$1.00
Sustainability Ratio* (Indoor Pools)	28%	13%	29%	29%
Sustainability Ratio* (Deep Well Pools)	27%	29%	27%	27%
Sustainability Ratio* (Water Parks)	100%	69%	90%	90%

*Share of cost covered by revenues.

Strategic Implementation:
This program area operates and maintains the indoor and outdoor pools and aquatic centers for public use.

Major Changes:
$35,000 is included in the Parks Budget to develop and implement a program to address racial and ethnic disparities in drowning fatalities in Milwaukee County.

Strategic Program Area 6: McKinley Marina

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Number of slip rentals	638	642	645
Number of season boat launch permits	337	450	450
Number of daily boat launches	4533	5,200	5,200

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$1,134,874	$1,108,867	$1,198,117	$1,214,358	$16,241
Revenues	$2,529,150	$2,385,037	$2,466,039	$2,500,051	$34,012
Tax Levy	($1,394,276)	($1,276,170)	($1,267,922)	($1,285,693)	$17,771
FTE Positions	6.7	2	6.7	10.5	3.8

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Boat Slip Occupancy Ratio	93%	93%	93%	93%

Strategic Implementation:
This program area supports the McKinley Marina.

Strategic Program Area 7: Horticulture & Nature Education

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Boerner Botanical Gardens attendance	104,492	117,000	125,000
Mitchell Park Domes attendance	240,179	240,000	240,000
Wehr Nature Center attendance	71,983	62,500	75,000

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$2,921,268	$3,053,850	$3,035,929	$3,107,386	$71,457
Revenues	$1,337,272	$1,492,207	$1,335,883	$1,454,300	$118,417
Tax Levy	$1,583,996	$1,561,643	$1,700,046	$1,653,086	($46,960)
FTE Positions	27.9	27.4	28	30.4	2.4

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Sustainability ratio* – Boerner	35%	53%	50%	50%
Sustainability ratio* – Domes/Greenhouse	47%	67%	50%	50%
Sustainability ratio* – Wehr	9%	13%	10%	10%

*Share of cost covered by revenues

Strategic Implementation:
This program area maintains horticulture and education facilities at the Mitchell Park Conservatory and Whitnall Park's Boerner Botanical Gardens and Wehr Nature Center.

Major Changes:
An appropriation of $25,000 is provided for improvements to the rock garden at Boerner Botanical Gardens. This project will include the installation of a new pool recirculation pump.

Strategic Program Area 8: Community Centers

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Number of memberships – Community Centers	1,164*	1,650	1,650
Number of daily passes – Community Centers	12,869*	18,500	13,500
Number of court hours for rentals – Sports Complex	4,092	4,275	4,275
Number of field rentals (hrs) – Sports Complex	660	575	700
Number of Special Events – Sports Complex	17	15	17
Total attendance – King Community Center	59,120*	88,000	65,000
Total attendance – Kosciuszko Community Center	80,450	65,500	85,000
Total attendance – Sports Complex	221,500	202,000	225,000
Total attendance – Wilson Recreation	68,489	62,500	70,000

*MLK Community Center attendance was impacted by the HVAC project in 2015.

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$2,093,345	$2,017,916	$2,124,559	$2,041,765	($82,794)
Revenues	$742,290	$977,106	$870,913	$975,000	$104,087
Tax Levy	$1,351,055	$1,040,810	$1,253,646	$1,066,765	($186,881)
FTE Positions	22.0	11	21.7	28.2	6.5

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Sustainability ratio* – King Center	28%	24%	25%	25%
Sustainability ratio* – Kosciuszko Center	35%	31%	35%	35%
Sustainability ratio* – Sports Complex	116%	117%	120%	120%
Sustainability ratio* – Wilson Recreation	45%	71%	60%	60%

*Share of cost covered by revenues

Strategic Implementation:
This program area maintains and provides services at the Dr. Martin Luther King, Jr. Community Center, Kosciuszko Community Center, Wilson Park Sports Complex, and the Milwaukee County Sports Complex.

Strategic Program Area 9: Land Resources Management

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Soft trail miles maintained (hiking/biking)	60	60	60
Number of playgrounds	113	113	113

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$3,349,114	$3,449,464	$3,354,407	$3,497,792	$143,385
Revenues	$190,530	$598,865	$160,323	$144,250	($16,073)
Tax Levy	$3,158,584	$2,850,599	$3,194,084	$3,353,542	$159,458
FTE Positions	39	38.0	37.7	44.0	6.3

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Natural areas management ratio*	12%	12%	12%	12%
Number of work orders completed	575	676	700	725

*Actively managed natural area as a proportion of total natural areas

Strategic Implementation:
This program area oversees natural areas and trails, existing maps, new trails, and installs trail signage. It is also responsible for the maintenance and safety of playgrounds, woodlands inventory, and roadway and landscape maintenance.

Strategic Program Area 10: Planning & Development

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Number Capital development projects	40	15	25
Number of Right of Entry permits	99	70	70
Number of Land Conveyances	15	2	2
Number of Master Plans completed	2	4	4
Value of County-funded parks capital projects	$20,000,000	$6,250,000	$10,000,000
Value of non-County funded projects	$43,000,000	$3,793,179	$4,000,000

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$1,233,310	$695,223	$1,496,582	$1,159,122	($337,460)
Revenues	$152,000	$92,779	$124,972	$33,000	($91,972)
Tax Levy	$1,081,310	$602,444	$1,371,610	$1,126,122	($245,488)
FTE Positions	6.5	6.2	7.8	6.5	(1.3)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Deferred maintenance addressed	10%	32%	8%	10%

Strategic Implementation:
This program area executes 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 planning including setting goals and priorities relating to the future development of the Parks System; manages land activities including acquisitions and dispositions, easements, and right-of-entry permitting; maintains the geographic information system which includes an inventory of park facilities and assets; handles capital projects; and, maintains historical records and archives.

Strategic Program Area 11: Concessions

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Number of catering events	251	260	260
Number of food & beverage locations	50	55	55

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$2,669,795	$1,235,675	$2,357,371	$2,649,376	$456,985
Revenues	$2,730,995	$2,827,657	$2,758,851	$3,270,558	$511,707
Tax Levy	($61,200)	($1,591,982)	($401,480)	($621,182)	$54,722
FTE Positions	34.0	7.8	34.6	50.0	15.4

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
$ earned per patron - Golf	$3.25	$3.35	$3.15	$3.40
$ earned per patron - Aquatics	$1.10	$1.23	$1.30	$1.25
Sustainability Ratio	110%	138%	140%	140%

Strategic Implementation:
This function manages concessions and catering at 55 locations throughout the parks system including golf courses, pools and aquatic facilities, and special events.

Major Changes:
Overall revenue increases just over $511,000 primarily due to increased concessions revenue ($350,000) as a result of the creation of a permanent Parks-operated beer garden on Root River Parkway, increased sales at the Brown Deer Park Clubhouse due to the renovated kitchen space, and additional revenue from improvements and added outings. There is a corresponding $280,000 increase in expenditures with these initiatives. The net revenue increase is $70,000.

Strategic Program Area 12: Marketing and Communications

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Number of events – Parks own	328	245	325

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$364,613	$385,074	$428,718	$412,162	($16,556)
Revenues	$2,200	$2,009	$0	$0	$0
Tax Levy	$362,413	$383,065	$428,718	$412,162	($16,556)
FTE Positions	4	4	3.5	3.5	0

Strategic Implementation:
This program area is responsible for marketing and communications, graphic design, and promotion services for DPRC events, activities, and programs through television, radio and print media connections, social media, and website administration.

Strategic Program Area 13: Park Services

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Number of building rentals	2,350	2,300	2,400
Number of athletic field permits	9,853	10,750	10,000
number of athletic programs	22	26	25
Number of special events	873	590	900
Number of dog park permits	4,090	4,150	4,150
Number of picnic rentals	3,371	3,250	3,450
Number of disc golf permits	1,797	N/A	1,900

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$857,607	$827,861	$1,031,668	$1,141,454	$109,786
Revenues	$2,178,991	$2,403,629	$2,346,607	$2,468,655	$122,048
Tax Levy	($1,321,384)	($1,575,768)	($1,314,939)	($1,327,201)	$12,262
FTE Positions	13.9	16.3	15.6	16.1	0.5

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Booking ratio* – ball diamonds	12%	13%	17%	15%
Booking ratio* – athletic fields	8%	9%	10%	10%

*Share of available rentals

Strategic Implementation:
This program area includes permitting and coordinates organized sports leagues, facility rentals, and special events throughout the Parks System.

Major Changes:
Any revenues generated from disc golf fees will be solely used for the maintenance, improvement, or promotion of disc golf courses.

Strategic Program Area 14: Safety, Security & Training

Service Provision: **Discretionary**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Number of citations	2,756	2,000	2,750
Staff contact hours	4,633	4,600	4,700

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$307,257	$288,617	$330,050	$389,223	$59,173
Revenues	$34,200	$69,099	$59,200	$80,000	$20,800
Tax Levy	$273,057	$219,518	$270,850	$309,223	$38,373
FTE Positions	5.3	5.5	6.1	8	1.9

Strategic Implementation:
This program area manages training for Parks employees, administers the Park Ranger program, and manages department-level risk management functions including insurance scheduling, claims, and employee safety and health programming.

Parks Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Adm Asst	1	2	1.0	Reclass from Park Maint Wrkr 2 IC
Asst Chief of Rec/Business Op	2	2	0.0	
Asst Natural Areas Coordinator	1	1	0.0	
Botanical Gardens Dir	1	1	0.0	
Budget Mgr - Parks	1	1	0.0	
Carpenter	3	3	0.0	
Carpenter Supv	1	1	0.0	
Chief Planning and Development	1	1	0.0	
Clerical Spec Parks	1	1	0.0	
Clubhouse Concessions Mgr	1	1	0.0	
Comm Center Mgr	2	2	0.0	
Comm Center Supv	2	2	0.0	
Construction Tech-Parks	1	1	0.0	
Contract Services Officer	1	1	0.0	
Coordinator Natural Areas	1	1	0.0	
Coordinator Trails	1	1	0.0	
Dep Regional Ops Mgr	4	4	0.0	
Director External Affairs Parks	1	1	0.0	
Director Operations Field Parks	1	1	0.0	
Director Operations Rec Parks	1	1	0.0	
Electrical Mech	1	1	0.0	
Electrical Mech Dot	3	3	0.0	
Electrical Mech Supv	1	1	0.0	
Exec Dir Parks Rec Culture	1	1	0.0	
Golf & Recreation Turf Mgr	1	1	0.0	
Golf Services Mgr	1	1	0.0	
Golf Superintendent-PGA	1	1	0.0	
Heating Equip Mech	1	1	0.0	
Heating Equip Mech Supv	1	1	0.0	
Horticultural-Director	1	1	0.0	
Horticultural-Supervisor	1	1	0.0	
Horticulturist 1	10	10	0.0	
Horticulturist 2 In Charge	1	1	0.0	
Ironworker	1	1	0.0	
Ironworker Supervisor	1	1	0.0	
Landscape Arch 3	3	3	0.0	
Landscape-Const Reg. Super	2	2	0.0	
Lifeguard Seas	27	27	0.0	
Maintenance Services Coord	1	1	0.0	
Manager Comm & Marketing-	1	1	0.0	
Manager Planning Development-	1	1	0.0	
Marina Manager	1	1	0.0	
Market Coord Sponsorship	1	1	0.0	
Market Public Relations Coord	1	1	0.0	

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Parks Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Mechanical Service Manager	1	1	0.0	
Nat Resources Tech IC - Parks	5	5	0.0	
Natural Res Spec Parks	1	1	0.0	
Natural Resources Tech - Parks	25	25	0.0	
Office Asst 1	1	1	0.0	
Office Asst 3	5	5	0.0	
Officer Development	1	1	0.0	
Operating and Mtce Engnr	3	3	0.0	
Organized Sports Coord.	1	1	0.0	
Painter Bldgs	3	3	0.0	
Park Artist	1	1	0.0	
Park Maint Wrkr 2 IC	46	45	(1.0)	Reclass to Admin Asst
Park Maint Wrkr Asst	1	2	1.0	
Park Naturalist	3	3	0.0	
Park Naturalist Interp Ed	1	1	0.0	
Park Operats Analyst 2	5	5	0.0	
Park Ranger in Charge	2	2	0.0	
Park Unit Coord 1	7	7	0.0	
Park Unit Coord 1 Conc	2	3	1.0	Fund
Park Unit Coord 1 Golf	2	3	1.0	
Park Unit Coord 2	7	8	1.0	Create
Park Unit Coord 2 Golf	5	4	(1.0)	
Parks/Hwy Maint Worker	9.1	9.1	0.0	
Plumber	4	4	0.0	
Plumber Supv	1	1	0.0	
Public Services Mgr	1	1	0.0	
-RC-Natural Resources Tech-Parks	1	1	0.0	
Receptionist	0	0	0.0	
Recreation-Aquatic Prog Mgr	1	1	0.0	
Safety Security & Training Mgr	1	1	0.0	
Senior Exec Asst Parks NR	1	1	0.0	
Special Events Coord	1	0	0.0	Reclass to Park Unit Coordinator
Specialist POS Parks-	1	1	0.0	
Supervisor Aquatics-	1	1	0.0	
Volunteer Coordinator	1	1	0.0	
Z0023 – Lifeguard (FT)	0	0	0.0	
Aquatic Program Sup Sea	0.7	0.7	0.0	
Asst Headlifeguard Seas	8.3	8.3	0.0	
Food Serv Operator Seas	7.7	8.4	0.7	Fund
Head Lifeguard Seas	7.3	7.3	0.0	
Horticulturist 1 Seas	0	1.5	1.5	Fund
Office Asst 1 Seas	3.5	2.6	(0.9)	Unfund
Office Asst 3 Seas	1	1	0.0	

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Parks Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Park Intern Athletic Of	1.1	0	(1.1)	Unfund, now combined with Parks Athletic Officials
Park Maint Wrk 1 Seas	0	2.4	2.4	Fund
Park Naturalist Interp Ed Hr	0.2	0.3	0.1	Fund
Park Patrol Seasonal	3.1	5	1.9	Fund
Park Worker 2 Seas	0	5	5.0	
Park Worker 3 Seas	0	151.4	151.4	
Park Worker 5 Seas	111.2	0	(111.2)	
Special Events Coord Hr	0.7	0.7	0.0	
Full Time Total	243.1	217.1	(26.0)	
Part-Time Total	144.8	221.5	76.5	
Grand Total	**387.9**	**438.6**	**50.5**	

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ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs**	$8,936,229	$8,746,039	$10,184,873	$8,908,648	($1,276,225)
Operation Costs	$9,697,814	$8,699,185	$9,153,926	$9,443,234	$289,308
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$999,786	$422,182	$1,000,530	$1,000,530	$0
Interdept. Charges	$2,250,929	$2,368,870	$2,158,260	$2,432,572	$274,312
Total Expenditures**	**$21,884,758**	**$20,236,276**	**$22,497,589**	**$21,784,984**	**($712,605)**
Legacy Healthcare/Pension	*$2,742,818*	*$2,842,212*	*$3,355,224*	*$3,303,498*	*($51,726)*
Revenues					
Direct Revenue	$19,245,432	$18,782,514	$19,325,634	$20,161,031	$835,397
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$19,245,432**	**$18,782,514**	**$19,325,634**	**$20,161,031**	**$835,397**
Tax Levy**	**$2,369,326**	**$1,453,762**	**$3,171,955**	**$1,623,953**	**($1,548,002)**
Personnel					
Full-Time Pos. (FTE)*	125.7	125.8	127.5	126.0	(1.5)
Seas/Hourly/Pool Pos.	126.8	126.8	125.7	125.9	0.2
Overtime $	$301,560	$233,464	$307,536	$312,540	$5,004

**The 2017 Budget FTE's include Vacancy & Turnover (VANDT) & Overtime (OT). The 2015 Budget, 2015 Actual, and 2016 Budget FTE's are restated to reflect this change. Program Area tables include these changes as well.*
*** The 2017 Budget figures exclude Legacy Health and Pension benefits due to centralization of these costs in low-org 1951. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to include this change. Program area tables also reflect this change. The 2017 Budget removed active fringe benefit charges from departments that were primarily funded through the tax levy and centralized the charges in low-org 1951 Fringe Benefits. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to reflect that change.*

Department Mission: The Milwaukee County Zoo (MCZ) 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 will 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 & Finance, Marketing and Communications, Operations Division, Maintenance & Facilities, and Animal Management & Health.

Major Changes in FY 2017 include:

- Seasonal hours at the Heritage Farm for the Animal Ambassador Continuum are increased.
- A salary adjustment will start seasonal employees at a higher wage.
- "Animal Body Worlds" special exhibit scheduled for 2017.
- The West Entrance will open with new programming

- A reorganization will move the Safety & Training Specialist position to DAS-Risk Management.

In 2017, the MCZ officially turns 125 years old. The Zoo will offer special celebrations throughout the year and guests will be able to purchase commemorative items. The advertising budget is increased by $20,000 to assist in making the year-long celebration a success.

