MILWAUKEE COUNTY

Chris Abele, *County Executive*

2018 ADOPTED OPERATING BUDGET

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Milwaukee County

Wisconsin

For the Fiscal Year Beginning

January 1, 2017

Christopher P. Morrill

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **Milwaukee County, Wisconsin,** for its Annual Budget for the fiscal year beginning **January 1, 2017.** In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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OFFICE OF THE COUNTY EXECUTIVE

CHRIS ABELE

MILWAUKEE COUNTY EXECUTIVE

January 1, 2018

Milwaukee County has made a dramatic turnaround. Through six year years of disciplined decision making and an unrelenting focus on doing what's right, Milwaukee County is now paying down debt, catching up on deferred maintenance, and maintaining and expanding services for people across the community.

The 2018 Budget reflects Milwaukee County's achievements — as well as its challenges. This budget continues to invest in our key priorities of growing safer, healthier communities, strengthening community services and cultural attractions, and keeping long-term promises to our employees and retirees. At the same time the budget reflects hard choices as revenues supporting our operations stagnate or decline and as expenses, often outside our control, continue to rise.

Among its priorities, the 2018 Budget increases funding to fight the rising tide of drug-related deaths in our community with more treatment options and support for those with addictions and with equipment and staffing for the Medical Examiner's office to handle the growing volume of drug-related deaths. The Budget also makes a substantial investment community wellbeing and safety by funding a local 24-bed Residential Treatment Center as an alternative to the State-run Lincoln Hills and Copper Lake Schools, offering community-based programs known to improve both youth outcomes and public safety. The Budget continues successful efforts to reduce chronic homelessness, which to date have resulted in more than 200 previously homeless individuals now having permanent housing. The Budget supports economic development in the region with enhancements to the County's transportation network, including a major upgrade to General Mitchell International Airport. And because we couldn't do all this without a great workforce, the Budget funds a midyear salary increase for hard-working employees who deliver services every day throughout the County.

These investments — and more — come despite significant headwinds facing Milwaukee County. County officials began work on the 2018 Budget with a shortfall of $42 million between anticipated revenues and the cost to continue current services. Particularly challenging are the ongoing declines in funding from the state and the alarming increases in the costs of retiree pension costs which will add $6 million to 2018 costs over the 2017 total of $100.8 million. Further, the outlook for federal funding remains uncertain.

Faced with these trends, County leaders felt it was more important than ever to engage the community in weighing the options and designing a path forward. In addition to offering more options for in-person feedback, the County's

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Office of Performance, Strategy and Budget launched a first-ever online platform for residents to review available options and recommend a balanced budget. More than 2,900 individuals visited the Balancing Act tool online and nearly 300 came to input sessions; their participation helped shaped the choices reflected in the 2018 Budget.

To continue managing County finances in a prudent and responsible manner, County officials were forced to look hard at revenue sources. The Budget includes $16 million in 2018 from a $30 increase in the Vehicle Registration Fee, sometimes called the wheel tax, the sole major funding avenue available to the County. This new revenue will support Milwaukee County Transit System operations, as well as improvements to County highways and parkways. The budget also includes modest increases in transit M•CARD costs, the first Zoo admission fee increase in six years, and funds from parking fees at County parks.

After decades of short-sighted spending that ignored long-term consequences, Milwaukee County has worked hard over the last six years to balance current needs with long-term impacts. The 2018 Budget continues on that path toward a more sustainable future.

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Chris Abele

2018: PRESERVING OUR PROGRESS

In six short years, with very limited tools and the challenge of declining state revenue, Milwaukee County has made a dramatic turnaround. After decades of decision making that continuously diminished ongoing sustainability, we are paying down debt, catching up on deferred maintenance, and maintaining or expanding services for people who need them.

But like so many families around Milwaukee County and the state, we are doing more with less.

Milwaukee County continues to receive less funding from the state. In 2007 we received about $341 million from the state. In 2015 we got about $171 million. At the same time, we are sending more revenue to the state. Even though the Milwaukee region is the economic engine of Wisconsin, local governments in the Milwaukee area continue to get squeezed.

The cost of simply maintaining "business as usual" gets more difficult each year, as legacy costs, healthcare costs, personnel costs, and fuel and energy prices continue to rise. But for the past six years Milwaukee County has confronted these tough budget decisions and closed our deficit every year without slashing the social safety net or taking on more irresponsible, unsustainable borrowing.

This budget is no different — County officials began with a $42 million deficit, just to continue operations and service at the same levels as last year. The proposed budget is a testament to the County's commitment to disciplined decision making and willingness to put politics aside and do what's right. This is a budget that preserves our progress in making the County more fiscally secure, despite declining revenue from the state and fiscal uncertainty from the federal government. At the same time, we are continuing responsible and sustainable investments in our highest priorities — social services, public safety, parks and recreation, public transportation, and our workforce.

More than ever before, this budget was informed by a meaningful dialogue with the community. Over the summer the County Executive's Office launched the Engage MKE initiative, a hands-on, first-of-its-kind community outreach and education campaign on the budget in all 19 municipalities. This went beyond our typical budget outreach process to include even more opportunities for the public to be engaged. Using a new software platform, Balancing Act, County residents could design and share their own budget for Milwaukee County. The County Executive's Office also expanded the successful in-person budget listening circles facilitated by the Zeidler Center, increasing the number of in-person feedback options hosted by the county executive by 50 percent this year.