The special exhibit scheduled for 2017 is "Animal Body Worlds." This exhibit offers an anatomical safari. Animal Body Worlds exhibits offer a unique chance to explore the intricate biology, zoology and physiology of a variety of the world's most spectacular creatures. The exhibit is high-quality, museum-grade designed to inspire a better understanding of the animal world and foster a greater respect for it. MCZ will be the first zoo to host "Animal Body Worlds". The exhibit will be open early May through Labor Day. The general admission for adults will be $10, children and Group Sales will be $8 and the education rate and member rate will be $5. To help reach out to educational establishments and a new market area, an additional $20,000 in advertising is included in the 2017 Budget.

The State of Wisconsin Department of Transportation (WisDOT) Zoo Interchange project continues in 2017, creating navigation challenges for Zoo guests. In addition to on/off ramp freeway closings and closure of parts of the freeway, the Wisconsin Avenue Bridge will not open until May of 2017. Additionally, a major portion of the Zoo will be under construction for the new Adventure Africa exhibit in 2017. Due to the internal and external construction, no price increases for gate admission fees or parking are planned in 2017 as to prevent further inconvenience for guests. Both staff from the Zoo and WisDOT continue to work together to publicize the best routes to arrive at the Zoo, as well as provide updated signage.

The 2017 Budget includes $8.6 million in capital funding to continue construction of a new Adventure Africa exhibit. The 2015 Budget included $800,000 for planning and the 2016 Budget included $1.7 million to begin construction. The project will be completed in 2018 with a total cost of $16 million. The Zoological Society will provide 50% or $8 million.

The Zoo Director maintains authority to discount or waive admission fees and provide one free admission day during the months of January, February, March, October, November, and December. The April free day is replaced with an October free day due to the lack of availability of seasonal employees during that time of year.

The Zoo is also authorized to enter into the following Professional Service Contracts in 2017. 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.
$55,000	Strollers and Wheelchairs	Scooterbug Inc.
$103,107	Mold-a-Ramas	William A. Jones Co.
$94,000	Raptor Bird Show	World Bird Sanctuary
$25,000	Librarian Services	MEK Consulting
$33,000	Pony Rides	Patch 22
$60,000	A la Carte Food Vendor	Saz's Hospitality Group
$35,000	A la Carte Food Vendor	Aladdins Middle Eastern
$30,000	A la Carte Ticket Seller	Rick Wermager
$75,000	Guest Photos	Photogenic Inc.
$60,000	Tattoos, Face Painting, Caricatures	Personality Portraits

The 2017 Budget continues the practice of allowing the Milwaukee County Procurement Director the authorization to issue and deliver letters of intent to overseas vendors at a cost not to exceed $400,000. The purchases are for the ordering of the Zoo's 2017 and 2018 resale purchases for novelties and souvenirs in October of 2016 and October of 2017, respectively. A substantial portion of resale merchandise sold at the Milwaukee County Zoo is purchased from import vendors to provide the quantity and variety of items desired by the general public visiting the Zoo. Due to the distance and travel times required for overseas shipments, the Zoo must order resale merchandise in the fall for spring delivery.

In an effort to reduce the number of crosscharges, the 2017 Budget removes fringe benefit charges from departments that are primarily financed through the tax levy. The fringe benefit tax levy for these departments will remain in Org. Unit-1950-Fringe Benefits. It is the policy of Milwaukee County to reduce the number of crosscharges to: 1) simplify the budgeting process, 2) still retain outside revenues wherever possible, and 3) provide accurate information on the cost to provide programs and services.

Strategic Program Area 1: Administration & Finance

Service Provision: Discretionary

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Zoo Attendance	1,379,004	1,309,500	1,309,500

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$6,018,084	$5,194,838	$5,928,339	$6,116,123	$187,784
Revenues	$4,019,306	$897,261	$3,878,704	$4,181,172	$302,468
Tax Levy	$1,998,778	$4,297,577	$2,049,635	$1,934,951	($114,684)
FTE Positions	16.0	16.0	14.6	12.5	(2.1)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Net Levy cost per Visitor	$5.98	$4.88	$4.14	$3.20
Average visitor spending	$14.70	$13.62	$14.76	$15.40
AZA Accreditation Status	Accredited	Accredited	Accredited	Accredited
Zoo Sustainability Ratio	71.1%	73.6%	78.1%	82.8%

Strategic Implementation:
This program area includes cash management, financial and capital project planning, accounts payable and receivable, personnel and payroll, reception, radio dispatch, information technology, safety and security services, contract review, program evaluations, performance measures, oversight of Zoo's Green, Guest Services and Safety committees and other general office services.

A salary adjustment of $70,000 is included in the 2017 Budget to allow the Milwaukee County Zoo the flexibility to start seasonal employees at a higher wage. This is needed to attract and retain seasonal employees.

The Department of Administrative Services-Risk Management Division is continuing a multi-year process of centralizing the safety management function countywide. As a result of this initiative, a Safety & Training Specialist Zoo position is transferred from the Milwaukee County Zoo to DAS-Risk Management. While this position will report to Risk Management, it will serve the needs of the Milwaukee County Zoo.

Strategic Program Area 2: Marketing and Communications

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Advertising Expenditures	$525,668	$561,000	$601,000
Group Sales Revenue	$2,101,424	$2,418,866	$2,433,066

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$2,637,716	$2,481,907	$2,692,655	$2,803,833	$111,178
Revenues	$3,750,316	$3,392,450	$3,786,785	$3,818,385	$31,600
Tax Levy	($1,112,600)	($973,543)	($1,094,130)	($1,014,552)	$79,578
FTE Positions	20.1	20.1	19.9	21.6	1.7

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Guest experience survey: Extremely or Very Satisfied	96%	98%	90%	90%
Guest educational value survey "Extremely or Very Educational"	94%	95.7%	90%	90%

Note: For 2016, the benchmark percent was changed Zoo-wide to 90% to be consistent across divisions.

Strategic Implementation:
This program area is responsible for public relations, promotional activities, special events and programs, group sales and entertainment program development. This program area seeks 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.

Strategic Program Area 3: Operations Division

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
General Admission Revenue	$5,211,084	$5,680,139	$5,680,139
Concession/Catering Revenue	$3,791,689	$3,952,181	$3,952,181
Novelty Revenue	$1,942,888	$1,876,447	$1,876,447
Rides Revenue	$1,160,242	$1,289,143	$1,309,143

Note: The Activity Data table shows the Zoo-wide revenue for these revenue accounts and not just the Operations Division.

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$4,742,773	$4,680,910	$4,222,797	$4,347,013	$124,216
Revenues	$11,424,810	$14,447,357	$11,609,145	$12,100,258	$491,113
Tax Levy	($6,682,037)	($9,766,447)	($7,386,348)	($7,753,245)	($366,897)
FTE Positions	88.0	88	89.2	87.1	(2.1)

Note: The Program Budget Summary table shows only revenue from the Operations Division and does not include admission and other revenue generated from other divisions.

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Guest Survey: Excellent or Very Good Food Service	88%	90%	90%	90%
Guest Survey: Excellent or Very Good Service at Retail Outlets	91%	92%	90%	90%
Guest Survey: Excellent or Very Good Service at Ride Locations	94%	92.6%	90%	90%
Guest Survey: Excellent or Very Good Service at Gates/Admissions	88%	93.3%	90%	90%

Strategic Implementation:
This program area includes business and concession functions related to the Zoo's major revenue sources, such as admissions, parking, restaurants, food concession facilities, gift, novelty and souvenir stores, miniature train ride, Zoomobile, and carousel ride. Staff from this service area also oversee revenue generating contracts with outside vendors.

Strategic Program Area 4: Maintenance & Facilities

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Number of Work Orders Completed	1,825	1,100	2,500

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$3,743,085	$3,224,985,	$3,694,235	$3,788,712	$94,477
Revenues	$0	$4,167	$0	$0	$0
Tax Levy	$3,743,085	$3,220,818	$3,694,235	$3,788,712	$94,477
FTE Positions	52.7	52.7	52.8	53.8	1.0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Guest Survey: Excellent or Very Good Cleanliness	88%	95.3%	90%	90%
Work Orders completed in a timely manner	90%	93%	90%	90%

Note: The 2017 Budget includes a crosscharge for the CityWorks work authorization system that will help the Zoo electronically track work orders for better reporting.

Strategic Implementation:
This program area provides maintenance, improvement and overall grooming of the grounds. The state of the grounds are critical to visitor satisfaction and return visits. Also included in this program area are mechanical and preventative maintenance programs for equipment, ventilating, air-conditioning, heating systems, minor electrical and plumbing repairs, housekeeping and general cleaning of the entire Zoo. Along with the 200 acres of zoo grounds, there are 17 buildings requiring HVAC care and an additional 20 buildings to maintain. The 2016 budget sustains major maintenance and equipment replacement funds at 2015 levels.

Strategic Program Area 5: Animal Management & Health

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
# of Species in collection	366	435	435
# of Specimens in collection	3,348	3,200	3,200

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$4,743,100	$4,716,635	$4,853,327	$4,729,302	($124,025)
Revenues	$51,000	$41,279	$51,000	$61,216	$10,216
Tax Levy	$4,692,100	$4,675,356	$4,802,327	$4,668,086	($134,241)
FTE Positions	75.5	75.5	76.3	75.9	(0.4)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Participation in AZA Species Survival Plans	Yes	Yes	Yes	Yes
Reduce the number of exhibits that appear empty with no reason*	No set #	Range = 5.8-17% empty Average = 10.1%	10.5%	10.5%

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 the 435 species of 3,200 mammals, birds, fish, amphibians, reptiles and invertebrates represented. The animal facilities are designed and programs are 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.

The 2017 Budget includes 520 additional hours of Heritage Farm Attendant Seasonal to support the partnership between the MCZ and the Zoological Society of Milwaukee. This support will allow the Zoo to develop an Animal Ambassador Continuum that aims to instill or grow participants' empathic emotional connection to nature and animals. Through the facilitation of multiple, positive animal and nature experiences, local students from schools serving low-socioeconomic areas will participate in interactive activities for three years of their elementary schooling. The total cost of increasing the hours in 2017 is $8,116. This cost is completely offset with funds from the Zoological Society.

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

Zoo Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Accountant	1	1	0.0	
Adm and Trans Supervisor	1	1	0.0	
Animal Division Coordinator	1	1	0.0	
Assist Concessions Coord	1	1	0.0	
Assist Group Sales Coord	1	1	0.0	
Assistant Accounting	1	1	0.0	
Assistant Accounting Cash	1	1	0.0	
Assistant Special Events	1	1	0.0	
Associate Accountant	1	1	0.0	
Audiovisual Coordinator Zoo	1	1	0.0	
Clerical Assistant 1 NR	1	1	0.0	
Clerical Specialist Zoo	0.75	0.75	0.0	
Concession & Merch Coord	1	1	0.0	
Coord. Marketing Spec Events	1	1	0.0	
Coordinator Admin Services	1	1	0.0	
Coordinator Elephant Care	1	1	0.0	
Coordinator Zoo Oper & Maint	1	0	(1.0)	Abolish
Curator of Birds	1	1	0.0	
Curator of Large Mammals	1	1	0.0	
Curator of Prim Sm Mammals	1	1	0.0	
Curator Reptiles & Aquarium	1	1	0.0	
Custodial Worker 2	6	6	0.0	
Custodial Wrkr Asst Supervisor	2	2	0.0	
Deputy Chief Adm Officer Zoo	1	1	0.0	
Director Animal Mgmt & Health	1	1	0.0	
Director Grounds and Maint	1	1	0.0	
Electrical Mech Permits	1	1	0.0	
Ex Zoo Director	1	1	0.0	
Executive Assistant Zoo	1	1	0.0	
Exhibits Registrar	1	1	0.0	
Facilities Supervisor	1	1	0.0	
Forestry Worker Zoo	1	1	0.0	
Group Sales Coordinator	1	1	0.0	
Group Sales Specialist	1	1	0.0	
Guest Services Supervisor	1	1	0.0	
Heating & Vent Mech 2	1	1	0.0	
Heritage Farm Attendant	3	3	0.0	
Heritage Farm Supervisor	1	1	0.0	
Horticulturist	2	2	0.0	
Locomotive Engr Zoo	2	2	0.0	
Mach Operator Eng Welder	1	1	0.0	

Zoo Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Manager Accounting	1	1	0.0	
Manager Business Operations	1	1	0.0	
Manager Grounds Maint	1	1	0.0	
Merch Sales Coordinator	1	1	0.0	
Mgr. Contractor & Compliance	1	1	0.0	
Office Support Assistant 1	1	1	0.0	
Plumber Permits	1	1	0.0	
Program Audience Eval Spec	1	1	0.0	
Public Affairs Serv Director	1	1	0.0	
Public Relations Coordinator	1	1	0.0	
Safety & Training Specialist	1	0	(1.0)	Transfer Out to DAS-RIsk
Secretarial Assistant	0.75	0.75	0.0	
Senior Staff Veterinarian	1	1	0.0	
Special Programs Coordinator	1	1	0.0	
Specialist Office Services	1	1	0.0	
Sr Accounting Cash Asst	1	1	0.0	
Staff Veterinarian	1	1	0.0	
Steamfitter Temp Control	1	1	0.0	
Stores Clerk 3	1	1	0.0	
Supervisor Maintenance	1	1	0.0	
Veterinary Tech	3	3	0.0	
Zoo Area Supervisor	11	11	0.0	
Zoo Maintenance Worker	2	2	0.0	
Zoo Vehicle Mach Operator	5	5	0.0	
Zookeeper	41	41	0.0	
Heritage Farm Attendant Seas	4.36	4.61	0.3	Fund
Zoo Worker 1 Seas	52.67	52.67	0.0	
Zoo Worker 2 Seas	21.23	21.23	0.0	
Zoo Worker 3 Seas	16.31	16.31	0.0	
Zoo Worker 4 Seas	23.34	23.34	0.0	
Zoo Worker 5 Seas	2.17	2.17	0.0	
Zoo Worker 6 Seas	5.58	5.58	0.0	
Full Time Total	**131.5**	**129.5**	**(2.0)**	
Part-Time Total	**125.66**	**125.91**	**0.3**	
Grand Total	**257.16**	**255.41**	**(1.8)**	

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
$876,492	$876,492	$0

SPECIMEN EXPENDABLE TRUST ACCOUNT (Org. 0319)

The Specimen Fund exists for the purpose of recording receipts from the sale of animals. Disbursements are 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

CONSERVATION/RESEARCH PROGRAM TRUST ACCOUNT (Org. 0330)

A Conservation/Research Program Trust is created in 2017 to record donations and contributions towards conservation, research and green practices which allows expenditure authority to support these functions in addition to supporting other expenses for the benefit or improvement of the Zoo and to support the Zoo's mission.

Expenditure	Revenue	Tax Levy
$93,000	$93,000	$0

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UW EXTENSION (9910) BUDGET

DEPT: UW Extension

UNIT NO. 9910
FUND: General - 0001

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs**	$45,539	$32,362	$46,057	$47,390	$1,957
Operation Costs	$233,332	$239,610	$230,229	$237,262	$7,033
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$219,659	$168,680	$235,850	$238,196	$2,346
Total Expenditures**	**$498,530**	**$440,652**	**$512,136**	**$522,848**	**$11,336**
Legacy Healthcare/Pension	*$14,573*	*$17,385*	*$17,850*	*$19,595*	*$1,745*
Revenues					
Direct Revenue	$110,000	$106,946	$110,000	$110,000	$0
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$110,000**	**$106,946**	**$110,000**	**$110,000**	**$0**
Tax Levy**	**$404,186**	**$344,243**	**$417,088**	**$412,848**	**$11,336**
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

**The 2017 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2015 Budget, 2015 Actual, and 2016 Budget FTEs are restated to reflect this change. Program Area tables include these changes as well.*
***The 2017 Budget figures exclude Legacy Health and Pension benefits due to centralization of these costs in low-org 1951. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to include this change. Program area tables also reflect this change. The 2017 Budget removed active fringe benefit charges from departments that were primarily funded through the tax levy and centralized the charges in low-org 1951 Fringe Benefits. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to reflect that change.*

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. The services respond to four of the five County mission components (all but personal safety).

Department Description: Cooperative Extension offers over 20 free or low-cost educational and technical assistance programs, reaching over 52,000 county residents of all ages. A trained volunteer force of 6,000 individuals allows the department to further extend educational programming to more County residents each year. Milwaukee County UW Extension is a highly leveraged program which brings in about three times the annual contribution of Milwaukee County. For every $1.00 of county levy, Milwaukee County UW Extension brings in approximately $3.00 from the UW System, federal, state, and local private and public sector grants or donations. An annual USDA grant alone, in the amount of $607,000 provides nutrition education services throughout Milwaukee County for which no County funds are used.

Major Changes in FY 2017: No major changes planned.

UW Extension (UWEX) is made up of Administration and four educational program areas:

1. **Administration** is responsible for supporting educators and support staff in: program development, evaluation, and professional development; personnel matters, financial management, and ensuring technology support; The Director is to work collaboratively with all units of County Government.
2. **4-H Youth Development** offers children and youth (K-5 – grade 13) an array of researched-based curriculum that promotes active, hands-on learning. 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).
3. **Community Natural Resources and Economic Development (CNRED)** stresses community building, city, and neighborhood revitalization, local government education, strategic planning, non-profit, and neighborhood organizational development.
4. **Family Living** provides training in the areas of parenting, food science and nutrition education, and financial literacy.
5. **Horticulture and Urban Agriculture** provides county land for residents to grow food; information, training, and support in horticulture and urban agriculture that increases the social and economic impacts on people and communities.

UWEX collaborates with the Milwaukee County Department of Parks, Recreation & Culture on some of the following programs:

- Community Garden Rental Program which provides largely county park land to families to grow food;
- SEED Initiative to increase food security by providing more gardening space to residents;
- Wehr Nature Center which offers year-round environment education to residents of all ages;
- Boerner Botanical Gardens through continued Signage Planning efforts.

UWEX has also collaborated with the Department on Aging, the House of Corrections, and the Office of People with Disabilities.

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. As referenced by the County Executive, Milwaukee County is a model government in the way it serves residents and strengthens community. The mission is achieved by: client centered services, valued and engaged employees, fiscal sustainability, regional cooperation, and well-managed risk.

In an effort to reduce the number of crosscharges, the 2017 Budget removes fringe benefit charges from departments that are primarily financed through the tax levy. The fringe benefit tax levy for these departments will remain in Org. Unit-1950-Fringe Benefits. It is the policy of Milwaukee County to reduce the number of crosscharges to: 1) simplify the budgeting process, 2) still retain outside revenues wherever possible, and 3) provide accurate information on the cost to provide programs and services.

UW Extension Budgeted Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Sr. Assistant Executive	.8	.8	0	
Grand Total	.8	.8	0	

Strategic Program Area 1: Univ of Wisconsin Extension

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data		
Activity by UW Extension Program	**2015 Actual**	**2016 Projected**
Number served by 4-H/Youth Development	15,501	16,160
Number served by Community Development/Natural Resources (CNRED)	267	2,250
Number served by Family Living	3,147	3,100
Number served by Horticulture & Urban Agriculture	33,086	32,775

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$498,530	$440,652	$512,136	$522,848	$10,712
Revenues	$110,000	$106,947	$110,000	$110,000	0
Tax Levy	$388,530	$333,705	$402,136	$412,848	$10,712
FTE Positions	.8	.8	.8	.8	0

How Well We Do It: Performance Measures			
Performance Measure	**2015 Projected**	**2015 Actual**	**2016 Projected**
PROGRAM: 4-H Youth Development			
Academic, Entrepreneurial & Pre-college: African American youth gain exposure to new skills and pre-college preparation	125	379	500
SySTEMatics: Youth develop their skills in science, technology, engineering, and math	329	145	250
4H Community / After school & In-school Clubs: Youth develop leadership, citizenship, and life skills (ages 5-21)	1,197	152	300
4H Tech Wizards: Middle school students learn technology skills and receive mentorship	34	24	30
Pre-College Institute: Middle & high school youth and their families receive career and college information & visit UW campuses	0	43	80
Nature in the Parks program*: Children & youth receive knowledge & instruction in environmental education	12,408	14,758	15,000

PROGRAM: Community, Natural Resources, and Economic Development (CNRED)			
Neighborhood residents are engaged in **park revitalization planning**	30	34	0
Civic stakeholders facilitated & educated about community engagement in collective impact for **Transform Milwaukee Initiative**	80	120	250
Community leaders facilitated to develop & formalize the **Institute for Urban Agriculture** and **Nutrition Community Collaboration Council** (completed)	41	41	0
Community leaders committed to educate Milwaukee citizens to connect neighborhood/community initiative outcomes to **policy development education** (completed)	37	33	0
Strategic Planning support to County Parks Dept. (initiated & completed)	67	67	0
Citywide Strategic Planning co-facilitation of City of West Allis Strategic Plan (begun November 2015, contracted to be completed/plan adopted December 2016)	0	0	1,500
Kettering Foundation/National Urban Extension "Urban Communities Reimagined" public deliberation issue guide development with Portland state/multi-city region & piloting in Milwaukee (contract duration: November 2016 to May 2018)	0	0	300
Smartphone Public Participation (P2) Program Pilot (pilot grant duration: May 2016 to June 2018)	0	0	200
Natural Resources educational programs provided to residents and organizations in: storm water management, invasive species, and water quality (inactive program in 2016)	200	200	0
PROGRAM: Family Living			
Development Screening Training provided to childcare providers & early childhood educators	300	363	363
Nutrition Education provided to low-income school-age children, adults, and seniors	4,100	2,784	3,100
PROGRAM: Horticulture/Urban Agriculture			
The **Urban Agriculture** program promotes local food production, assists family budgets, and enhances community building	2,525	2,722	3,150
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	29,669	28,802	28,000
The **Urban Apiary** programs trains residents to become beekeepers	27	35	0
Horticulture Helpline & Walk-in Service provides free consultation and university-researched information on their garden, lawns and household insects	746	652	700
Microfarming researches the economic viability and social capital of urban agriculture while empowering small-scale farmers in the region	779	875	925

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs	$0	$0	$0	$0	$0
Operation Costs	$7,092,960	$7,089,667	$6,942,577	$7,043,688	$101,111
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$0	$0	$0	$0	$0
Total Expenditures	**$7,092,960**	**$7,089,667**	**$6,942,577**	**$7,043,688**	**$101,111**
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	**$7,092,960**	**$7,092,960**	**$6,942,437**	**$7,043,688**	**($101,111)**

Department Mission: The cultural institutions strive to enrich the quality of life for all Milwaukee County citizens and visitors by providing an opportunity to experience history, the arts, and the pursuit of knowledge.

Department Description: The cultural institutions include: Fund for the Arts (CAMPAC), Milwaukee County Historical Society, Milwaukee County Federated Library System, Marcus Center, Milwaukee Public Museum, Charles Allis and Villa Terrace Museums, War Memorial Center, and Milwaukee Art Museum.

Strategic Program Area 1: Fund for the Arts

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Number of Agencies receiving Community/Cultural Events CAMPAC Funding	4	3	4
Number of Agencies receiving Matching Grants CAMPAC Funding	36	33	36

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$321,035	$317,742	$417,825	$407,825	(10,000)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$321,035	$317,742	$417,825	$407,825	($10,000)

How Well We Do It: Performance Measures
Sales tax growth and full time employees*

***Please note:** Since the application process for 2014 funding, information regarding sales taxes paid was requested from all applicant groups. In 2015, CAMPAC funding assisted these organizations in generating over $620,000 in sales tax payments in a single fiscal year. The overall revenues generated by these arts groups total over $51,000,000 annually. In 2015, CAMPAC collected supportive data for number of full-time equivalent employees. Collectively, 321 FTE worked for CAMPAC funded organizations in 2015.

Strategic Implementation:
The Milwaukee County Fund for the Arts, through the Milwaukee County Cultural Artistic and Musical Programming Advisory Council (CAMPAC), allocates County property tax dollars to support and encourage cultural and artistic activities, which have an important impact on the economic well-being and quality of life of the community.

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

I. MATCHING GRANTS
The Matching Grants program continues to be the highest funding priority, as it leverages outside dollars to sustain the County's arts organizations. This program allows the County to offer a broad variety of artistic experiences to its residents, while providing base support to small and large organizations according to an equitable formula.

II. COMMUNITY CULTURAL EVENTS
Programming for underserved populations supports arts organizations whose programming is targeted to serve minority and underserved communities.

III. ADMINISTRATIVE SERVICES
This program is adminstered by a consultant. The budget for CAMPAC administrative services is under 4% of the overall budget.

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

CAMPAC funding was increased in Milwaukee County Finance Committee via amendment 1C001 by $90,000.

BUDGET SUMMARY

	2015 Actual		2016 Budget	2017 Budget
Expenditures				
Community/Cultural Event Programming	$ 22,000		$ 22,000	$ 22,000
Matching Grants Program	289,277		386,035	372,825
Program Administration	8,550		13,000	13,000
Other	-	(1% Board reduction)	-3,210	-
Total Expenditures	**319,827**		**417,825**	**407,825**
Revenues				
Milwaukee County Contribution	**319,827**		*417,825*	*317,825*
Total Revenue	$ **319,827**		417,825	407,825
Budget Surplus/(Deficit):	-		**-**	**-**

Strategic Program Area 2: Historical Society

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2014 Actual (est)**	**2015 Budget**	**2016 Budget**
Attendance-Public (General)	4,200	7,000	8,000
Attendance-Public (Programming)	5,200	5,000	7,000
Attendance-Other	5,300	6,400	10,200
Research Requests	1,000 (in person) 3,690 requests	1,160 (in person) 3,800 requests	1,400 (in person) 4,600 requests

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$306,167	$306,167	$204,105	$258,105	$54,000
Revenues	$0	$0	$0	$0	$0
Tax Levy	$306,167	$306,167	$204,105	$258,105	$54,000

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Annual % Increase in Patron Usage of MCHS Resource Material (on-site)	65% (1,000 est)	65% (1,000)	16% est	20%
Annual % Increase in Overall Attendance (for All Five MCHS Operated Facilities)	39% (15,900 est)	41% (16,700)	18% est	30%

Strategic Implementation:
Pursuant to Section 59.56(5) of the Wisconsin Statutes, the County Board may appropriate money to any historical society located in the County and incorporated under Section 44.03 for the purpose of collecting and preserving the records and salient historical features of the County. This unit maintains the historical exhibits of the Milwaukee County Historical Society and assists with other phases of the program. Funds provided to subsidize the operation of the Society are used to employ a director and associate staff. The Society acts as custodian for non-current County records. The County appropriates funds for use by the Society pursuant to an agreement approved by the County Board of Supervisors on December 14, 1965 and renewed on May 16, 1988.

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

1. The Milwaukee County Historical Center in downtown Milwaukee (County owned).
2. The Kilbourntown House in Estabrook Park in Shorewood (County owned).
3. The Lowell Damon House in Wauwatosa.
4. The Jeremiah Curtin House in Greendale.
5. Trimborn Farm in Greendale (County owned).

In February of 2016, Milwaukee County and the Milwaukee County Historical Society completed a Lease & Management Agreement (LMA) for the Historical Center Museum and Research Library facility on Old World Third Street. The LMA is for a term of 25 years with an additional 25 year renewal. Milwaukee County will provide $54,000 each year for the first 5 years of the agreement to fund repairs and maintenance of the property. The agreement stipulates that Milwaukee County will also provide $2 million dollars for the Cornice Project and any project costs that exceed $3.6 million dollars. The 2017 budget summary reflects the first annual payment of $54,000 to the Milwaukee County Historical Society required by the LMA.

BUDGET SUMMARY

	2015 Actual	2016 Budget	2017 Budget
Expenditures			
Wages and Benefits	$ 321,307	$ 338,300	$ 349,500
Planning and Administration	4,155	4,500	14,500
Facilities/Museum/Library/Collection Operation	269,625	296,325	335,000
Office Expense	43,609	53,300	56,000
Professional Services	25,330	28,000	28,000
Advertising/Marketing/Development	3,216	29,000	29,000
Publishing/Printing	9,498	15,500	14,500
Special Events/Awards	16,430	25,000	28,500
Other	13,369	5,500	6,000
Total Expenditures	706,537	795,425	861,000
Revenues			
Contributions/Fundraising/Grant/Membership	286,930[1]	189,100	219,000
Programmatic/Operating	345,022	358,700	378,000
Investment Income	-9,936	TBA	TBA
Other	5,879	72,400[2]	64,000[2]
Milwaukee County Contribution	306,167	204,105	221,515
Total Revenue	$ 934,062	824,305	882,515
Budget Surplus/(Deficit):	**227,525**	**28,880**	**21,515**
County Contribution as % of Total Revenue:	**32%**	**26%**	**25%**

[1] 2015 reflects a major estate donation including long-term care of collections items.
[2] "Other Revenue" line reflects funding that is designated for building maintenance based on the 2016 lease agreement.

Strategic Program Area 3: Federated Library System

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Library Materials Circulated	6,858,369	7,250,000	7,000,000
Registered Cardholders	614,666	610,000	650,000
Library Visits	4,386,167	4,600,000	4,600,000
Program Attendees	262,765	240,000	275,000
MCFLS and CountyCat Website Page Views	17,851,466	17,500,000	18,000,000

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$66,650	$66,650	$66,650	$66,650	$0
Revenues	$0	$0	$0	$0	$0
Tax Levy	$66,650	$66,650	$66,650	$66,650	$0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2015 Budget**	**2016 Budget**
Registered Cardholders Users as a Percent of Population.	64.3%	64.3%	63.8%	68%

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

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

BUDGET SUMMARY

	2015 Actual	2016 Budget	2017 Budget
Expenditures			
Technology, Reference, Interlibrary Loan	$ 1,757,152	$ 1,857,759	$ 1,850,000
Continuing Ed and Consulting	89,562	92,044	95,000
Delivery	317,016	323,813	325,000
Payment to Members for Non-Res Access	1,140,426	1,140,426	1,115,000
Library Services to Youth	1,923	1,388	3,000
Library Services to Special Users	7,233	20,526	20,000
Public Information	27,094	27,286	30,000
Administration	331,542	362,116	350,000
Electronic Resources	211,060	222,559	230,000
MultiType Initiatives	8,128	8,186	8,500
Member Office Supplies	43,566	83,000	40,000
Total Expenditures	**3,934,702**	**4,139,103**	**4,066,500**
Revenues			
State Aid to Public Library Systems	2,677,006	2,677,006	2,677,006
Federal LSTA Funding	38,200	40,200	40,000
Passthrough Contract Income	824,391	869,932	890,000
Interest Earned from State Aid	3,598	4,000	5,000
Unexpended Funds-Previous Years	89,421	89,421	20,000
All Other Sources	314,070	324,600	340,000
Milwaukee County Contribution	***66,650***	***66,650***	***66,650***
Total Revenue	**$ 4,013,336**	**$ 4,071,809**	**$ 4,038,656**
Budget Surplus/(Deficit):	**78,634**	**(67,294)**	**$ (27,844)**
County Contribution as % of Total Revenue:	**1.7%**	**2%**	**1.7%**

Strategic Program Area 4: Marcus Center

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Projection**	**2017 Budget**
Attendance-Public (Programming)*	468,944	450,000	460,000
Attendance-Private (Events/Rental)*	33,355	33,000	35,000
Attendance-Other*	54,903	44,000	54,000
Number of Events Annually	2,288	1,650	1650
Number of Days Activity in Facility	331	340	340
Number of Performance Weeks-All Theaters by Tenant Groups**	75	75	75
All Theaters by Non-Tenant Groups	14	20	20
Free Events for Children	40	40	40
Children Outreach Events	30	30	30
Free Family, Adults, Community Events	23	20	20

*Total attendance for 2016 Budget is 527,000.
**Includes MCPA Broadway & other MCPA Productions

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$1,088,000	$1,088,000	$950,000	$900,000	($50,000)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$1,088,000	$1,088,000	$950,000	$900,000	($50,000)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
% of Attendees from Milwaukee	40%	38%	37%	40%
% of Attendees from outside Milwaukee County	60%	62%	63%	60%
% of Customer Satisfaction w/	99.99%	99.99%	99.99%	99.99%
% of Customer Satisfaction with Facility**	99.99%	99.99%	99.99%	99.99%

**The Marcus Center averages about 20 -25 complaints a year, which is less than .01%.

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

Strategic Implementation:
The Marcus Center was built with private money in 1969 and deeded to Milwaukee County as a public trust for the preservation and enrichment of the performing arts, including drama, music and dance. The facility is home to the Milwaukee Symphony Orchestra, Milwaukee Ballet, Florentine Opera, Milwaukee Youth Symphony Orchestra, First Stage Children's Theatre, City Ballet Theatre, Hansberry-Sands Theatre Company, Broadway Series, and other performing arts groups. In addition to the Marcus Center providing a first class facility for the performing arts, the Center supports a number of free community events and activities year-round, including ethnic and cultural festivals such as Doctor Martin Luther King Birthday Celebration, Cantos de Las Americas, KidZ Days children's programming, and KidZ Days in the City children's outreach programming.

In March of 2016 Milwaukee County and the Marcus Center finalized a contribution agreement outlining the operating and capital support through 2025. The 2017 tax levy contribution has been requested at the reduced level of $900,000 a 13% decrease.