Overwhelmingly, affordable, reliable transit and

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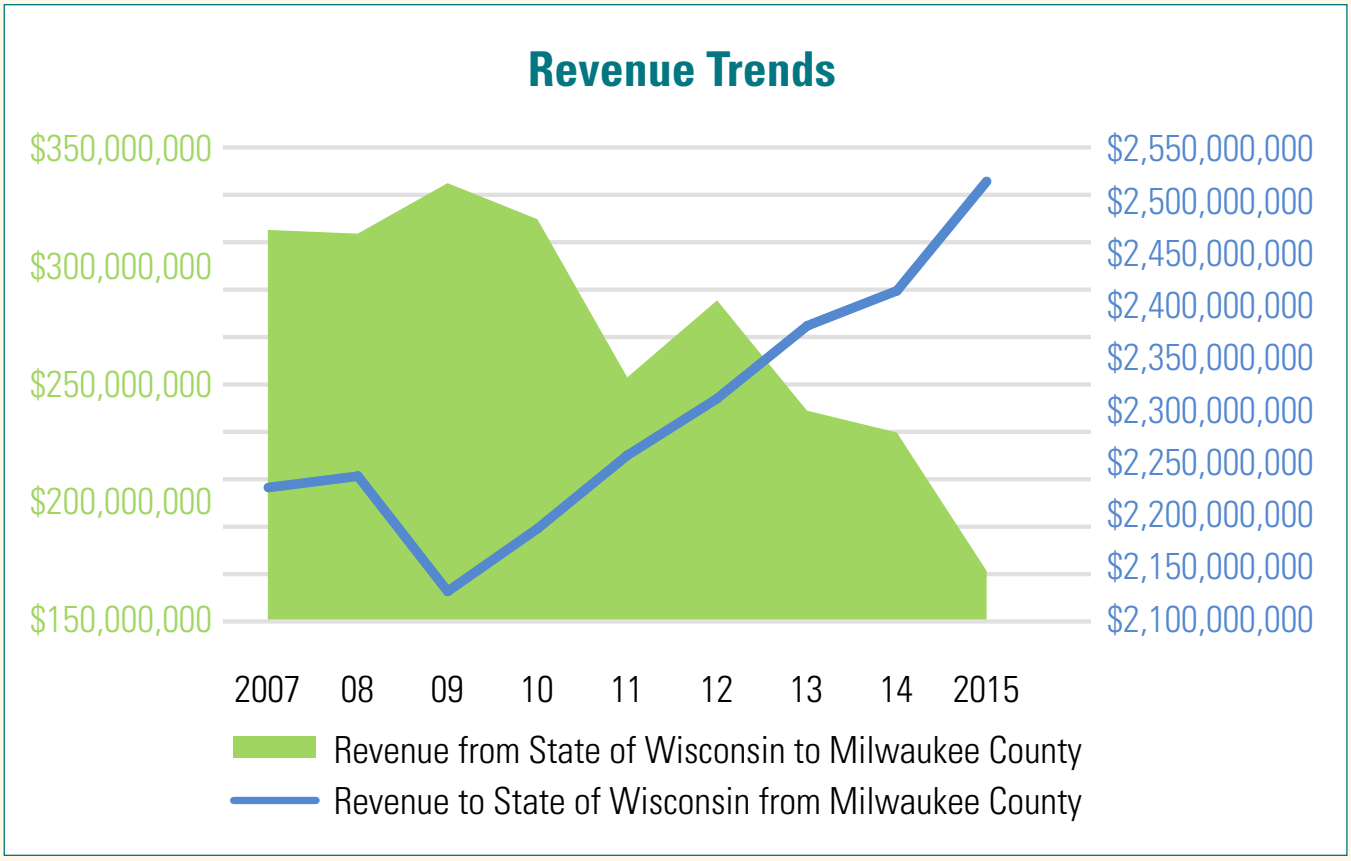

investments in services that empower people stood out as the community's highest priorities. Community members also cited public safety, workforce development, healthcare costs, declining state revenue, and unsustainable pension costs among the biggest issues facing the County.

Through the Balancing Act platform, a majority of users indicated that a revenue increase was needed; the County simply cannot fund all of our important services at the same levels without new resources. Unfortunately, the County is limited when it comes to options to increase revenues. The County cannot legally increase the sales tax without approval from the state legislature. User fee increases, which may be appropriate in some circumstances, simply don't generate enough revenue to make a significant impact in sustaining our bottom line.

Growing Safer, Healthier Communities

County Executive Chris Abele is committed to growing safer, healthier communities throughout Milwaukee County. From winning President Barack Obama's White House "Healthy Communities" Challenge by enrolling thousands of people into affordable health insurance, to ending chronic homelessness with permanent housing faster than any other metro area in the country, everything we do is centered around the belief that good government seeks first to empower safe, healthy lives for all its citizens.

Addressing the Opioid Epidemic

The alarming and continuing rise in drug-related deaths is a public health crisis that is tearing families apart and straining public health and safety resources throughout the County.

Nowhere is this more apparent than in the Medical Examiner's Office, which certifies the cause of death for County residents. As of September 6, 2017, the Office had reported that deaths from fentanyl in the County had already exceeded 2016 levels and were on pace to increase by about 70 percent. The 2018 budget includes funding for an additional medical examiner and a forensic chemist to help manage the surge in volumes. In addition, this budget allocates new funding

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— $200,000 — towards the purchase of an advanced Mass Spectrometer instrument in partnership with the City of Milwaukee to reduce the testing time for opioids and other drugs from weeks to hours. This investment in enhanced technology will help law enforcement officials close cases more quickly, an important factor in preventing additional deaths and getting drugs and criminals off the streets.

To complement these programs and services, the County's Behavioral Health Division is also making a $700,000 investment in our AODA residential (Alcohol and Other Drug Addiction) program, which provides alcohol, drug treatment, and recovery services for 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).

At the same time, we recognize that there are many different paths to a lasting recovery. For many individuals and families battling addiction, more support is needed to strengthen the current continuum of care. BHD remains committed to sponsoring a Peer Run Respite program in Milwaukee County to support an individual's recovery, decrease crisis situations, and help individuals to avoid hospitalizations, all through supports and services from other people with lived experience. In 2018, BHD is budgeting $200,000 for a peer run organization to cover expenses for the exploration, design, and future implementation of a peer run respite program.

A Person-Centered, Trauma-Informed Approach

Milwaukee County continues to lead the community's transformation towards trauma-informed, recovery-oriented approaches as we empower safer, healthier lives in our community. The Milwaukee County Behavioral Health Division (BHD)'s budget, which was informed by significant input from the public and mental health advocates, expands on the work that's been done to transform mental health in Milwaukee County so that the future of mental health care is one people can be proud of.

For the second year in a row, the County Executive's Recommended Budget will expand the Crisis Assessment Response Teams (CART) program in Milwaukee County. Last year's budget created three new CARTs consisting of a mental health clinician and a police officer partnered together as a mobile team in the community. CART reduces negative interactions between individuals with mental illness and law enforcement while reducing the need for involuntary commitment. This year, BHD will invest an additional $100,000 to expand the CART program to West Allis. The County Executive's Recommended Budget also includes a significant investment into the County's Comprehensive Community Services (CCS) programs for children and adults. These programs will have an enrollment of approximately 1,200 adults and children by the end of 2018, facilitating access to collaborative, family-centered services that address physical health and wellness, mental health care, case management, substance abuse, peer support, and employment and skills development.

This budget will also invest $864,000 in coordinated service improvements, which allow us to serve participants and their families in all programs and services available in a more integrated manner. This means better tracking, better management, and most importantly, better outcomes. Operational enhancements will allow for a $600,000 cost savings from the newly created Intensive Outpatient Program. Additional revenue of $600,000 is expected from the enhanced service continuum in Crisis Services. Part of the reason Milwaukee County is able to make these smart investments in empowering healthier lives is because County Executive Abele is committed to becoming an efficient, best-run government.

Reducing Dependence on Lincoln Hills

This budget includes a significant investment to decrease the County's reliance on Lincoln Hills, an expensive and outdated model of corrections that is not effective. Over the years, County Executive Abele has been outspoken about the need to build local alternatives for youth that we know will improve public safety. Following the evidence, the County will open a 24-bed Residential Treatment Center that will serve as an alternative for high risk youth. This residential alternative will allow youth to remain in the community with individualized treatment plans. Because Lincoln Hills will remain an option for judges as a place for

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serious youth offenders, this budget includes additional staff to provide quality oversight.