Budget Summary

Expenditures	**2015 Actual**	**2016 Budget**	**2017 Budget**
Personnel Services	$ 3,914,282	$ 3,567,709	$ 3,632,328
Professional Fees	386,680	373,300	417,820
Advertising and Promotion	155,513	180,500	187,000
Meetings and Auto Allowance	15,530	16,950	21,220
Space	357,881	368,700	404,320
Telephone and Utilities	476,005	506,650	504,070
Office and Administrative Supplies	65,479	92,420	97,900
Total Expenditures	**5,371,370**	**5,106,230**	**5,264,658**
Revenues			
Hall Rental	1,311,460	1,137,896	1,145,392
Office Rental	27,420	27,600	27,420
Equipment Income	219,780	217,700	238,300
Reimbursement Income	1,804,927	1,745,655	1,258,046
Concession Income	213,457	188,500	214,600
Facility Support	631,290	1,024,992	1,298,250
Misc. Income	77,929	84,510	186,895
Milwaukee County Contribution	**1,088,000**	**950,000**	**900,000**
Total Revenue	**$ 5,374,263**	**$ 5,106,854**	**$ 5,268,903**

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

Strategic Program Area 5: Milwaukee Public Museum

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Performance Measure	**2015 Actual**	**2016 Budget**	**2017 Budget**
Attendance-Museum*	269,763	280,000	290,000
Attendance-Theater/Planetarium*	135,080	125,000	147,300
Attendance-Exhibitions*	29,223	100,000	75,000

*Total attendance for 2012 was 523,763; 2013 was 475,043; 2014 was 411,057; 2015 Budget was 405,500

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2016/2017 Var**
Expenditures	$3,500,000	$3,500,000	$3,500,000	$3,500,000	$0
Revenues	$0	$0	$0	$0	$0
Tax Levy	$3,500,000	$3,500,000	$3,500,000	$3,500,000	$0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Annual Attendance Over/(Under) the 400,000 Base Level*	5,500	34,066	105,000	112,300
Unrestricted Endowments Assets Over/(Under) the $2,000,000 Base Level*	871,800	198,741	50,000	50,000
Generate Positive Unrestricted Operating Earnings*	485,000	777,817	500,000	750,000

*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:
    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

For b,c,d years above, the funding will be maintained at $3,500,000 per year if MPM has met its LMA commitments for fundraising capital amounts for the facility as well as meeting performance criteria.[3]

2. Capital funding contributions up to $4,000,000 during the calendar years 2014-2017.[4]

MPM will provide detailed quarterly reports of financial status and projections through the fiscal year.
In accordance with the LMA, the 2017 tax levy contribution for operating support is $3,500,000.

BUDGET SUMMARY

	2015 Actual	2016 Budget	2017 Budget
Expenditures			
Wages and Benefits	$ 7,874,408	$ 8,283,307	$ 8,116,650
Maintenance	789,471	594,495	701,837
Utilities	1,048,939	1,057,089	1,030,572
Other Operating Expenses	2,831,924	3,048,952	2,899,926
Interest	129,852	123,569	96,392
Depreciation	1,132,392	1,143,995	1,370,467
Subtotal Operating Expenses	13,806,986	14,251,407	14,215,844
Other non-Operating Expenses	2,773,150	108,000	108,000
Investment (Income)/Loss	370,346	-	-
Net Restricted Contributions	941,073	(583,595)	28,090
Total Expenditures	**17,891,555**	**13,775,812**	**14,351,934**
Revenues			
Contributions/Membership/FOM Event	4,450,343	4,675,507	4,911,969
Admissions Museum/Theater/Exhibitions	1,835,846	3,308,000	2,867,613
Other Earned Income	1,270,807	1,094,960	1,214,571
Net Assets Released from Restriction	2,395,415	1,210,905	1,782,590
Milwaukee County Contribution	**3,500,000**	**3,500,000**	**3,500,000**
Total Revenue	$ **13,452,411**	**13,789,372**	**14,276,743**
Budget Surplus/(Deficit):	**(4,439,144)**	**13,560**	**(75,191)**

[3] 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 for the subsequent year.
[4] The Capital Budget includes funding of $1,677,977 in 2014, $2,375,739 in 2015 and a Budget of $256,000 for 2016 and $1,200,000 in 2017.

Strategic Program Area 6: Villa Terrace/Charles Allis Museums

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Attendance-Public (General)	7,737	9,500	8,500
Attendance-Public (Programming)	5,741	6,000	6,000
Attendance-Private (Events/Rental)	10,163	18,000	13,000
Attendance-Other	1,345	2,000	1,500

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$225,108	$225,108	$222,857	$225,108	$2,251
Revenues	$0	$0	$0	$0	$0
Tax Levy	$225,108	$225,108	$222,857	$225,108	$2,251

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 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.

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.

Strategic Implementation:

The cost saving measures instituted in 2014 and continued in 2015 resulted in our first year in the black since the organization became its own 501c3 organization at the behest of Milwaukee County. Savings were achieved through the elimination of two full time positions, and efficiencies achieved across expenses primarily in ground maintenance, building maintenance, technology and utilities (primarily at Charles Allis due to the new boiler system installed in 2014). At the same time we put more resources into rentals marketing, increasing sales 30%. This increase in sales is the main reason for our budget surplus in 2015. In December of 2015 we also ended our contract for exclusive beverage service and began providing this service in-house. Start-up of this service increased expenses as a result, however we forecast a positive impact on 2016 revenue of $40,000.

Our 2017 forecast includes the hiring of a full time curator to maintain excellence in our art offerings, increasing visitation and value to the community. We are also bringing on a part time custodian to help with day to day building and grounds maintenance in order to maintain and elevate the visitor experience, while improving reliability and security. Increases in staffing coincide with the increases in rental and beverage income.

In addition, the museums still have challenges with development. Up until now, with reduced staffing, marketing and maintenance were additional duties of the Executive Director. With the above additions, the Executive Director will be better positioned to engage our members, donors and the community. Having a full time curator is important to these efforts as well, both in terms of engagement and planning. Lastly, the 2017 budget allows for additional contract development services up to $20,000.

Strategic Program Area 7: War Memorial Center

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Attendance-Public (General)	15,150	15,000	15,000
Attendance-Public (Veterans/Military)	8,190	10,000	10,000
Attendance-Private (Events/Rental)	109,123	110,000	110,000
Attendance-Education	261	1,440	1,600

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$486,000	$486,000	$486,000	$486,000	$0
Revenues	$0	$0	$0	$0	$0
Tax Levy	$486,000	$486,000	$486,000	$486,000	$0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
# of Events Veterans/Military	150	181	150	150
# of Events Private	650	705	650	650
# of Events Education	0	16	16	24

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 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, Dryhootch of America, USO of Wisconsin, AMVETS State headquarters, Chipstone Foundation, International Association for Orthodontics, 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. [5] The new Agreements provide for the following:

[5] 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.

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 2017 tax levy contribution for operating support is $486,000.

BUDGET SUMMARY

	2015 Actual	2016 Budget	2017 Budget
Expenditures			
Personnel Services	$ 650,888	$ 790,000	$ 907,000
Professional Fees	105,599	104,000	105,000
Advertising and Promotion	47,813	75,000	76,000
Facility Expenses	329,753	483,400	480,000
Office and Administrative Expense	32,870	32,600	33,200
Education Program Expense	-	-	10,000
Fundraising Expense	1,048	15,000	24,800
Total Expenditures	**$ 1,167,971**	**$ 1,500,000**	**$ 1,636,000**
Revenues			
Parking	$ 456,868	$ 400,000	$ 440,000
Hall & Plaza Rental	211,353	190,000	205,000
Meeting Room Rental	15,430	10,000	11,000
Office Rental	192,130	194,000	197,000
Catering Commission	32,177	29,000	29,000
Liquor Commission	21,470	15,000	15,000
Miscellaneous	55,197	51,000	53,000
Operating Donations/Grants	2,000	125,000	200,000
Milwaukee County Contribution	486,000	486,000	486,000
Total Revenues	**$ 1,472,625**	**$ 1,500,000**	**$ 1,636,000**
Excess (Deficit)	304,654	-	-

Strategic Program Area 8: Milwaukee Art Museum

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2015 Actual**	**2016 Budget**	**2017 Budget**
Attendance-Public (General)	237,865	246,754	300,000
Attendance-Public (Programming)	28,229	54,500	61,600
Attendance-Private (Events/Rental)	24,477	25,000	28,000

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$1,100,000	$1,100,000	$1,100,000	$1,290,000	$190,000
Revenues	$0	$0	$0	$0	$0
Tax Levy	$1,100,000	$1,100,000	$1,100,000	$1,290,000	$190,000

How Well We Do It: Performance Measures				
Performance Measure	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**
# of Milwaukee County Visitors	87,620	171,217	183,000	203,000
Number of non-Milwaukee County Visitors	258,380	119,354	143,254	186,600
Customers Satisfaction with Events	4.5 out of 5	4.3 out of 5	4.5 out of 5	4.5 out of 5
Customers Satisfaction with the Facility	4.0 out of 5	3.9 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 bringing people together to inform, educate and engage in conversation around art. Exhibitions planned for the next year include: Haunted Screens: German Cinema in the 1920s, Ferdinand Georg Waldmüller, Martin Johnson Heade, How Posters Work and Frank Lloyd Wright: The Wasmuth Portfolio and Rineke Dijkstra: Rehearsals. The permanent galleries reopened in November 2015. The reinstallation project was a joint partnership using a combination of funds from Milwaukee County and private funds raised by the Museum. The County will contribute $10 million and the Museum $24 million, for a total project of $34 million.

In accordance with the Agreements, the 2017 tax levy contribution for operating support is $1,100,000. An additional $190,000 will be included in the 2017-2026 Budgets as a result of an arbitration settlement outlined in the sale of the O'Donnell parking garage through resolution file 16-229.

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

BUDGET SUMMARY

	2015 Actual	2016 Budget	2017 Budget
Expenditures			
Personnel expenses	$ 7,779,533	$ 8,580,090	$ 9,052,672
Professional services	455,356	439,734	413,900
Supplies	324,065	394,044	377,664
Equipment rental/maintenance	435,559	466,000	558,376
Building repairs/maintenance	489,216	693,125	608,401
Insurance	177,517	220,000	243,500
Utilities	863,984	904,480	859,530
Advertising and marketing	873,969	964,032	856,564
Postage/shipping/printing	240,398	304,563	347,535
Education program	184,391	300,111	189,540
Exhibitions	1,431,246	1,145,059	1,252,591
Other	258,776	367,683	653,358
Fundraising/donor/volunteer	493,355	451,900	598,200
Bank fees	187,818	154,023	157,023
Total Expenditures	14,195,183	**15,384,844**	16,168,854
Revenues			
Annual campaign and membership	4,649,721	5,354,000	5,852,663
Grants and sponsorships	1,613,708	1,874,016	1,970,029
Admissions	988,518	1,488,024	1,729,003
Exhibition revenue	297,215	33,250	37,250
Facility rental	415,717	501,725	541,054
Parking	304,101	358,766	401,200
Tours	102,066	229,501	230,005
Store gross margin	668,255	649,026	588,531
Café gross margin	1,112,848	1,375,717	1,661,657
Other	1,355,400	948,619	646,962
Distribution from endowment	1,610,000	1,472,200	1,410,500
Milwaukee County Contribution	1,100,000	**1,100,000**	1,290,000
Total Revenue	**14,197,549**	**15,384,844**	**16,458,854**
Budget Surplus/(Deficit):	$ **2,366**	**-**	-
County Contribution as % of Total Revenue:	7.7%	**7.1%**	7.8%

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Debt Service Function

Agency Budget Narratives

- Debt Issue Expense
- Debt Service

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DEBT SERVICE (9960) BUDGET

DEPT: GENERAL COUNTY DEBT SERVICE

UNIT NO. 9960
FUND: Debt Service - 0016

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs	$0	$0	$0	$0	$0
Operation Costs	$0	$0	$0	$0	$0
Debt & Depreciation	$90,203,767	$105,740,254	$89,751,032	$91,056,268	$1,305,236
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	($39,680,926)	($44,720,905)	($39,451,433)	($39,652,102)	($200,669)
Total Expenditures	**$50,522,841**	**$61,019,348**	**$50,299,599**	**$51,404,166**	**$1,104,567**
Revenues					
Direct Revenue	$14,815,233	$26,812,353	$19,059,468	$15,857,190	($3,202,278)
Intergov Revenue	$1,750,364	$1,801,806	$1,790,396	$1,930,538	$140,142
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$16,565,597**	**$28,614,159**	**$20,849,864**	**$17,787,728**	**($3,062,136)**
Tax Levy	**$33,957,244**	**$32,405,189**	**$29,449,735**	**$33,616,438**	**$4,166,703**
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

* 2015 actual excludes balance sheet entries to record principal retired for proprietary fund departments. This adjustment is intended to allow 2015 information to be reported on a basis comparable to the subsequent year budget summaries.

** County sales and use tax revenues are dedicated primarily to the payment of general obligation debt service costs. For budgetary purposes, the County's pledge to levy ad valorem taxes for the payment of debt service payments treats sales tax revenues and property tax revenues as interchangeable.

DEBT SERVICE (9960) 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 12/31/16	2017 Requirements Principal	2017 Requirements Interest
R	3.48	07/01/03	08/01/17	6,655,000	6,655,000	259,545
C	3.93	06/01/08	12/01/23	18,900,000	2,700,000	766,125
C	5.04	08/01/09	10/01/24	24,775,000	2,690,000	1,221,733
C	4.87	11/15/09	08/01/24	25,715,000	1,560,000	1,257,631
N	2.55	11/15/09	08/01/19	3,485,000	1,485,000	112,050
C	4.60	05/01/10	10/01/25	19,175,000	2,020,000	879,280
N	2.37	05/01/10	10/01/18	3,380,000	1,665,000	97,238
C	4.79	12/21/10	10/01/26	32,240,000	2,345,000	1,548,123
N	2.82	12/21/10	10/01/20	4,815,000	495,000	165,075
R	1.73	03/15/11	10/01/18	5,545,000	3,935,000	277,250
R	1.00	12/03/12	12/01/20	14,050,000	3,905,000	562,000
C	2.43	08/14/13	09/01/23	19,515,000	2,790,000	557,550
C	2.60	11/06/14	12/01/29	34,000,000	2,620,000	931,694
C	2.50	11/12/15	10/01/30	30,275,000	1,385,000	771,400
N	1.27	11/12/15	10/01/19	2,700,000	900,000	49,500
Q	2.34	11/12/15	10/01/25	4,370,000	490,000	89,825
R	1.25	11/12/15	10/01/21	12,055,000	2,520,000	311,900
B	TBD	TBD	TBD	7,660,000	0	111,996
C	TBD	TBD	TBD	32,840,000	0	1,163,996
N	TBD	TBD	TBD	9,500,000	1,500,000	336,722
R	TBD	TBD	TBD	17,245,000	2,870,000	330,560
M	TBD	TBD	TBD	3,050,000	610,000	108,106
Q	TBD	TBD	TBD	5,765,000	580,000	204,337
Projected Outstanding Balance as of December 31, 2016 and Associated Debt Service				$ 337,710,000	$ 45,720,000	$ 12,113,634
Taxable GO Notes	6.84	12/01/09	12/01/33	$ 125,277,169	$ 4,473,957	$ 8,332,828
Taxable GO Notes	3.28	03/15/13	12/31/30	123,630,000	5,105,000	3,825,081
Taxable GO Notes	2.76	06/27/13	12/01/23	71,555,000	9,440,000	2,005,768
				$ 320,462,169	$ 19,018,957	$ 14,163,677
Totals				$ 658,172,169	$ 64,738,957	$ 26,277,311
Total 2017 Debt Service						**$ 91,016,268**

**The 2016 Debt Issuances have not yet been issued. The 2017 Requirements in the table above for the 2016 issuances are estimates*

Type of Issue Explanation

C- Corporate Purpose Bonds
N-General Obligation Notes
M- General Obligation Notes (Marcus Center)
R -Refunding Bonds or Notes
Q-Qualified Energy Conservation Bonds
B- Taxable Bank Loan

DEBT SERVICE EXPENSES (8021 and 8022)

The 2017 Budget includes an increase of $1,441,880 in principal payments associated with general obligation debt from $63,297,077 to $64,738,957. The Budget also includes a decrease of $151,644 of interest expenses from $26,428,955 to $26,277,311. The net change to overall debt service principal and interest expenses is an increase of $1,290,236 from $89,726,032 to $91,016,268.

The Budget contains assumptions related to the 2016 debt issuances that have not yet been issued. The 2016 financings include long term corporate purpose bonds, short term general obligation notes, qualified energy conservation bonds, corporate purpose refunding bonds and a taxable bank loan to finance the County's responsibilities under the 2003 Standby Reimbursement Agreement. The amounts related to the 2016 bond issuances will be revised during the budget process and will be final once the bond issues close.

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 were instead incorporated into Org. Unit 9960 – Debt Service.

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. 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.

In recent years, additional levy has been needed to finance additional bond counsel expenses associated with investigating the impact to outstanding bonds associated with the potential disposition of County assets, leasing/contracting out areas in which the County has or may issue tax exempt debt and complying with the new disclosure rules that have been implemented by the Federal government. For 2017, the amount of levy for these expenses increases by $15,000 to $40,000.

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 2017 debt service costs for the pension obligation notes issued in 2009 and 2013 is $33,182,634.

To accurately reflect all benefit related costs, the pension obligation debt service expenses are budgeted in the Org. 1950 - Employee Fringe Benefits. In addition, to accurately reflect all debt service costs, this amount is also included in the principal and interest amounts within the General Debt Service Fund Budget. To avoid duplication of the debt service costs, the amount is abated in the General Debt Service Budget.

DEBT SERVICE CONTRIBUTIONS

Reserve for County Bonds (4703)

A contribution of $6,750,000 from the Reserve for County Bonds is included for 2017. This is a decrease of $3,750,000 from the use of reserves in 2016.

County Fleet Debt Service Abatement

The 2017 principal costs for the debt issued for vehicles and equipment in 2009-2016 is $3,691,836. 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. The ARRA also provided state and local governments the opportunity to issue Recovery Zone Bonds and Qualified Energy Conservation Bonds (QECBs). The RZBs provide a tax credit of 45 percent on the interest payments on the bonds and the QECBs provide a tax credit that covers the entire interest payments.

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 2015, the Internal Revenue Service (IRS) issued guidance regarding the sequestration reduction for reimbursements between October 1, 2015 and September 30, 2016. The sequestration rate during this period is 6.8%.

For 2017, $1,930,538 is anticipated to be received from the IRS as reimbursement for $5,200,929 of 2017 interest expenses relating to Build America Bonds, Recovery Zone Bonds, and Qualified Energy Conservation Bonds. The 2017 estimate includes a reduction of 6.8% as a result of the continuing impact of Sequestration.

Jail Assessment Surcharge (1315)

Jail Assessment Surcharge revenue of $912,000 is projected to be used to pay 2017 debt service costs for the construction of the Criminal Justice Facility (CJF) as allowed by Wisconsin Statutes Section 302.46(2). The 2017 estimate represents a reduction of $248,000 compared to the 2016 budgeted amount and is based on the five year trend of actual surcharges.

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 year's actual amount, the budget for 2017 is projected to be $8,000,000.

Year	Budget	Actual	Suplus (Deficit)
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	$7,013,000	$913,000
2015	$7,000,000	$8,550,000	$1,550,000
2016*	$7,200,000	$8,000,000	$800,000
2017	$8,000,000		

**2016 Actual is estimated as Froedtert is currently auditing its year-end financials. Froedtert staff anticipated final figures to be released in early October, 2016.*

Revenue from Project Rents (4999)

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. 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 2017 is $195,190.

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	2017 Amount
1160	DAS-Information Management Services Division	$ 320,333
5041	DOT-Airport Divison	1,407
5300	Fleet Management Division (Vehicle Initiative-Principal)	3,691,836
5300	Fleet Management Division (Vehicle Interest)	436,228
5500	DAS - Utility	181,754
5605	Milwaukee County Transit/Paratransit Services	1,464,418
5725	DAS - Facilities Management Division	373,492
	Sub-Total	$ 6,469,468
1950	Taxable Pension Obligation Notes	$ 33,182,634
	Total Estimated 2017 Debt Service Abatement	$ 39,652,102

Non-Departmental Revenue Function

Agency Budget Narratives

- Property Taxes

Consolidated Non-Departmental Revenue Narrative:

- Unclaimed Money
- Land Sales
- Potawatomi Allocation
- State Shared Taxes
- State Exempt Computer Aid
- County Sales Tax Revenue
- Prior Year Surplus
- Other Miscellaneous Revenue

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PROPERTY TAXES (1991) BUDGET

DEPT: PROPERTY TAXES

UNIT NO. 1991
FUND: General - 0001

BUDGET SUMMARY			
	2015 Budget	2016 Budget	2017 Budget
Property Tax Levy	$ 282,985,125	$ 286,985,125	$ 291,077,829

STATISTICAL SUPPORTING DATA

	2016 Budget	2017 Budget	2017/16 Change
General County			
Expenditures	$ 1,374,343,192	$ 1,159,398,588	$ (214,944,604)
Revenues	1,087,358,067	868,320,759	(219,037,308)
Bond Issues	39,728,678	40,365,980	637,302
General County Property Tax Levy	$ 286,985,125	$ 291,077,829	$ 4,092,704

PROPERTY TAXES (1991) BUDGET

DEPT: PROPERTY TAXES

UNIT NO. 1991
FUND: General - 0001

Summary of 2017 Tax Levy					
		2017 Budget			
Dept.	Department				Type
No.	Description	Expenditures	Revenues	Tax Levy	Fund*
Legislative and Executive					
1000	County Board	$ 1,159,079	$ -	$ 1,159,079	GEN
1011	County Executive-General Office	$ 799,468	$ -	$ 799,468	GEN
1020	County Executive-Intergov Relations	$ 258,346	$ 3,250	$ 255,096	GEN
1021	County Exec-Veteran's Services	$ 308,334	$ -	$ 308,334	GEN
	Total Legislative and Executive	$ 2,525,227	$ 3,250	$ 2,521,977	
Staff Agencies					
1090	Office on African American Affairs	$ 267,170	$ -	$ 267,170	GEN
1120	Personnel Review Board	$ 339,296	$ -	$ 339,296	GEN
1130	Corporation Counsel	$ 1,069,270	$ 175,000	$ 894,270	GEN
1140	Human Resources	$ 6,882,808	$ 1,596,669	$ 5,286,139	GEN
1151	Department of Administrative Srvcs	$ 80,779,386	$ 48,673,044	$ 32,106,342	**
	Total Staff Agencies	$ 89,337,930	$ 50,444,713	$ 38,893,217	
County-Wide Non-Departmental Revenues					
1901	Unclaimed Money	$ -	$ 1,250,000	$ (1,250,000)	GEN
1933	Land Sales	$ -	$ 1,000,000	$ (1,000,000)	GEN
1937	Potawatomi Revenue	$ -	$ 4,184,628	$ (4,184,628)	GEN
1993	State Shared Taxes	$ -	$ 31,229,789	$ (31,229,789)	GEN
1994	State Exempt Cmptr Aid	$ -	$ 4,922,176	$ (4,922,176)	GEN
1995	Milwaukee Bucks Sports Arena		$ (4,000,000)	$ 4,000,000	
1996	Cnty Sales Tax Revenue	$ -	$ 67,625,203	$ (67,625,203)	GEN
1998	Surplus from Prior Year	$ -	$ 5,000,000	$ (5,000,000)	GEN
1999	Other Misc Revenue	$ -	$ 906,516	$ (906,516)	GEN
	Total Non-Departmental Revenues	$ -	$ 112,118,312	$(112,118,312)	

PROPERTY TAXES (1991) BUDGET

DEPT: PROPERTY TAXES

UNIT NO. 1991
FUND: General - 0001

Dept. No.	Department Description	Expenditures	Revenues	Tax Levy	Type Fund*
County-Wide Non-Departmentals					
1913	Civil Air Patrol	$ 11,000	$ -	$ 11,000	GEN
1921	Human Resources/Payroll Sys	$ 640,315	$ -	$ 640,315	GEN
1930	Internal Service Abatement	$ (229,053,336)	$(228,734,753)	$ (318,583)	GEN
1935	Charges to Other County Units	$ (10,613,410)	$ -	$ (10,613,410)	GEN
1945	Appropriation for Contingencies	$ 9,704,967	$ -	$ 9,704,967	GEN
1950	Employee Fringe Benefits	$ 277,396,944	$ 203,680,875	$ 73,716,069	GEN
1951	Centralized Active Fringe	$ -		$ -	GEN
1961	Litigation Reserve	$ 545,591	$ -	$ 545,591	GEN
1972	Wage and Benefit Modification	$ 1,558,267	$ -	$ 1,558,267	GEN
1975	Law Enforcement Grants	$ 501,288		$ 501,288	GEN
1985	Capital/Depreciation Contra	$ 169,496	$ 4,263,936	$ (4,094,440)	GEN
1987	Debt Issue Expense	$ -	$ -	$ -	GEN
	Total County-Wide Non-Dept	$ 50,861,122	$ (20,789,942)	$ 71,651,064	
Courts and Judiciary					
2000	Combined Court Related Services	$ 31,549,071	$ 11,438,434	$ 20,110,637	GEN
2430	Department of Child Support	$ 20,271,708	$ 18,433,701	$ 1,838,007	GEN
2900	Courts-Pre Trial Services	$ 4,907,361	$ 333,900	$ 4,573,461	GEN
	Total Courts and Judiciary	$ 56,728,140	$ 30,206,035	$ 26,522,105	
General Government					
3090	County Treasurer	$ 1,408,456	$ 4,946,440	$ (3,537,984)	GEN
3270	County Clerk	$ 859,161	$ 544,240	$ 314,921	GEN
3400	Register of Deeds	$ 1,760,318	$ 4,490,023	$ (2,729,705)	GEN
3700	Comptroller	$ 5,505,194	$ 422,703	$ 5,082,491	GEN
3010	Election Commission	$ 755,886	$ 69,250	$ 686,636	GEN
	Total General Government	$ 10,289,015	$ 10,472,656	$ (183,641)	
Public Safety					
4000	Sheriff	$ 53,408,367	$ 10,026,460	$ 43,381,907	GEN
4300	House of Correction	$ 54,714,703	$ 5,881,273	$ 48,833,430	GEN
4500	District Attorney	$ 14,232,753	$ 5,810,386	$ 8,422,367	GEN
4800	Emergency Management	$ 9,939,274	$ 2,256,983	$ 7,682,291	GEN
4900	Medical Examiner	$ 3,933,810	$ 2,539,500	$ 1,394,310	GEN
	Total Public Safety	$ 136,228,907	$ 26,514,602	$ 109,714,305	

PROPERTY TAXES (1991) BUDGET

DEPT: PROPERTY TAXES

UNIT NO. 1991
FUND: General - 0001

Dept. No.	Department Description	Expenditures	Revenues	Tax Levy	Type Fund*
Public Works					
5040	DOT-Airport	$ 90,516,346	$ 90,516,346	$ -	ENTER
5100	DOT-Highway Maintenance	$ 22,975,042	$ 21,814,782	$ 1,160,260	GEN
5300	DOT-Fleet Maintenance	$ 10,814,103	$ 10,294,625	$ 519,478	GEN
5600	Transit/Paratransit	$ 123,778,448	$ 109,816,935	$ 13,961,513	ENTER
5800	DOT-Director's Office	$ 285,631	$ 285,631	$ -	GEN
	Total Public Works	$ 248,369,570	$ 232,728,319	$ 15,641,251	
Health and Human Services					
6300	DHHS-Behavioral Health Division	$ 207,321,124	$ 149,935,413	$ 57,385,711	GEN
7900	Department on Aging	$ 18,818,828	$ 17,205,833	$ 1,612,995	GEN
7990	Department of Family Care	$ -	$ -	$ -	GEN
8000	Dept of Health & Human Services	$ 113,965,453	$ 98,429,058	$ 15,536,395	GEN
	Total Health and Human Services	$ 340,105,405	$ 265,570,304	$ 74,535,101	
Parks, Recreation and Culture					
1908	Milwaukee County Historical Society	$ 258,105	$ -	$ 258,105	GEN
1914	War Memorial	$ 486,000	$ -	$ 486,000	GEN
1915	Villa Terrace/Charles Allis	$ 225,108	$ -	$ 225,108	GEN
1916	Marcus Center for the Performing Arts	$ 900,000	$ -	$ 900,000	GEN
1917	Milwaukee Art Museum	$ 1,290,000	$ -	$ 1,290,000	GEN
1966	Federated Library	$ 66,650	$ -	$ 66,650	GEN
1974	Milwaukee County Fund for the Arts	$ 407,825	$ -	$ 407,825	GEN
9000	Parks, Recreation and Culture	$ 39,568,031	$ 19,929,195	$ 19,638,836	GEN
9500	Zoological Department	$ 21,784,984	$ 20,161,031	$ 1,623,953	GEN
9700	Museum	$ 3,500,000	$ -	$ 3,500,000	GEN
9910	University Extension	$ 522,848	$ 110,000	$ 412,848	GEN
	Total Parks, Recreation and Culture	$ 69,009,551	$ 40,200,226	$ 28,809,325	
Debt Service					
9960	General County Debt Service	$ 51,404,165	$ 17,787,728	$ 33,616,437	DEBT
	Total Debt Service	$ 51,404,165	$ 17,787,728	$ 33,616,437	

Dept. No.	Department Description	Expenditures	Revenues	Tax Levy	Type Fund*
Capital Projects					
1200-1876	Capital Improvements	$ 103,480,850	$ 102,005,850	$ 1,475,000	CAP
	Total Capital Projects	$ 103,480,850	$ 102,005,850	$ 1,475,000	
Expendable Trust Funds					
601	Office for Disabilities Trust Fund	$ 10,000	$ 10,000	$ -	TF
0701-0702	BHD Trust Funds	$ 17,600	$ 17,600	$ -	TF
0319-0329	Zoo Trust Funds	$ 1,031,106	$ 1,031,106	$ -	TF
	Total Expendable Trust Funds	$ 1,058,706	$ 1,058,706	$ -	
	Total County	$ 1,159,398,588	$ 868,320,759	$ 291,077,829	

Note: For Department 5600 Transit/Paratransit, the Passenger Abatement of $36,723,676 is presented as revenue rather than a negative expense

* Type of fund, according to generally accepted accounting principles (GAAP), includes the following:

Designation	Type of Fund
GEN	General Fund
INTER	Internal Service Fund
ENTER	Enterprise Fund
DEBT	Debt Service Fund
CAP	Capital Projects Fund
TF	Trust Fund

** All divisions within the Department of Administrative Services utilize the general fund with the exception of the following:

- Risk Management (INTER)
- Information Management Services (INTER)
- Water Utility (INTER)

NON-DEPARTMENTAL REVENUES (1800) BUDGET

DEPT: Non-Departmental Revenues

UNIT NO. 1800
FUND: General - 0001

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	**2015 Actual**	**2016 Budget**	**2017 Budget**	**Budget Change**
1901 Unclaimed Money	$ 1,250,000	$ 0	$ 1,250,000	$ 1,250,000
1933 Land Sales		0	0	0
1937 Potawatomi Allocation	3,922,304	4,084,628	4,084,628	0
1993 State Shared Taxes		27,229,789	27,229,790	1
1994 State Exempt Computer Aid		4,488,234	4,922,176	433,942
1996 County Sales Tax Revenue*		72,584,100	74,398,703	1,814,603
1998 Surplus from Prior Years		5,000,000	5,000,000	0
1999 Other Misc. Revenue		3,300,000	285,000	(3,015,000)
TOTAL NON-DEPT. REVENUES	$	$ 116,686,751	$ 116,819,175	$ 132,424

*The figures stated above are presented as gross sales tax collections for clarity. Org 1996 contains net sales tax collections in the Operating Budget $67,625,203 after allocations to capital improvements of $6,843,500

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 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. There are no funds budgeted in 2016 for Unclaimed Money as the County only publishes unclaimed funds every other year.

  Land Sales: Accounts for the sale of County land in accordance with state statute. Monies received through this revenue stream will be allocated through the following process:

  1. 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.
  2. If the revenue is from a county asset that is being sold and the asset has outstanding debt, the County will use the proceeds to defease the outstanding debt and pay all associated costs of defeasance.
  3. If the Office of the Comptroller is projecting a countywide deficit at the time funds are received, the Office of Performance, Strategy and Budget may recommend that all or part of the proceeds be deposited into the Appropriation for Contingencies.
  4. The next $1,000,000 from land sales will be directed to job programs and economic development initiatives as identified by the Milwaukee County Office of African American Affairs.
  5. The remaining balance shall be utilized as follows:
     a. Twenty-five percent (25%) shall be made available for economic development projects funded through the Economic Development Fund consistent with File Number 11-601.
     b. Twenty-five percent (25%) shall be made available to departments on a competitive basis via the Milwaukee County Innovation Fund. The Innovation Fund is managed and allocations distributed using the process established in File Number 13-756. Departments that receive funds issue an informational report to the County Executive and the relevant policy oversight committee no more than six months after funding is made available.
     c. Fifty percent (50%) shall be deposited into the Appropriation for Contingencies.

Potawatomi Revenues: Represents payments, based on Class III Net Win during the period July 1, 2016 to June 30, 2017 by the Potawatomi Bingo Casino per contract. The amount is net of allocations to operating departments (see below). The 2016 net win payment was $4,086,243. Based on actual receipts, the Class III Net Win for 2017 is budgeted at the 2016 level of $4,086,243.

DHHS-Behavioral Health Division (Org. 6300)

- $337,203 to support the Community Services Section programs
- $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)

- $350,000 to increase the level of revenue in the Division's Birth-to-Three program to avoid a reduction in Federal revenue due to non-compliance with the Maintenance of Effort expenditure requirement.
- $201,320 to support the programs of the Delinquency and Court Services Division.
- $100,000 to provide case management services for homeless and disabled veterans

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 to hold steady in 2017. As outlined in 2015 Wisconsin Act 60 ("Act 60"), Milwaukee County is required to commit $4,000,000 annually to the construction of the Milwaukee Bucks Sports Arena. See Org. Unit 1800-1995 for further explanation.

STATISTICAL SUPPORTING DATA	2015 Actual	2015 Budget	2016 Budget	2017 Budget
Base Payment	$ 47,026,480	$ 47,023,962	$ 47,023,962	47,023,963
Utility Payment	4,065,202	4,240,985	4,307,127	4,307,127
Subtotal State Shared Taxes	$ 51,091,682	$ 51,264,947	$ 51,331,089	51,331,090
State Child Welfare Reallocation	(20,101,300)	(20,101,300)	(20,101,300)	(20,101,300)
Total State Shared Taxes	$ 30,990,382	$ 31,163,647	$ 31,229,789	31,229,790

Milwaukee Bucks Sports Arena: 2015 Wisconsin Act 60 was enacted August 12, 2015, relating to constructing a sports and entertainment arena and related facilities. The legislation's intent was to ensure the Milwaukee Bucks of the NBA remain located in Milwaukee County. In development of Act 60, the County Executive in 2015 committed Milwaukee County taxpayers to contribute $4 million per year for twenty years for a total payment of $80 million. No separate approvals were sought or required from the County Board of Supervisors and/or through a binding referendum of voters. The State began collection of the $4 million annual payment, starting in 2016 and ending in 2035, by reducing the State Shared Revenues otherwise paid to Milwaukee County. (See Org. Unit 1993-State Shared Taxes above.) To acknowledge this long-term funding commitment, and to not fill the revenue loss through the use of county reserves or cuts to public safety or other critical services, additional tax levy was required to fund the obligation to build the Milwaukee Sports Arena.