Housing First: Ending Homelessness in Milwaukee County

Milwaukee County Housing Division's initiative to end chronic homelessness will see an additional investment of $1 million. In just two short years the Housing First initiative has placed more than 200 chronically homeless individuals in permanent housing and reduced the overall rate of homelessness in Milwaukee County by more than 40 percent, the most significant drop in the past decade and one of the largest decreases in the country. Housing First is based on the concept that a homeless individual or household's first and primary need is to obtain stable permanent housing. This program is something the entire county can be proud of — it is getting results and changing lives for the better.

This budget includes a new Housing First Tenant-Based Rent Assistance program for chronically homeless individuals and families. The new program is anticipated to provide rent assistance for approximately 62 new households.

Through a collaborative effort with the judiciary and public safety officials, Milwaukee County will lead an effort to safely reduce the County's jail population by diverting individuals with mental health and substance abuse issues to prevention alternatives. Funded by the MacArthur Foundation, this approach will allow data to be shared across agencies and provide law enforcement with enhanced resources and alternatives other than arrest and jail time.

Strengthening Our Commitment to Community Services & Cultural Attractions

125 Years of Fun at the Zoo

The Milwaukee County Zoo, which celebrated its 125th

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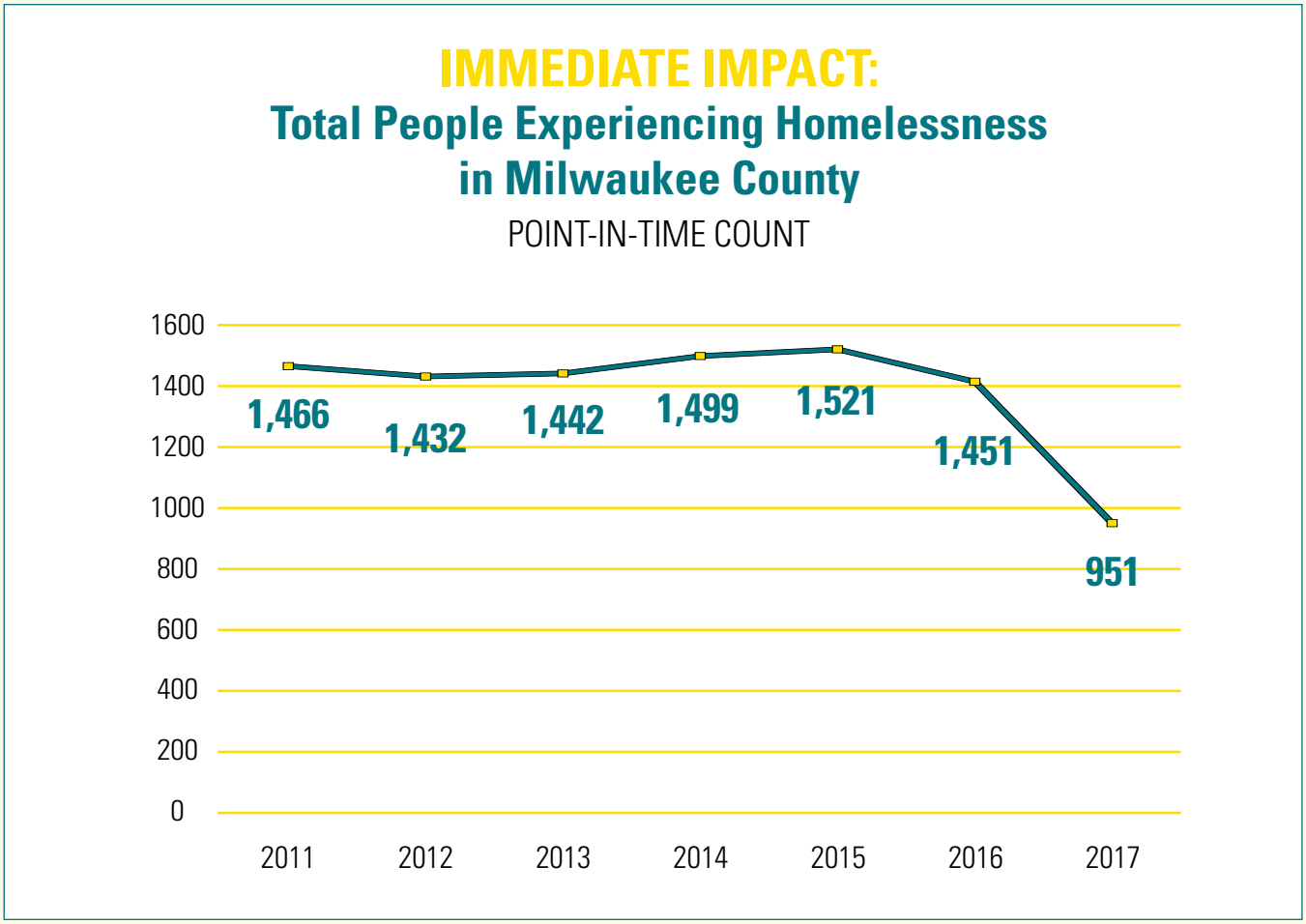

birthday this year, is one of the region and state's largest attractions. Significant investments have been made at the Zoo to improve the animal habitats, park amenities, and guest experiences. In the coming year, the new Adventure Africa space will be completed, which will create a multi-species animal experience of African origins for all Zoo guests to marvel at, including a new and more-friendly habitat for the Zoo's elephants. The new west-side entrance of the Zoo, including a new parking lot and new otter exhibit, will open to ease parking and guest congestion around the Zoo and improve the guest experience. This budget will also continue plans to bring a "Bear Garden" to the Zoo as part of a new public-private concessions partnership that will increase revenues for the Zoo, add new full-time jobs, and feature local culinary vendors. As part of this new partnership, the Zoo will see an additional $3 million for capital investments, including major renovations and upgrades to existing restaurants and gift shops — with no additional cost to taxpayers.

There is no doubt that the Zoo continues to improve. According to research from UW-Milwaukee, even before these upgrades, the Milwaukee County Zoo has a $155 million economic impact on our region. With these planned upgrades, researchers expect the Zoo will expand its major economic impact on the region and grow its ability to provide job opportunities, community recreation and learning, and quality of life improvement.

Such improvements do not come without investment. To continue pushing forward this kind of excellence and growth, this budget contains a modest ticket increase of $1.25 per person which mirrors the Zoological Society increased membership package cost. This is the first increase in the Zoo entry fare in six years.

The Milwaukee County Zoo remains a great value for the citizens of this county and the region. Our investments in the Zoo will heighten the guest experience of the Zoo's attendees in the coming years.