This non-departmental account was created to make it clear that the residents of Milwaukee County are making a significant contribution to the construction of the new Sports Arena and the future of the Milwaukee

Bucks as a local NBA franchise. It is the policy of Milwaukee County that this non-departmental account be included in each annual budget until the County's financial commitment is satisfied.

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. Revenue from State Exempt Computer Aid is budgeted at $4,922,176 for 2017.

County Sales Tax Revenue: 2017 sales tax collections are projected to increase from the 2016 Adopted Budget. The net sales tax budgeted in Org 1996 is the gross sales tax collections of $74,468,703, less an allocation of $6,843,500 for capital improvements for a total of $67,625,203. $33,616,438 is dedicated to debt service for 2017, resulting in a net of $34,008,765 for general fund purposes.

STATISTICAL SUPPORTING DATA	2015 Actual	2015 Budget	2016 Budget	2017 Budget
Gross Sales Tax Collections	$ 72,213,155	$ 70,198,473	$ 73,876,947	$ 75,795,118
State Administrative Fee	(1,263,730)	(1,228,473)	(1,292,847)	(1,326,415)
County Sales Tax Collections	**$ 70,949,425**	**$ 68,970,000**	**$ 72,584,100**	**$ 74,468,703**
Less Sales Tax Allocated to Capital Improvements	$ (9,326,269)	$ (9,326,269)	$ (10,451,068)	$ (6,843,500)
County Net Sales Tax Collections	$ 61,623,156	$ 59,643,731	$ 62,133,032	$ 67,625,203
Less Allocations to Debt Service	(33,957,244)	(33,957,244)	(26,271,779)	(33,616,438)
Available for General Fund	$ 27,665,912	$ 25,686,487	$ 35,861,253	$ 34,008,765

Surplus (Deficit) from Prior Year: Represents the County's 2016 surplus of $5,000,000 applied to the County's 2017 budget per 59.60 of Wisconsin State Statutes.

Other Miscellaneous Revenue: Includes all other revenue sources, including closure of Tax Increment Financing (TIF) districts. Revenue of $240,000 related to the closure of TIF districts #20 & 28 in Milwaukee is budgeted in 2017. Any revenue in excess of the amount budgeted shall be allocated in a manner consistent with the County's financial policy related to land sales and one time revenues, in that it shall first be utilized to offset any anticipated countywide deficit and, if the County is not projecting a deficit, it shall be applied to the Innovation Fund, the Economic Development Fund, and the Debt Service Reserve.

Non-Departmental Expenditures Function

Agency Budget Narratives

- Employee/Retiree Fringe Benefits

Consolidated Non-Departmental Expenditure Narrative:

- Appropriation for Contingencies
- Offset to Internal Service Charges
- Charges to Other County Departments
- Human Resources Payroll System
- Law Enforcement Grants
- Litigation Reserve
- Capital Outlay/Depreciation Contra
- Civil Air Patrol
- Wages & Benefits Modification

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EMPLOYEE & RETIREE FRINGE BENEFITS (1950) BUDGET

DEPT: Fringe Benefits

UNIT NO. 1950
FUND: General - 0001

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Direct Fringe Benefits	$187,716,007	$180,271,520	$194,740,280	$200,404,632	$5,263,134
Operation Costs	$3,188,614	$2,558,054	$4,068,564	$2,622,000	($1,446,564)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Centralized Fringe Costs	$0	$0	$8,702,387	$65,097,376	$65,679,032
Interdept. Charges	$606,115	$606,115	$625,511	$654,243	$28,732
Total Expenditures	**$191,510,736**	**$183,435,688**	**$208,136,742**	**$268,377,033**	**$69,925,552**
Revenues					
Direct Revenue	$19,134,770	$18,003,151	$22,740,227	$23,418,524	$678,297
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$172,375,966	$166,407,533	$176,694,128	$179,861,133	$3,568,223
Total Revenues	**$191,510,736**	**$184,410,684**	**$199,434,355**	**$203,279,657**	**$4,246,520**
Tax Levy	**$0**	**($974,995)**	**$8,702,387**	**$65,097,376**	**$65,679,032**

Department Mission: This non-departmental unit includes expenditures for employee and retiree (legacy) fringe benefit costs, and revenues from premium contributions for those benefits.

Department Description: Appropriations for employee and legacy fringe benefits in this non-departmental unit include: health and dental insurance, contributions to various pension plans, life insurance, Medicare premium contributions, employee bus passes, fees required by the Affordable Care Act, and health insurance actuarial services.

The cost of these benefits, net of employee and retiree premium contributions (which are shown as direct revenues in the table above), are allocated out to departments based on their share of countywide staffing levels. This enables the County to be reimbursed for its total personnel costs to provide services.

Employee & Retiree Fringe Benefits Summary

2016-2017 Fringe Benefit Budget Comparisons

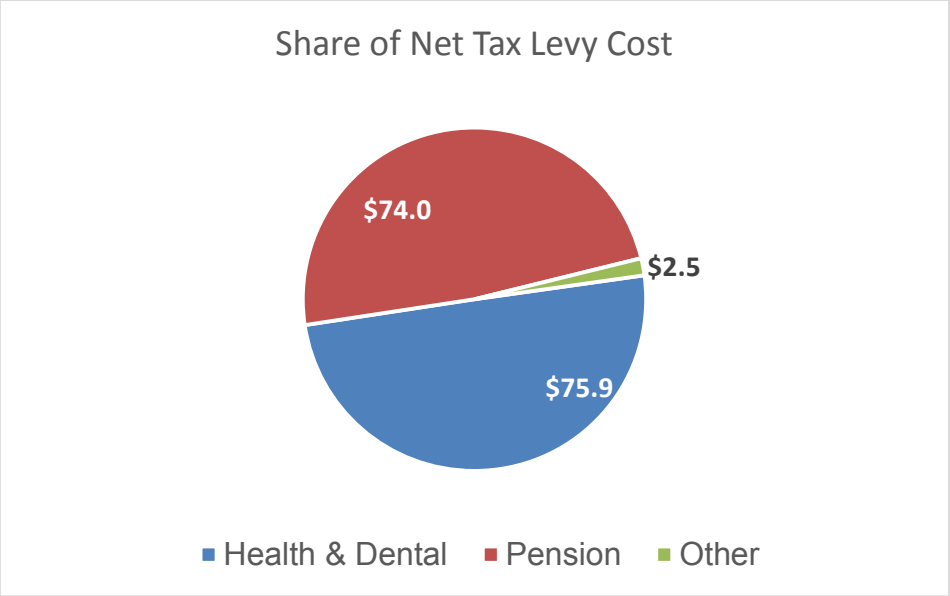
ITEM	2016 BUDGET	2017 BUDGET	2016-2017 Change
Gross Health & Dental Costs	$99,193,444	$98,821,983	($371,461)
	+	+	
Gross Pension Costs	$96,032,344	$100,821,334	$4,788,990
	+	+	
Gross Costs - Other Benefits	$4,103,502	$4,095,735	($7,767)
	=	=	
TOTAL Gross Benefit Costs	**$199,329,290**	**$203,739,052**	$4,409,762
	-	-	
Less Employee & Retiree Premiums	($8,447,712)	($8,995,712)	$548,000
	-	-	
Less Employee & State Contributions	($13,124,742)	($13,255,039)	($130,297)
	-	-	
Less Other Benefit Revenues	($1,167,773)	($1,167,773)	$0
	=	=	
TOTAL Net Benefit Costs - Allocated to Departments	**$176,589,063**	**$180,320,528**	**$3,731,465**
	-	-	
Estimated Revenue Offset at 14.5%	($25,605,414)	($27,949,681.8)	($578,377)
	=	=	
Approximate Tax Levy Cost, Employee & Retiree Fringe Benefits:	**$150,983,649**	**$152,370,846**	**$3,153,088**

The table above shows that the 2017 budget includes $203.7 million in gross fringe benefit costs. Revenues directly related to fringe benefits, such as employee and retiree health insurance premiums, employee pension contributions required by State Statute, and other revenues offset approximately $23.4 million of this total. The remainder, $180.3 million, is allocated to departments. This is done for two primary reasons. One is to show the "true cost" of providing each service, as personnel costs including fringe benefits comprise a large share of the County's operating cost. The second reason for this allocation is that many departments receive outside revenue reimbursement for these costs, reducing the County's tax levy requirements. For instance, all personnel costs allocated to the Airport Division of the Department of Transportation are reimbursed by various fees and charges at the County's airports. In the Department of Child Support Services, approximately two-thirds of the cost is reimbursed by federal revenues. The remainder, approximately $152.3 million in 2017, represents tax levy. Countywide, approximately 14.5 percent of fringe benefit costs that are allocated out are reimbursed by outside revenue sources.

In 2017, departments and portions of departments that do not have substantial outside revenue reimbursement have their legacy health care and legacy pension costs abated and instead held centrally in the Fringe Benefits budget in order to more clearly present the resources available to departments to provide services.

In an effort to reduce the number of crosscharges, the 2017 Budget removes fringe benefit charges from departments that are primarily financed through the tax levy. The fringe benefit tax levy for these departments will remain in Org. Unit-1950-Fringe Benefits. It is the policy of Milwaukee County to reduce the number of crosscharges to: 1) simplify the budgeting process, 2) still retain outside revenues wherever possible, and 3) provide accurate information on the cost to provide programs and services.

Of the total tax levy cost (after reimbursement from outside revenue sources) for employee and retiree fringe benefits, health and dental costs make up the largest share at approximately $75.9 million or 49.8 percent of the total. Pension benefits represent approximately $74.0 million or 48.6 percent, and other benefits such as life insurance and the employee bus pass program require $2.5 million in levy or 1.6 percent of the total.



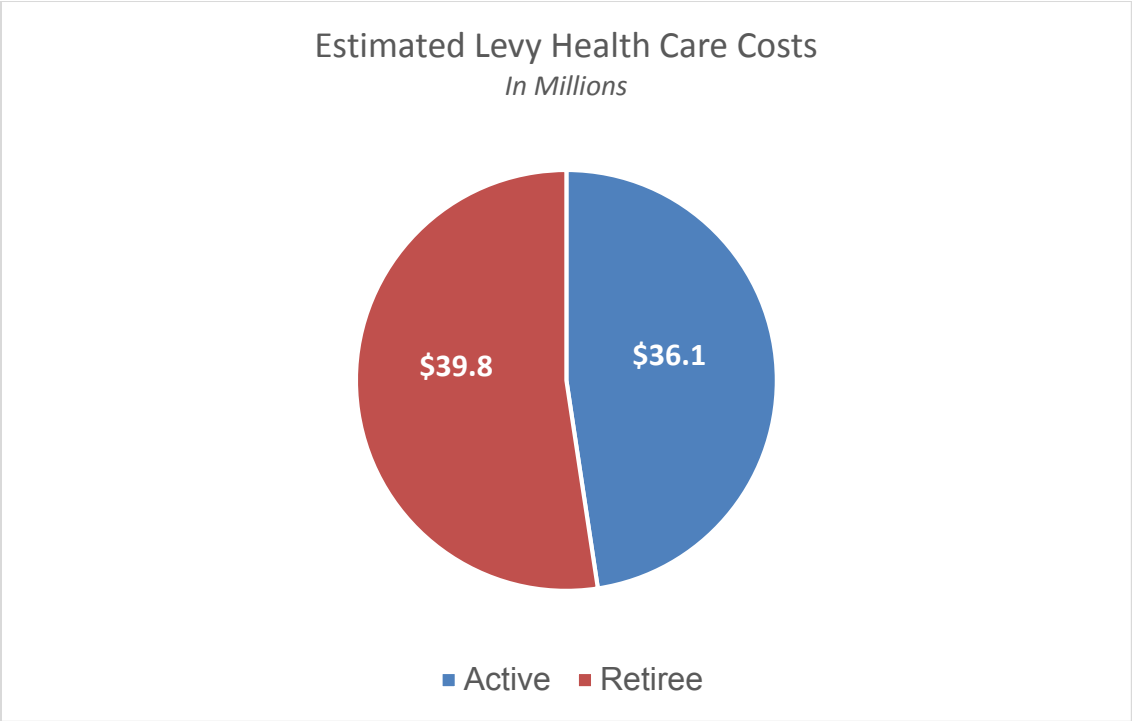
Health & Dental Benefits Overview

The County allocates its benefit costs to active employees and retirees based on estimates provided by various sources, including the health care actuary or the Office of the Comptroller. In some cases, benefits are solely categorized to either active employees (dental insurance) or to retirees (Medicare Part B premium reimbursements).

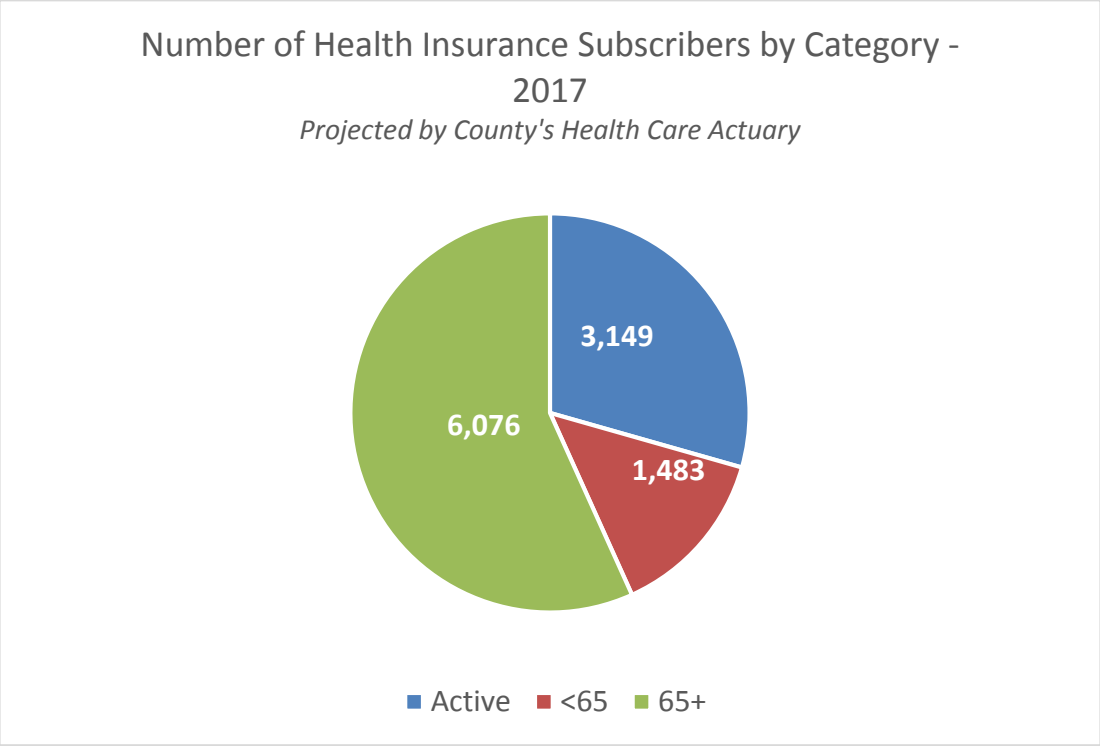
In 2017, there are no significant change to deductibles, coinsurance, or office visit co-payments. There are no major plan design changes. The 2017 Budget includes a small incremental increase in some employee premium contributions in in order to avoid the need for less frequent but larger premium increases that could be necessary to maintain a sustainable benefit package.

In 2017, a new and voluntary vision plan is included based on input and feedback from employees. If elected, the County will pay half of the monthly premium (which is expected to total between $6 and $15 depending on coverage). The plan will cover fixed dollar amounts for eye exams, glasses, and other vision related expenses. Net expenses for the new vision plan in 2017 total $80,000

For health care expenditures, which include medical claims and Medicare Part B premium reimbursements, retirees account for an estimated 52 percent of tax levy funded benefits, while active employees represent 48 percent.



Retirees represent the largest share of health care costs for two primary reasons: One is that Medicare Part B premium reimbursements to retirees will require approximately $6.5 million in tax levy support in 2017 (85.5 percent of the gross cost of $7.6 million), and because there are significantly more covered retirees than active employees.



The Flexible Spending Account (FSA) Employer contribution for 2017 is a maximum of $1,500. Employees eligible for a FSA must provide $1,500 (a 1 dollar to 1 dollar match) to receive the maximum County contribution. For 2017, the maximum an employee may contribute is $2,550.

Expenditures in Org. 1950 – Employee Fringe Benefits include:

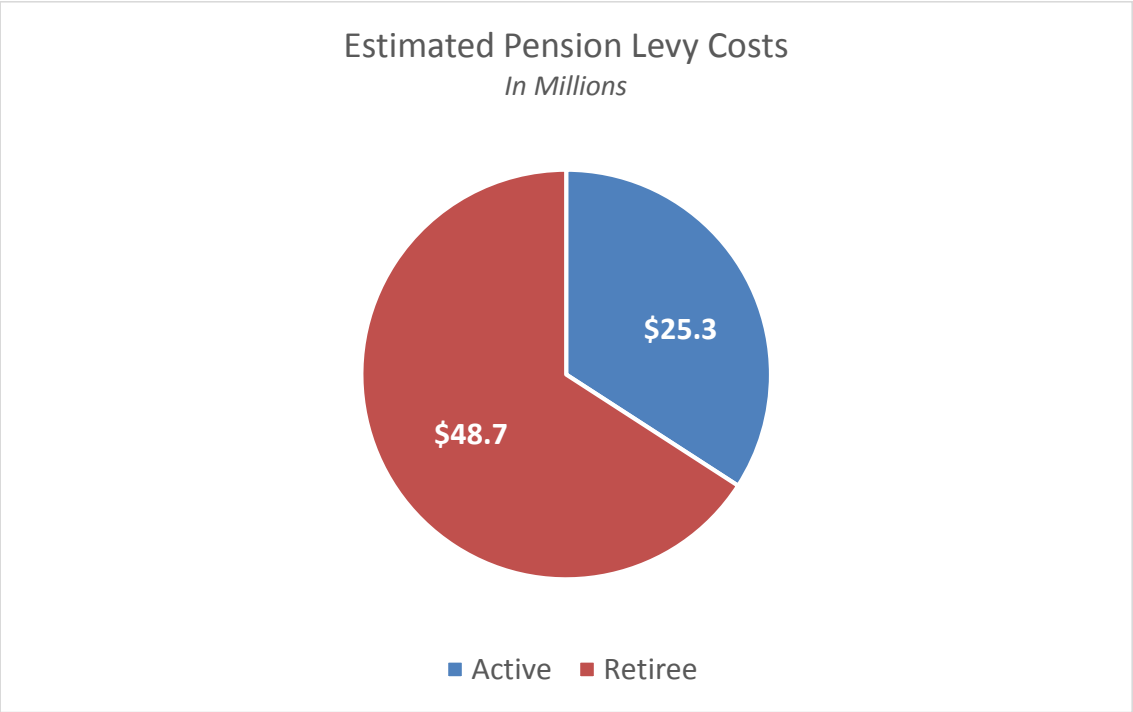
- Health and dental insurance benefits.
- Third-party administrative costs for health insurance, prescription drugs, dental insurance, and wellness.
- Stop loss insurance.
- Fees required by the Affordable Care Act.

In addition to the health plan design above, appropriations of $8,173,000 are provided for:

- Medicare Part B premium reimbursements for retirees ($7,560,000)
- Actuarial and consulting costs ($400,000)
- Opt-out payments to employees who decline health insurance benefits ($150,000)
- Employee flu shots ($44,100)

Pension Benefits Overview

As with health care and dental benefits, the County allocates pension-related costs between active employees and retirees. For 2017, the projected tax levy cost of pension benefits is approximately $74 million. Of this total, approximately $48.7 million or 66 percent is allocated to retiree costs and $25.3 million or 34 percent is allocated to active employees.



The 2017 budget provides total appropriations for pension benefits of $100,821,334. This amount represents an increase over the 2016 Adopted Budget of $4.8 million or 5 percent and includes the following items: The largest change effecting the County's pension contribution is related to the ERS Unfunded Actuarial Liability, mostly due lower than anticipated investment returns.

Item	2016 Budget	2017 Budget	2016/17 Change
OBRA Retirement System Contrib.	$304,000	$318,000	$14,000
ERS Contrib. for pre-1971 employees	$17,700	$17,700	$0
ERS Normal Cost	$19,166,000	$19,150,000	($16,000)
ERS Unfunded Actuarial Liability	$40,785,000	$46,841,000	$6,056,000
Pension Obligation Bonds	$33,142,644	$33,182,634	$39,990
Doyne Pension	$2,617,000	$1,312,000	($1,305,000)
TOTAL Pension Costs	**$96,032,344**	**$100,821,334**	**$4,788,990**

The Employees Retirement System (ERS) and 1990 Retirement System of the County of Milwaukee ("OBRA") contributions represent amounts recommended by the County's pension actuary.

Revenues of $13.3 million are budgeted in 2017. $13.2 million of this total is based on the actuary's estimated employee contribution rate required by Wisconsin State Statutes. For 2017, general employees shall contribute 6.5 percent of salary to the pension plan (no change from 2016). Public safety employee contributions are subject to collective bargaining. Revenue from the State of Wisconsin for Mecca/Miles employees is budgeted at $95,000 based on the most recent agreement with the State for space rental at the Marsha Coggs Human Services Center.

The 2017 Recommended Budget did not fully account for the anticipated costs to pay employee/retiree health care claims, according to a memo dated October 6, 2017, from the Director of the Department of Administrative Services – Performance, Strategy and Budget (DAS-PSB). The error is approximately $2.5 million, and the County Executive, according to the memo, supports a greater contribution from the Pension Obligation Bond and Debt Service Reserve funds via a 2017 Budget amendment to cover the gap.

The Director of DAS-PSB, working in conjunction with the Comptroller, shall monitor the employee fringe benefit budget and provide an updated projection of the health care budget shortfall after the first half of 2017. A recommendation on the use of any reserves to help cover the shortfall in 2017 health care expenditures shall be considered after actual expenses can be more accurately projected.

COUNTYWIDE NON-DEPT (1940) BUDGET

DEPT: Countywide Non-Dept

UNIT NO. 1940
FUND: General - 0001

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs	($172,466,053)	($172,375,966)	($174,165,755)	($175,507,872)	$1,342,117
Operation Costs	$11,592,115	$2,702,104	$8,535,120	$9,534,634	($999,514)
Debt & Depreciation	($3,015,516)	$0	($2,969,545)	($4,963,879)	$1,994,334
Capital Outlay	$4,277,201	($606,115)	$4,808,789	$5,133,375	($324,586)
Interdept. Charges	($84,502,679)	($87,244,809)	($92,410,165)	($60,732,080)*	($31,678,085)
Total Expenditures	**($244,114,932)**	**($257,524,786)**	**($256,201,556)**	**($226,535,822)***	**($29,665,734)**
Revenues					
Direct Revenue	$4,380,183	$0	$3,988,338	$4,263,936	$275,598
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	($243,020,936)	$0	($253,727,854)	($228,734,753)*	$24,993,101
Total Revenues	**($238,640,753)**	**$8,366,696**	**($249,739,516)**	**($224,470,817)***	**$25,268,699**
Tax Levy	**($5,474,179)**	**($14,503,850)**	**($6,462,040)**	**($2,065,005)**	**$4,397,035**
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 expenditure and revenue figures reflect a technical correction fund transfer that was approved by the County Board on December 15, 2016 related to Program Area 2 – Offset to Internal Service Charges.

Department Mission: The non-departmental expenditure units represent expenditure allocations that are not under the management of, or related to a core function of any County department or office. Because these items are largely technical in nature, they have no strategic outcomes and since they are not under the management of any departments, they have no activity data or performance measures.

Department Description: Three of the non-departmental expenditure units account for services that are not directly related to any single County department:

- The Appropriation for Contingencies is designed to (a) account for unanticipated emergencies or revenue shortfalls in the coming year (unallocated contingency) or (b) account for items that are anticipated to possibly occur but may not (allocated contingency).
- The Human Resources Payroll System allocates costs of the Countywide payroll and employee data system (Ceridian).
- Law Enforcement Grants include funds allocated to municipalities for the provision of emergency communications services and law enforcement activities in County parks and at the County Grounds through memoranda of understanding.
- The Litigation Reserve is a reserve account that can be utilized for unanticipated legal costs.

- Civil Air Patrol represents the County's contribution to this program, which operates out of Lawrence J. Timmerman General Aviation Airport.
- Wages and Benefits Modification provides for Countywide adjustments to compensation for extraordinary items.

The three other program areas, Offset to Internal Service Charges, Charges to Other County Departments, and Capital Outlay/Depreciation Contra represent technical adjustments that ensure the total County budget is not overstated, and ensure that costs for capital outlay and depreciation are in proprietary fund departments.

Strategic Program Area 1: Appropriation for Contingencies

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$8,586,291	$0	$5,476,701	$9,704,967	$4,228,266
Revenues	$0	$8,366,696	$0	$0	$0
Tax Levy	$8,586,291	($8,366,696)	$5,476,701	$9,704,967	$4,228,266

The 2017 budget includes $5,138,755 in unallocated contingency funding and $4,566,212 in allocated contingency funding for a total of $9,704,967.

Items in the allocated contingency include:

- $3,196,212 to allow policymakers to consider departmental requests to create positions that were originally proposed in the 2017 Recommended Budget. Department Directors may submit a request to the County Board of Supervisors in 2017 for the new position(s) and whether funding from the Appropriation for Contingencies is required.

- $1,000,000 earmarked for the purpose of providing monies for a pilot grant program to provide financial assistance for lead abatement for homeowners within the following perimeter: North of Highland Avenue, south of North Avenue, west of Martin Luther King Drive, and east of 27th Street. The County Board was reviewing this matter (File 16-484) at the time the budget was adopted. These funds are intended to effectuate any program authorized by the County Board and County Executive.

- $300,000 in funding for the Office of African American Affairs. The monies shall remain in this account until a Director for this office is appointed and confirmed by the County Board and a plan to spend the monies is approved.

- $70,000 to increase to increase pay for County employees and contractors covered under Chapter 111 Minimum Wage ordinance to a minimum of $12.35 hour as the County will phase in an increase in the minimum wage to $15.00 per hour by 2021.

Strategic Program Area 2: Offset to Internal Service Charges

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	($243,020,936)	$0	($253,727,854)	($228,638,006)*	$25,089,848
Revenues	($243,020,936)	$0	($253,727,854)	($228,319,423)*	$25,408,431
Tax Levy	$0	$0	$0	($318,583)	($318,583)

The expenditure and revenue figures in this program area reflect a technical correction fund transfer that was approved by the County Board on December 15, 2016.

Strategic Implementation:
This program area reduces total County expenditures and revenues by the amount of charges from internal service fund departments to other County departments. Without this adjustment, total County expenditures and revenues would be overstated. Expenditures of ($228,638,006) and revenue offsets of ($228,319,423) reflect the charges from the following departments to other County departments.

In an effort to reduce the number of crosscharges, the 2017 Budget removes fringe benefit charges from departments that are primarily financed through the tax levy. The fringe benefit tax levy for these departments will remain in Org. Unit-1950-Fringe Benefits. It is the policy of Milwaukee County to reduce the number of crosscharges to: 1) simplify the budgeting process, 2) still retain outside revenues wherever possible, and 3) provide accurate information on the cost to provide programs and services.

In the County Executive's 2017 Recommended Budget, administrative budgets for information technology and human resources alone increased by nearly $4.0 million. Because programmatic budgets for County elected officials are loaded with these types of annual administrative cost increases for which elected officials are given no input on or opportunity to reduce, and in order to maintain maximum flexibility for the County Executive to administer the day-to-day administrative affairs of the County, it is the policy of the County Board to no longer charge County elected officials for services rendered by administrative departments. These charges shall be abated in the elected officials' budgets and the corresponding tax levy held in the charging department to ensure maximum flexibility to the County Executive's administrative departments.

DEPT: Countywide Non-Dept

UNIT NO. 1940
FUND: General - 0001

Strategic Program Area 2: Offset to Internal Service Charges

Internal Service Revenue			
Department Name	**2016 Budget**	**2017 Budget**	**2016/2017 Var**
Fringe Benefits	($176,694,128)	($180,262,351)	($3,568,223)
Register of Deeds	($113,805)	($87,523)	$26,282
Emergency Management	($1,581,570)	($1,014,245)	$567,325
DAS-Risk Management	($11,139,226)	($8,331,631)	$2,807,595
DAS-IMSD	($14,376,489)	($9,858,628)	$4,517,861
DAS-IMSD, General Fund IT	($6,923,015)	($5,793,151)	$1,129,864
DAS-Facilities Management	($28,471,063	($10,510,802)	$17,960,261
DAS-Water Utility	($282,626)	($147,106)	$135,520
DOT-Airport	($411,705)	($415,745)	($4,040)
DOT-Transit	$0	($9,000)	($9,000)
DOT-Highways	($1,879,671)	($1,944,299)	($64,628)
DOT-Fleet	($11,854,556)	($10,263,525)	$1,591,031
Total	**($253,727,854)**	**($228,638,006)**	**$25,089,848**

Strategic Program Area 3: Charges to Other County Departments

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	($12,495,824)	($15,237,954)	($14,033,950)	($10,613,410)	$3,420,540
Revenues	$0	$0	$0	$0	$0
Tax Levy	($12,495,824)	($15,237,954)	($14,033,950)	($10,613,410)	$3,420,540

Strategic Implementation:
This program area represents the offset to Central Service costs allocated to departments in order to show the full cost of operating a department. This allows the full cost to be truly reflected, and departments receiving grant revenues, indirect revenues (internal service fund departments) or outside (direct) revenues can more easily be reimbursed for this cost. Since the charge is no longer abated in departmental budgets, a central abatement represented in this budget is necessary so that expenses are not overstated.

The Central Service Allocation amounts for the 2017 budget are prepared by the Office of the Comptroller. The 2017 Plan uses 2015 actual costs as its base and includes a carryover provision for the difference between the 2016 Plan and 2015 actual costs. Adding the 2015 carryover to the 2017 budget increases charges to those departments that were undercharged in 2015, and reduces charges to those departments that were overcharged in 2015.

The Central Service Allocation for 2017 reflects the prorated cost for the following services:

Central Service Allocations			
Description	**2016 Budget**	**2017 Budget**	**2016/2017 Variance**
Department of Audit	$1,835,726	$1,555,462	($280,265)
County-Wide External Audit	$367,901	$298,863	($69,039)
Personnel	$4,410,557	$4,849,672	$439,115
Labor Relations	$40,393	$34,425	($5,968)
Fringe Benefits	$625,511	$654,243	$28,732
Procurement	$787,902	$950,649	$162,747
Central Accounting	$664,179	$685,102	$20,923
Performance, Strategy, Budget	$1,089,201	$945,041	($144,160)
Accounts Payable	$856,106	$216,367	($639,739)
Payroll	$1,060,718	$1,080,405	$19,687
Treasurer	$638,781	$663,492	$24,711
Central Service Dept. Costs	$12,376,975	$11,933,720	($443,256)
Carryforward	$1,656,974	$ 1,239,106	($417,868)
Central Abatement	$0	($2,535,240)	($2,535,240)
Total	**$14,033,950**	**$10,613,410**	**$3,420,540**

DEPT: Countywide Non-Dept

UNIT NO. 1940
FUND: General - 0001

Allocation Summary				
Org.	**Department Name**	**2016 Budget**	**2017 Budget**	**2016/2017 Variance**
1000	County Board	$11,004	$45,380	$34,376
1011	County Executive	$14,468	$17,209	$2,741
1019	DAS - Office for Persons with	$21,320	$19,503	($1,817)
1020	Intergovernmental Relations	$3,465	$4,321	$856
1021	Veteran's Services	$13,334	$12,614	($720)
1040	DAS - CBDP	$17,900	$16,012	($1,888)
1130	Corporation Counsel	$53,542	$52,438	($1,104)
1150	DAS - Risk Management	$130,172	($17,782)	($147,954)
1151	DAS - Fiscal Affairs	$47,238	$174,196	$126,958
1160	DAS - Information Management Services	$213,601	$246,942	$33,341
1192	DAS - Economic Development	$24,003	$25,359	$1,355
1950	Fringe Benefits	$625,511	$654,243	$28,732
2000	Combined Court Related Operations	$891,580	$725,698	($165,881)
2430	Department of Child Support Services	$284,096	$315,868	$31,772
2900	Alternatives to Incarceration	$11,527	$19,516	$7,989
3010	Election Commission	$26,008	$32,241	$6,233
3270	County Clerk	$23,598	$24,295	$697
3400	Register of Deeds	$59,242	$61,066	$1,824
3700	Office of the Comptroller	$23,814	$35,745	$11,931
4000	Sheriff	$1,279,867	$1,239,897	($39,970)
4300	House of Correction	$858,320	$923,242	$64,922
4500	District Attorney	$326,510	$383,643	$57,133
4800	Emergency Management	$202,987	$357,476	$154,489
4900	Medical Examiner	$72,298	$86,494	$14,196
5040	Airport	$824,956	$835,624	$10,668
5100	Highway Maintenance	$313,490	$321,807	$8,317
5300	Fleet Management	$237,784	$217,549	($20,235)
5500	Water Utility	$13,204	$14,685	$1,481
5600	Transit/Paratransit Systems	$454,274	$546,126	$91,852
5700	DAS Facilities Management	$588,349	$496,572	($91,777)
5800	Director's Office	($14,717)	$22,798	$37,515
6300	DHHS - Behavioral Health Division	$1,904,746	$1,750,615	($154,131)
7900	Department on Aging	$222,048	$216,753	($5,295)
7990	Department of Family Care	$846,636	$0	($846,631)
8000	Dept of Health & Human Services	$1,063,207	$787,351	($275,856)
9000	Parks, Recreation & Culture	$1,541,962	$1,588,095	$46,133
9500	Zoological Department	$799,688	$890,072	$90,384
9910	UW Extension Service	$2,925	$4,987	$2,062
	Total Charges to Other Organizational Units	**$14,033,950**	**$13,148,825**	**($885,300)**

Strategic Program Area 4: Human Resource & Payroll System

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$0	($65,143)	$0	$640,315	$640,315
Revenues	$0	$0	$0	$0	$0
Tax Levy	$0	($65,143)	$0	$640,315	$640,315

Strategic Implementation:
This program area contains an appropriation for Milwaukee County's hosted payroll, human resources, and benefits management system. In 2006, the County Board and County Executive established authority for a contract with Ceridian to implement and host this system (File No. 05-14 (a)(a)).