Soaring to New Heights at MKE

General Mitchell International Airport is one of the region's major economic drivers and an exciting area of growth for Milwaukee County. Passenger traffic through Mitchell has increased this year and Mitchell has offered its first international travel expansion in some time with flights by Volaris to Mexico. Milwaukee County is working with airlines to expand international flights to other points across the globe to meet the business and recreational travel of the citizens of Wisconsin and Northern Illinois. With the anticipated economic impact of the Foxconn development, passenger travel and freight shipments are only expected to increase at Mitchell.

With such an increase coming, this budget contains funding dedicated to the design and construction of a new International Arrivals terminal at General Mitchell. Over $25 million in revenue bonds and airport funds is appropriated in this budget to begin design and engineering work for this new venture – with no additional cost to taxpayers. The goal of this project is to demolish the current E Concourse in 2018, which is the oldest concourse at Mitchell, and replace it with a modern new International terminal that can accommodate multiple gates and flights, increase passenger satisfaction and comfort, and house all necessary U.S. Customs and Border Patrol services. This new terminal will replace the detached and antiquated current International Arrivals building which only contains one gate and does not appropriately and warmly welcome the international traveler to our great state and country. The new terminal design is intended to be expandable so that the airport can add to its international capacity in the future as passenger traffic increases.

The new International Terminal project couples together with Mitchell's consolidated security checkpoint project which will centralize the TSA checkpoints in one location allowing passengers to travel between the three concourses at Mitchell. These projects will advance the capacity and operations at Mitchell to meet the needs of a growing and thriving economy and improve the passenger experience at General Mitchell.

Aging in Place, with Dignity

Milwaukee County has a vibrant community of older Americans, and our Milwaukee County Department on Aging strives in all they do to empower these unique individuals to live fully and with dignity.

The county executive has been a strong advocate for

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the needs of older adults in our community, lobbying the federal government in support of important programs like the Wisconsin Home Energy Assistance Program and having successfully led a statewide campaign to restore state funding for dementia specialists in the community.

Over the past year the County opened two new Memory Cafes in partnership with local businesses as part of our efforts to become a more dementia-capable community. Memory Cafes are everyday places in the community, such as restaurants, community centers, and churches, where persons with memory loss can share fun and laughter with their care partners and friends, free from awkwardness or stigma. These cafes are designed to make quality of life better for those with dementia and their caregivers by easing the fear and isolation from dementia. Memory Cafes are not support groups but rather social gathering places. They offer a wide range of monthly activities such as music, art, games, or other forms of entertainment.

The Department on Aging also opened four new memory connection centers in partnership with local libraries and community-based agencies. These hubs serve as a one-stop shop for services and allow families and caregivers to access important information about available resources.

Despite facing a $375,000 decrease in the department's revenues due to grant cutbacks or eliminations, coupled with rising costs and uncertainty on funding from the state and federal governments, the department will still be able to provide these kinds of high-quality services for our seniors. But in order to make those investments into the services the community has told us they need, we have to find efficiencies elsewhere.

The Department on Aging receives a considerable amount of funding through the federal Older Americans Act, which was reauthorized last year with a mandate to communities receiving funds to research best practices for the modernization of senior centers.

As the Department on Aging works through the mandate under the Act, they are taking a comprehensive look at County senior centers to ensure that seniors today, and well into the future, have the best possible resources and facilities needed to age in place and live healthy, independent lives. The department is already reaching out to advocates in the aging community to begin a productive dialogue on what works well, what doesn't, and what we can do together to improve existing programs for Milwaukee County's seniors.

Milwaukee County currently owns five senior centers where older adults eat meals, exercise, and participate in various programs and activities. Because these senior centers are so important to the community and because of stagnant County revenues and increased costs, the Department on Aging has asked that the contractor who runs programming in the centers do so more efficiently. The Department on Aging will complete a thorough analysis that will inform good decisions now and in the future.

Preserving Our Progress in Making the County More Fiscally Secure

Dedicated Revenue for Transportation and Parks

While County government continues to get leaner and more efficient, it nonetheless has to contend with a state government that has reduced its contributions to the County budget. In 2007, Milwaukee County received about $341 million from the state. In 2015 that number shrunk to about $171 million. These are dollars that have to be made up elsewhere – especially because most County services are mandated by the state or federal government and cannot be discontinued.

Meanwhile, Milwaukee County's momentum as the economic engine of Wisconsin continues. From 2007 to 2015, Milwaukee County increased the amount of funding it sent to the state by a quarter billion dollars. Milwaukee County is producing more for Wisconsin, yet receiving less. As a result, Milwaukee County has to plug significant budget deficits every year.

The County continues to work with the state to change these circumstances and to maintain the critical county services that residents rely on every day. For the seventh year in a row, transit cash fares will remain flat at $2.25 per ride. Weekly and monthly transit fares

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will also stay flat, however, some transit riders will see modest increases on some of our discounted fares. The MCARD fare, will increase from its introductory price of $1.75 per ride to $2.00 per ride. This still provides a savings over the cash fare, and incents the use of the electronic system, while giving riders an automatic 90 min transfer at no added cost. College students using the UPASS will also see a $5 increase per semester. But these modest and limited fare increases do not even begin to close the gap.

This is important because Milwaukee County Parks are growing — literally. The Parks Department has added more than 150 new acres of parkland just in the past six years and has found creative ways to add new services and amenities such as our accessible ice sleds.

The County has made all of these improvements to our system without cuts in service and without any additional revenue from the state. But even with these efforts to catch up on deferred maintenance in our Parks and around the County, and with an increased focus on generating revenue through innovative public-private partnerships like the County's successful beer gardens, funding critical infrastructure needs and important public services remains a challenge for the County. The county executive also believes we need a source of dedicated Parks revenue to help us maintain and sustain our world-class parks system so that it remains accessible, safe, and clean for everyone. This budget allows the Parks department to generate $1.6 million in revenue from paid parking around the County. And because our Parks system draws visitors from all over, non-County residents will contribute to this revenue. When the Parks Department first introduced this concept last year, County citizens expressed many valid concerns. This year, the County Executive's Recommended Budget proposes creating a taskforce comprised of County and community stakeholders to put together a paid parking program, much like the taskforce that was created last year to make the Go Pass more sustainable. This taskforce will analyze options, to include free days and varied prices based on location and time, at locations around the lakefront and other County parks and parkways. The taskforce will also consider racial and socioeconomic equity, as well as access issues for people of all abilities.

As we look towards a sustainable future for our Parks, the County will also move toward a decision for the horticultural conservatory at the Domes. This budget includes $320,000 to continue long-term planning efforts for Mitchell Park.

All told, the County's efforts to increase revenues for our Parks will support the continuation of park services that the community has come to know and love: access to the Oak Leaf Trail and beaches, natural resource stewardship, green infrastructure management, and the maintenance that is essential to keeping our parks clean, safe and accessible for all to enjoy.

Everyone Pays a Fair Share

Milwaukee County continues to engage in significant economic development activity that results in additions to the property tax base, including the Couture, County Grounds, and the Park East. This economic activity is creating thousands of good-paying jobs that put more money into our local economy and into the pocketbooks of working, middle-class families.

In order to maximize the impact of these developments the Budget is again proposing an increase in the property tax levy to capture new revenue generated from new construction projects. This money will help the County continue to pay down debts while investing in services that benefit everyone. The County funds everything from workforce development, to opioid addiction and prevention services, to parenting courses in our Child Support Services division, to bike paths that connect our communities, to senior dining programs, to mental health crisis response training for police officers in municipalities all over the County. Our reach is incredibly broad – every single person in Milwaukee County benefits in some way from the services provided by the County.

It's important to note, however, that the average homeowner will not see any increase in their County property tax. This increase simply allows the County to collect $1.7 million in tax revenue from new construction. The county executive believes that homeowners pay their fair share each year and that developers and corporations should pay theirs as well.

Fostering a Sustainable Culture in County Facilities

Through energy efficiency projects, footprint

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South Shore Park, along the shore of Lake Michigan

reduction, and modern management practices, Milwaukee County is fostering a more sustainable culture in County facilities. Making these smart decisions allows the County to invest in the right facilities for the right purpose.

Milwaukee County has implemented more than $9.2 million in energy-saving upgrades in its buildings since 2010. Additional programs such as the Kill-a-Watt Challenge and annual energy awards have helped to promote conservation among County staff, and building tenants and visitors. These efforts are paying off: energy use in County buildings is down by about 16 percent compared with 2014.

The Budget again includes savings related to unused and underutilized buildings throughout the county. The Child Adolescent Treatment Center (CATC) at the County Grounds was one of these underutilized buildings — tenants no longer needed the space and the resulting loss of lease payment revenue caused a more than $700,000 deficit in 2016 alone.

Keeping Our Promises to Retirees & Investing in Our Workforce

Employees are the lifeblood of our organization and Milwaukee County's success depends on the engagement of its employees.

This budget continues to reflect the importance of employees to the County's mission. The budget includes $1.0 million to fund a one-percent, midyear pay increase for employees, representing an ongoing $2 million annual investment in employees. It also includes in the 4th quarter a $400,000 pool, $1.6 million on an annual basis, for equity adjustments and merit increases to address questions of fairness raised by employees during the employee engagement survey and listening circles. This is the third year in a row that the county executive has proposed funding specifically to address compensation issues, however, the County Board has not authorized the release of this funding in any of the three years. The county executive believes that employees deserve a fair and competitive compensation structure and is hopeful that the County

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Board will see the value in approving this funding. Employees will continue to enjoy competitive benefits while working at Milwaukee County, including generous holiday schedules, defined-benefit pensions, health insurance, and continuing education support, as well as vision benefits added last year. Employee premiums for health insurance will rise in keeping with anticipated cost increases, though premiums for County employees remain below the metro Milwaukee market averages. Some adjustments will also occur in deductible and co-pays, but overall, most County employees will still see an increase in their take-home pay. The Budget matches out-of-pocket medical expenses up to $1,000 though Flexible Saving Accounts. No change is planned for employee pension contributions.

Milwaukee County values our retirees and their contributions, and will protect the benefits they've earned. However, the County's obligation towards these benefits is growing at an alarming rate. Within the next ten years, between 81 cents and 97 cents of every dollar of operating property tax levy will go towards paying retiree benefits. While the Pension Board has smartly implemented major reforms to bring the system in line with national best practices, the County's unfunded pension liabilities have grown to a total of $547 million and unfunded liabilities for other post-employment benefits, like retiree healthcare costs, have grown to $1.08 billion. All together it's an unfunded liability of $1.6 billion, and that number will only get higher. In this budget, the County's annual contribution is increasing by $7 million, from $65 million to $72 million. At the same time, we are getting substantially less revenue back from the state. From 2007 to 2015 our shared revenue from the state dropped from $341 million down to $171 million.

This is simply unsustainable, and hinders our ability to invest in needed community services and our

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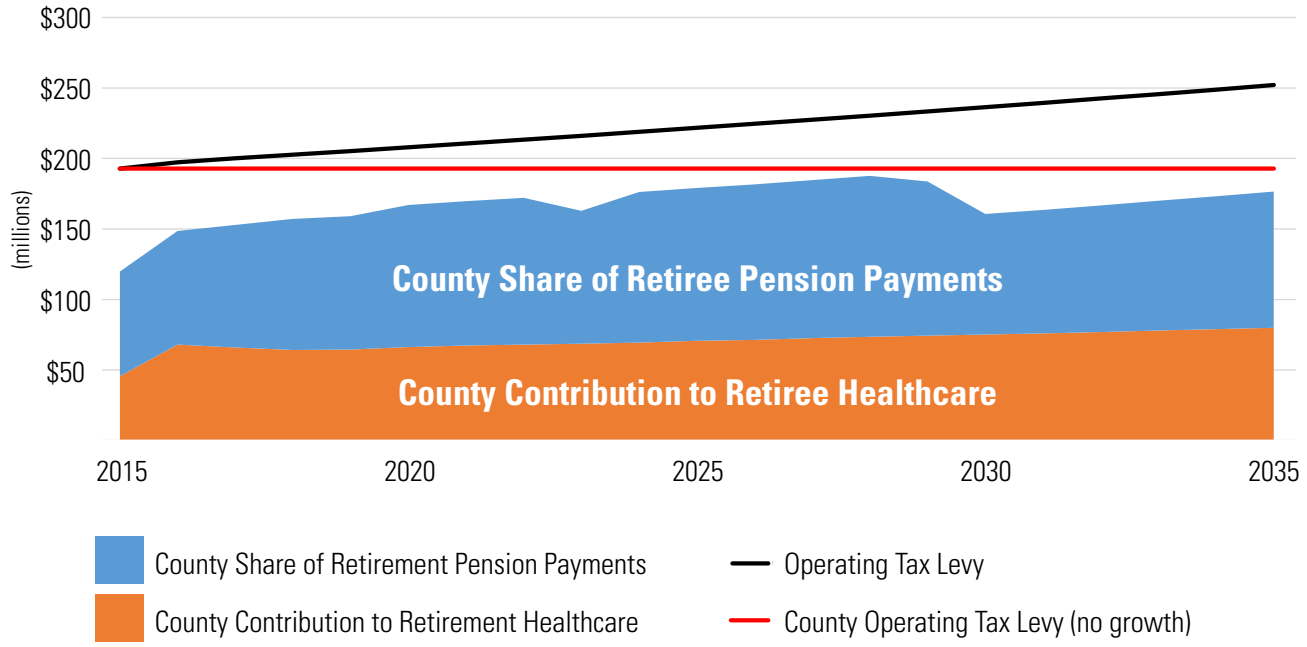
County Contribution to Retirement Benefits