Under the Ceridian Human Resource and Payroll System, Milwaukee County employees use online self-service tools to report their time. Ceridian manages the detail of position history, organizational hierarchy, payroll calculations, applicant recruitment, and distribution of deposit notices and related reports. The system also automates employee benefits and recruitment functions.

The 2017 Budget includes $1,762,593 for Ceridian services, $30,000 for professional services routine maintenance and configuration and $175,407 for Learning Management System and Applicant Tracking software which are cross charged to all departments on a per-FTE basis.

In the County Executive's 2017 Recommended Budget, administrative budgets for information technology and human resources alone increased by nearly $4.0 million. Because programmatic budgets for County elected officials are loaded with these types of annual administrative cost increases for which elected officials are given no input on or opportunity to reduce, and in order to maintain maximum flexibility for the County Executive to administer the day-to-day administrative affairs of the County, it is the policy of the County Board to no longer charge County elected officials for services rendered by administrative departments. These charges shall be abated in the elected officials' budgets and the corresponding tax levy held in the charging department to ensure maximum flexibility to the County Executive's administrative departments.

DEPT: Countywide Non-Dept

UNIT NO. 1940
FUND: General - 0001

Strategic Program Area 5: Law Enforcement Grants

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$481,823	$481,705	$491,459	$501,288	$9,829
Revenues	$0	$0	$0	$0	$0
Tax Levy	$481,823	$481,705	$491,459	$501,288	$9,829

Strategic Implementation:
A total of $501,288 of funding is included for the Milwaukee Police Department support of 911 calls in the City of Milwaukee. A new memorandum of understanding through January 1, 2018, was approved by the County Board in file 15-747.

Strategic Program Area 6: Litigation Reserve

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$545,001	$309,694	$587,960	$545,591	($42,369)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$545,001	$309,694	$587,960	$545,591	($42,369)

Strategic Implementation:
Funding for unanticipated legal expenses remains at $500,000 in 2017 based on actual experience. Funding of $45,591 is provided to pay the third of four annual installments to the City of South Milwaukee as a result of a settlement between the City of South Milwaukee (City) and Caterpillar Global Mining LLC (CGM).

In October 2013, CGM filed a refund claim with the City pursuant to Wis. Stat. 70.511 (2) (b) to recover refunds of excessive property taxes assessed by the Wisconsin Department of Revenue (DOR) and collected by the City for the Years 2008, 2009, 2010, and 2012. The total amount of the refund to CGM is $1,265,135. Of the $1,265,135, $205,451 is estimated to be the responsibility of the County.

The City received permission from CGM to extend the refund payment terms over four years (2014-2017). The County's portion of the tax settlement is initially paid to CGM by the City and then the County must reimburse the City by February of the following year. Therefore the County's payments to the City will occur between 2015 and 2018. The table below lists the reimbursement amounts that the County will have to provide to the City.

Payments Due to South Milwaukee from Milwaukee County	
Year	**Reimbursement Amount**
2015	$45,001
2016	$87,960
2017	$45,591
2018	$26,899
Total	**$205,451**

Strategic Program Area 7: Capital Outlay/Depreciation Contra

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$1,867,800	$0	$2,464,755	$169,496	($2,295,259)
Revenues	$4,380,186	$0	$3,732,503	$4,263,936	$531,433
Tax Levy	($2,512,383)	$0	($1,267,748)	($4,094,444)	($2,826,692)

Strategic Implementation:
Proprietary Fund departments include Enterprise Fund departments (e.g., General Mitchell International Airport) and Internal Service Fund departments (e.g., DAS-Information Management Services Division). Budgeting for Proprietary Fund departments in accordance with Generally Accepted Accounting Principles (GAAP) requires that Proprietary Funds expense the cost of fixed assets over the life of the asset through depreciation. Prior to 1997, fixed assets were defined as buildings and equipment with a cost in excess of $500. In 1997, the definitions regarding fixed assets changed. The per-unit cost for non-computer equipment must exceed $2,500 and have a useful life greater than one year. Computer related equipment must exceed $1,000 per unit to be considered a fixed asset.

Appropriations for depreciation are included in Proprietary Fund departmental budgets while appropriations for Capital Outlay - Fixed Assets, the original cost for the fixed asset, are excluded from those budgets. To ensure proper budgeting in accordance with GAAP, yet also ensure that these departments retain control over the purchase of fixed assets, Proprietary Fund departments reflect an appropriation for Capital Outlay - Fixed Assets and an offsetting credit appropriation.

However, the cost of Capital Outlay - Fixed Assets for Proprietary Fund Departments should be included in the property tax levy. In order to achieve this, all capital outlay costs for Proprietary Fund Departments are included in this non-departmental budget. The costs for depreciation should not be included in the tax levy, therefore, an offsetting contra account for all Proprietary Fund Departments' depreciation costs is included in this non-departmental budget. This budgetary procedure has no County-wide tax levy impact.

The following tables depict the capital outlay by department for 2017 compared to 2016, the amount of depreciation in 2017 compared to 2016, Airport contribution related to general obligation debt related to Airport projects, and finally the combination of these entries that determines the tax levy amount for this non-departmental budget.

Capital Outlay by Department				
Org.	**Department Name**	**2016 Capital Outlay**	**2017 Capital Outlay**	**2016/2017 Variance**
1150	DAS-Risk Management	$0	$0	$0
1160	DAS-IMSD	$0	$0	$0
5600	Transit/Paratransit	$1,712,000	$880,000	($832,000)
Total		**$1,712,000**	**$880,000**	**($832,000)**

Capital Depreciation by Department				
Org.	**Department Name**	**2016 Depreciation Contra**	**2017 Depreciation Contra**	**2016/2017 Variance**
1150	DAS-Risk Management	($2,234)	($2,234)	$0
1160	DAS-IMSD	($765,779)	($1,964,594)	($1,198,815)
5600	Transit/Paratransit	($2,391,532)	($3,187,051)	($795,519)
Total		**($3,159,545)**	**($5,153,879)**	**($1,994,334)**

Capital Depreciation by Department				
Org.	**Department Name**	**2016 Airport Cap Rsv**	**2017 Airport Cap Rsv**	**2016/2017 Change**
5040	Airport	$10,203	$10,561	$358
Total		**$10,203**	**$10,561**	**$358**

Contribution from Airport Capital Improvement Reserves for Non-Terminal Project Principal General Obligation debt.

Expenditures/Revenue Summary			
Department Name	**Expenditure**	**Revenue**	**Tax Levy**
Capital Out-lay reflects appropriations for Proprietary Fund Departments	$880,000	$0	$0
Depreciation Contra-offset depreciation cost in Proprietary Fund Departments	($3,159,545)	$0	$0
Airport Year End Closing – Contribution from Capital Improvements Reserves: Non-Terminal Project Principal	$0	$10,561	$0
Total	**($4,039,545)**	**$10,561**	**($4,028,984)**

Strategic Program Area 8: Civil Air Patrol

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	$10,000	$9,391	$11,000	$11,000	$0
Revenues	$0	$0	$0	$0	$0
Tax Levy	$10,000	$9,391	$11,000	$11,000	$0

Strategic Implementation:
The Civil Air Patrol utilizes the County-owned hangar at Lawrence J. Timmerman Airport (LJT) and the second floor of the LJT Control Tower. The County provides appropriations for the utility costs (heat, light, insurance and telephone) of these facilities. The 2017 Recommended Budget remains at the 2016 level of $11,000 to support the Civil Air Patrol. These appropriations may be used for paint, repairs, materials, and supplies to help keep the facilities in a well-maintained and safe condition. The Civil Air Patrol will continue to provide the following activities:

- A national program of aerospace education for youth and adults.
- Participation in disaster emergency services and Homeland Security exercises, nationally and locally.
- Cooperation with, and support of, Civil Defense and American Red-Cross disaster and relief programs.
- Participation in all search and rescue missions authorized by the United States Air Force and Coast Guard.
- Flying shore patrol for the boating public as authorized by the United States Coast Guard.
- Assisting the U.S. Customs Service and Drug Enforcement Administration by patrolling in aircraft to detect illegal drug activity and marijuana fields and reporting such activity to the U.S. Customs Service.
- Assistance to Civil Authority, including airborne imagery and communications support.
- Military commander support, including low level surveys, range assistance and low-slow intercept training.
- Counter terrorism mission support, flown in cooperation with the Federal Bureau of Investigation (FBI).

Strategic Program Area 9: Wages and Benefits Modification

How We Do It: Program Budget Summary					
Category	**2015 Budget**	**2015 Actual**	**2016 Budget**	**2017 Budget**	**2017/2016 Var**
Expenditures	($90,087)	$0	$2,528,373	$1,558,267	($970,106)
Revenues	$0	$0	$255,835	$0	($255,835)
Tax Levy	($90,087)	$0	$2,272,538	$1,558,267	($714,271)

Strategic Implementation:
$1,558,267 is included in Wages and Benefits Modification for adjustments to move affected employees to the bottom step of new pay ranges as approved by the County Board of Supervisors in File 16-555 on September 22, 2016.

In addition to the funds contained in this account, $1.1 million is budgeted within departmental accounts to effectuate a one percent annual increase for all employees effective Pay Period 14, 2017. This represents a cost-of-living adjustment (COLA)

A list of all authorized County position titles and assigned pay grade or pay ranges shall be posted on the Department of Human Resources' web page at www.county.milwaukee.gov. This includes a chart of the minimum and maximum hourly or annual rate of pay for each pay grade or pay range.

GLOSSARY

The following are explanations of some of the most commonly used terms found in the Operating and Capital Budget narratives.

Abatement: A negative expenditure or cost amount. Milwaukee County sometimes uses a process by which one department will transfer costs to another department in lieu of charging that department in a cost/revenue structure. For instance, the Department of Administrative Services places expenditures in its various program areas to allocate the cost of the DAS Management program area, which are offset by negative expenditure amounts in the DAS Management program area. These negative expenditure amounts are combined with positive crosscharge amounts (see below) in the Interdepartmental Charges appropriation unit on the front pages of all departmental narratives.

Accrual Basis of Accounting: An accounting method that recognizes the impact of financial transactions when they occur regardless of when cash flows are realized.

Appropriation: The setting aside of funds for specific purposes. This is essentially the budgeting of expenditure authority for the purpose of carrying out programs or services.

Appropriation Unit: A group of expenditure or revenue accounts that are similar in nature. For instance, the Personnel Cost appropriation unit includes salaries, social security, and fringe benefit costs for County employees.

BHD: The Behavioral Health Division of the Milwaukee County Department of Health and Human Services.

Capital Improvement Committee (CIC): A committee, required by Chapter 36 of the County Ordinances, that reviews departmental capital project and capital improvement plan requests and makes recommendations to the County Executive for inclusion in the Recommended Capital Budget. The County is composed of the Chair of the County Board Committee on Transportation and Public Works, the Co-Chairs of the County Board Committee on Finance and Audit, the Comptroller, the Director of Transportation, the Budget Director, and two municipal mayors.

Capital Outlay: In the Operating Budget narrative, the appropriation unit that includes costs of acquisition of operating equipment items such as vehicles and office equipment greater than $5,000. These items generally have a useful life greater than one year, but less than ten years, and are included in an organization's operating budget.

Crosscharge: A cost budgeted and realized for inter-departmental service costs. For instance, the DOT-Fleet Management Division charges other County departments for vehicle maintenance costs. These charges are referred to as "crosscharges". These expenditure amounts are combined with negative abatement amounts (see above) in the Interdepartmental Charges appropriation unit on the front pages of all departmental narratives.

DAS: The Department of Administrative Services, which is broken up into several divisions and generally provides internal administrative services to County departments.

DAS–Fiscal: The Fiscal Affairs Division of the Department of Administrative Service. This division includes the DAS Director and support staff, the Office of Performance, Strategy and Budget, and the Collections section.

Debt & Depreciation Costs: The combination for narrative purposes of the Debt Service and Depreciation appropriation unites that includes all such costs.

DHHS: The Milwaukee County Department of Health and Human Services.

Direct Revenue: A revenue appropriation unit, these are payments by customers or outside entities to the County for specific purposes. Examples include

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capitated payments by the State of Wisconsin for Family Care services, greens fees to play a round of golf, admissions fees to the Zoo, or Real Estate Transfer fees paid when a property changes ownership.

DOT: The Milwaukee County Department of Transportation.

Encumbrance: A commitment of appropriated funds to purchase an item or service.

Five Year Capital Improvements Plan: The anticipated required or requested capital projects for the current budget year and the proceeding four years.

FTE: "Full-time Equivalent" positions, or the proportion of 2,080 hours that a position is anticipated to be employed by the County.

Fund: An individual account that is used for accounting and budgeting purposes of similar services or functions. Similar to individual bank accounts for checking, savings, retirement, etc. Milwaukee County utilizes the following funds:

- The General Fund, which is used to account for all financial resources, except those required to be accounted for in another fund.
- The Debt Service Fund, which is used to account for the accumulation of resources and the payment of principal and interest on long-term general obligation debt.
- The Capital Projects Fund, which is used to account for financial resources segregated for the acquisition or construction of major capital facilities other than those financed by proprietary funds.
- Enterprise Funds that are used to account for operations that provide services which are financed primarily by user charges or activities where periodic measurement of net income is appropriate for capital maintenance, public policy, management control or other purposes.
- Internal Service Funds that are used to account for the financing of goods or services provided by one department to other departments in the County or to other governmental entities, on a cost-reimbursement basis.

General Obligation Bonds: Bonds in which the government pledges its full faith and credit to the repayment of bonds that it issues.

Indirect Revenues: Revenues earned by departments by charging other Milwaukee County departments for services.

Interdepartmental Charges: The combination for narrative purposes of the Abatement and Crosscharge appropriation units that includes charges between departments for services or cost allocations.

Intergovernmental Revenue: The revenue appropriation unit that includes payments by the State of Wisconsin or the Federal Government. Examples include General Transportation Aids for County highway operations, payments by the State for housing State inmates in the Jail, State Shared Revenue, Youth Aids, etc.

MCLIO: The Milwaukee County Land Information Office, which provides mapping and land information services utilizing GIS technology for a variety of customers. This service is funded, per State law, through a portion of the recording fee paid on most real estate transaction documents.

Modified Accrual Basis of Accounting: Basis of accounting in which (1) revenues are recognized in the accounting period when they become available and measurable, and (2) expenditures are recognized in the accounting period when the fund liability is incurred, if measurable, except for un-matured interest on general long-term debt and certain similar accrued obligations, which are recognized when due.

Non-Departmental Organization: An organizational unit that accounts for services or items that do not fall under the jurisdiction of any single department. Examples include Employee Fringe Benefits, the Appropriation for Contingencies, and the Civil

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GLOSSARY

Air Patrol. The narratives for these organizations are included in the Cultural Contributions, Non-Departmental Revenues, and Non-Departmental Expenditures sections of the Operating narrative.

OAAA: The Milwaukee County Office on African American Affairs. The Office strives to serve as an integral role in recognizing and resolving the County's racial inequities for the benefit of all of its citizenry, and for the region to achieve its full potential.

Operation Costs: An appropriation unit that includes services and commodities purchased by the County in order to operate.

Passenger Facility Charge (PFC): The Passenger Facility Charge (PFC) Program allows the collection of PFC fees up to $4.50 for every boarded passenger at commercial airports controlled by public agencies. Airports use these fees to fund FAA-approved projects that enhance safety, security, or capacity; reduce noise; or increase air carrier competition, including making payments for debt service on indebtedness incurred to carry out the project. Governed by: PFC Statute (49 U.S.C. Sec. 40117). General Mitchell International Airport is currently approved to collect a PFC charge of $4.50 per enplaned passenger.

Seas/Hourly/Pool Pos.: The FTE equivalent of positions that are generally hourly or temporary in nature, such as park seasonal employees, hourly temporary clerical positions, interns, etc. These positions are generally not eligible for fringe benefits.

Vehicle Registration Fee (VRF): A fee levied by Counties or municipalities on the annual registration of vehicles within the jurisdiction, used for transportation purposes, allowed by Wisconsin State Statute 341.35.

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