Healthcare underlying data: 2015 data from WillisTowersWatson report on Employee vs. Employer Cost Summary (November 30, 2016); 2016 –2035 projections prepared by WillisTowersWatson (April 2017), plus approximately $7 million annually for Medicare reimbursement to retirees.
Pension Underlying data: 2015 –2016 data from Milwaukee County Comptroller (actual expenses); 2018 –2021 projected increase from BuckConsultants, "Milwaukee County Employees' Retirement System, Investment Return Assumption Discussion" (June 15, 2016). Note: 2018-2030 projected numbers increased by $31.1 million to represent Pension Obligation Bond Payment, and reduced by approximately $13 million annually to reflect employee contribution. Projections beyond 2026 include a projected increase of 2.79%.
Operating Property Tax Levy data: Milwaukee County Budget 2015 –2017. Projections beyond 2017 include increase of 1.87% annually, which is the average annual increase from 2015-2017. Note: the Operating Property Tax Levy is defined as Total Tax Levy – minus Total Debt Service. The actual Operating Property Tax levy is defined by the Department of Revenue 2016 County Levy Limit Worksheet and is typically within +/-5% of the calculation above.

current workers. County employees make valuable contributions to our community through their work and they also contribute to our growing economy. Our workers -- and future workers -- deserve the promise of financial security when they retire, but they also deserve better wages now.

Comprehensively reforming unsustainable pension benefits now will lead to a more secure retirement in the future and free up County resources to invest more in our employees up front.

Throughout the fiscal year, the County will continue to work on implementing solutions that will address the overly complicated and unsustainable nature of our current system. This work will be spearheaded by a bipartisan Retirement Sustainability Taskforce, launched by County Executive Abele and facilitated by independent experts at the Public Policy Forum and the Pew Research Center, tasked with studying comprehensive reforms that will ensure retirement security for future retirees and long-term fiscal sustainability for the County.

Milwaukee County Executive
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Special Thanks to:

Elected Officials • Department Heads • Departmental Fiscal Staff
Staff of the Office of the Comptroller

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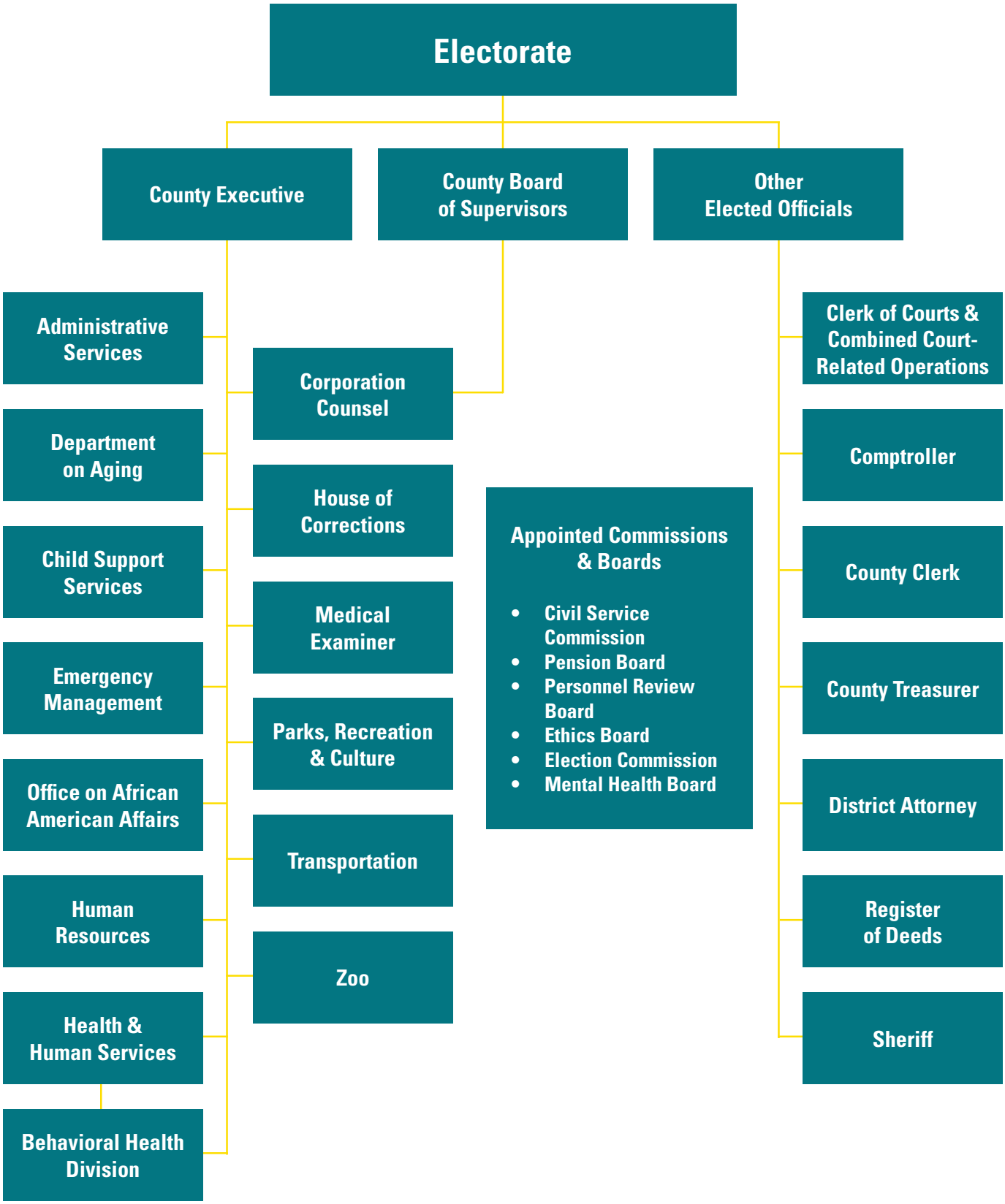
ORGANIZATIONAL CHART



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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 has received each year since 2015.

In 2017 the Office of Performance, Strategy and Budget adopted the Economist Style Guide for writing in order to provide a layer of consistency to the reader throughout the budget. More information about this style guide is available at (http://www.economist.com/styleguide/introduction).

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 legacy costs, when applicable.

New in 2018, the budget summary page will include the Effective Tax Levy for each department. This number modifies the tax levy to reflect a number without centralized charges (i.e. employee fringe costs, facilities and IT costs, and other types of interdepartmental charges). This shows a more consistent representation of a department's tax support for services.

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 "2018 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 area, 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.

CONTINUED

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 are listed as "personal safety"; likewise in many administrative departments, the Strategic Outcome are listed as "high quality, responsive services".

"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 area, including expenditures, revenues, tax levy, and total FTEs, including full and part-time positions (note that this figure does not include FTE equivalents for overtime, special premium, salary adjustment, shift differential, or vacancy and turnover).

"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 Overview (New in 2018): The Strategic Overview section identifies the key strategic goal(s) of each Program Area. This section includes a brief description of how this Program Area addresses services or needs within its Department. Where possible, the Program Area's key performance indicators (What We Do and How Well We Do It) connect to the department's overall goals.

Strategic Implementation (Modified in 2018): Includes any changes to the Program Area for the 2018 budget compared to the 2017 Adopted Budget. Identifies ways in which the scope of the Program Area described in the Strategic Overview section has been impacted by funding levels in the 2018 budget. This area includes details about positions, services, or initiatives that have been increased or decreased. Where necessary, this section describes impacts to performance that are the result of changes in funding.

Budgeted Position Table: This 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 951,448 residents2. 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 595,047 residents to small villages such as River Hills with a population of 1,597.

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.

Milwaukee County's ever expanding skyline

Lithograph of 1885 Milwaukee

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; now developing into a worldwide leader in freshwater sciences and technology. 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 also the first school in the state to receive accreditation for its public health program.

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

1 *Wisconsin Historical Society, online at http://www.wisconsinhistory.org/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*

MILWAUKEE COUNTY

COMMUNITY PROFILE
(continued)

Basic Data	Milwaukee County	Wisconsin
Land Area in Square Miles — 2010	241	54,158
Population — July 2016 estimate	951,448	5,778,708
Population Density (Population per Square Mile)	3,926	105

Demographic Data	Milwaukee County	Wisconsin
Persons under 5 Years, percent — July 1, 2016	7%	5.8%
Persons under 18 Years, percent — July 1, 2016	24.3%	22.3%
Persons 65 Years & Over, percent — July 1, 2016	12.7%	16.1%
High School Graduate or Higher	86.5%	91%
Bachelor's Degree or Higher	29.1%	27.8%
Veterans — 2011–2015	48,363	381,940

Economic Data	Milwaukee County	Wisconsin
Housing Units — July 1, 2016	417,284	2,668,444
Homeownership Rate — 2011–2015	49.9%	67.3%
Median Value of Owner-Occupied Housing Units — 2011–2015	$151,700	$165,800
Households — 2011–2015	381,715	2,299,107
Median Household Income — 2011–2015	$43,873	$53,357
Total Employment — 2015	452,727	2,503,532*
Total Employment, percentage change — 2014–2015	1.2%	2.2%*
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 — 2012	$10,917	$13,656
Accommodation & Food Services Sales ($1000) — 2012	1,831,041	10,303,256
Building Permits — 2016	1,721	19,274

** Includes data not distributed by county*
Source: U.S. Census Bureau

10 Largest Principal Property Tax Payers	2016 Equalized Value
Mayfair Mall LLC	$460,216,000
Northwestern Mutual Life Insurance Co.	$437,037,000
Bayshore Town Center LLC	$329,958,000
US Bank Corp.	$256,266,000
Mandel Group	$190,254,000
Walmart/Sam's Club	$161,185,000
Southridge Mall & Plaza	$158,075,000
Metropolitan Associates	$132,677,000
Juneau Village/Prospect Tower/Katz	$130,440,000
Marcus Corp/Milwaukee City Center/Pfister	$119,011,000

Source: 2016 Milwaukee County Comprehensive Annual Financial Report, Office of the Comptroller

10 Largest Private Sector Employers	Industry	2016 Employees	% of Total County Employment
Aurora Health Care, Inc.	Health Care System	25,696	5.65%
Ascension Wisconsin*	Health Care System	15,000	3.13%
Froedtert & Community Health	Health Care System	10,059	2.10%
Kohl's Corp	Retailer	7,500	1.57%
Quad Graphics	Printing	7,500	1.57%
GE Healthcare	Health Care System	6,000	1.25%
The Medical College of Wisconsin	Private Medical College	5,290	1.10%
Northwestern Mutual Life Insurance Co.	Insurance & Investment Products	5,000	1.04%
ProHealth Care, Inc.	Health Care System	4,772	1.00%
Children's Hospital	Health Care System	4,512	0.94%

** Merger of Wheaton Franciscan Health Care and Columbia St. Mary's Health System*
Source: 2016 Milwaukee County Comprehensive Annual Financial Report, Office of the Comptroller

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Budget Policies & Structure

Budget Process & Calendar

Financial Management Policies

Basis of Budgeting

Performance 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 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 July 15. 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, Personnel and Audit submits the amended budget to the County Board, which adopts the final Budget in

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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.

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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 transfer of appropriations. This completes the budget process.

Milwaukee County Annual Budget Calendar

CONTINUED

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

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

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

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

January 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; primarily including AAA-rated peer counties and the Government Finance Officers Association (GFOA).

The State of Wisconsin Statutes prescribes 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 25% of total revenues. The local option sales tax provides approximately 7% of total revenues.

State Statutes also allow for collection of a local motor Vehicle Registration Fee (VRF). The 2017 Adopted Budget included the implementation of this fee. The adopted vehicle registration fee of $30 per vehicle is forecasted to provide between $16 and $17 million per year accounting for 1-2% of total revenues.

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

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outstanding debts. All such outstanding debts are 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; or
e. 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

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members of the Board of Supervisors.

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.

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% 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% based on the previous Adopted Capital Budget corporate purpose bond amount.
- Net present value savings for proposed refundings should total a minimum of 3-5% of refunded capital.

Unrestricted Fund Balance Policy

Unlike most other local governments in Wisconsin and

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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 $5m surplus from 2016 must be budgeted as revenue in the 2018 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 2017, through File Number 17-390, the Milwaukee County Board of Supervisors allocated $5m of the 2016 operating surplus to the 2018 operating budget and transferred the remaining balance to the Debt Service Reserve.

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% 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 $10m 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. Approval for replacement items (commodities), updated maintenance agreements or software license renewals, new or replacement software applications, significant hardware upgrades or new purchases in excess of $500 require approval by the Information Technology Steering Committee. The Information Technology Steering Committee shall be comprised of at least one member each from the legislative and judicial branch

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and one from the Office of the Sheriff.

Budget Documents

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

The Operating Budget includes five major sections:

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

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

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

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

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

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

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).
- Countywide Emergency Medical Services.

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 vote of the County Board.
- A new carry-forward provision was added in the 2015-2017 State budget that allow 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 provisions 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.

Proprietary Funds

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

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

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

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The goal of this measurement process will be to identify key performance indicators and link these to core business functions and measurable program outcome across departments.

Performance Budgeting

The Department of Administrative Services — Office of Performance, Strategy and Budget (DAS-PSB), began to develop a comprehensive, Countywide performance measurement initiative in 2017. The goal of this measurement process will be to identify key performance indicators, and link these to core business functions and measureable program outcomes across departments.

This endeavor builds on prior performance management efforts. Combined with a countywide Strategic Planning initiative, performance measurements will provide the backbone of analysis to set County budget priorities going forward. The framework DAS-PSB has implemented for development of performance measurement systems is found in the criteria for the Malcolm Baldrige Performance Excellence Award.

Mission Statement & Strategic Outcomes

The County is now integrating its budget process with a larger move towards performance management. Components of the County's mission statement, developed through a strategic planning process in the 1990s, have been incorporated into a set of Strategic Outcomes. The County's mission statement reads as follows:

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

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

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

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

Performance Measures

In addition to linking service areas with Strategic Outcomes, the County budget shows how well the service is being provided. DAS-PSB works with departments to

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develop performance measures in as many service areas as possible. The goal is to create a collaborative process whereby departments create their own performance measures as a way of challenging their management and staff to continue exemplary performance or improve on their existing performance levels.

The County seeks to develop performance measures that SMART goals, meaning goals that are:

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

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

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

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 2016 must be budgeted as revenue in the 2018 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. In 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 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)[1] 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 Fund (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.

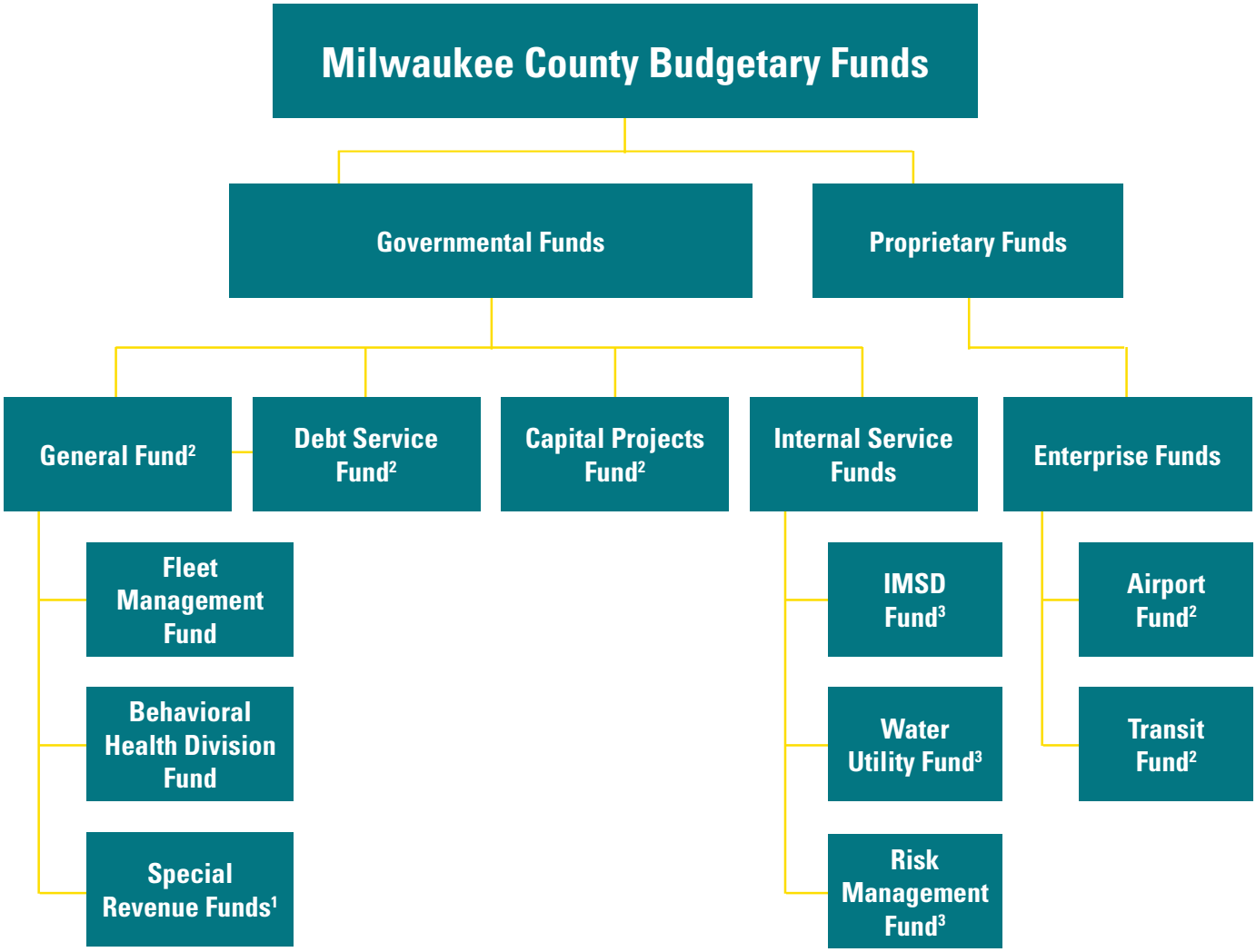
IMSD (Fund 0026) This fund is used to account for electronic data processing, graphics, applications, mainframe, desktop support and replacement and telecommunications services provided to County departments.

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.

Budgetary Funds

This diagram displays the general relationship 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 budgets prior to 2017, 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 Fund.*

3 *In budgets prior to 2017, 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.*

2018 Functional Area Summary by Fund Type

REVENUES	General[1]	Enterprise	Internal Service[2]	Debt	Capital Projects	TOTAL
Legislative & Executive						$0
Administration	$16,739,244		$5,115,845		$23,236,339	$45,091,428
General Government	$11,733,551					$11,733,551
Courts & Judiciary	$29,602,388					$29,602,388
Public Safety	$27,939,129				$235,985	$28,175,114
Transportation & Public Works	$35,476,065	$199,103,456			$63,250,046	$297,829,567
Health & Human Services	$261,471,442					$261,471,442
Parks, Recreation & Culture	$39,143,008				$5,432,723	$44,575,731
Debt Service				$17,860,795		$17,860,795
Non-Departmental Revenues	$112,433,961					$112,433,961
Non-Departmental Expenditures	$7,359,181					$7,359,181
TAX LEVY	$292,828,329					$292,828,329
TOTAL	**$834,726,297**	**$199,103,456**	**$5,115,845**	**$17,860,795**	**$92,155,093**	**$1,148,961,486**

EXPENDITURES	General[1]	Enterprise	Internal Service[2]	Debt	Capital Projects	TOTAL
Legislative & Executive	$2,145,713					$2,145,713
Administration	$45,384,554		$29,655,456		$23,486,339	$98,526,349
General Government	$8,270,443					$8,270,443
Courts & Judiciary	$51,343,517					$51,343,517
Public Safety	$111,129,382				$235,985	$111,365,367
Transportation & Public Works	$34,361,380	$209,033,022			$63,250,046	$306,644,448
Health & Human Services	$332,980,235					$332,980,235
Parks, Recreation & Culture	$58,289,155				$5,432,723	$63,721,878
Debt Service				$48,532,388		$48,532,388
Non-Departmental Revenues						$0
Non-Departmental Expenditures	$125,431,147					$125,431,147
TOTAL	**$769,335,527**	**$209,033,022**	**$29,655,456**	**$48,532,388**	**$92,405,093**	**$1,148,961,486**

1 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.

2 Due to a change in crosscharge methodology, revenues and expenses in the Internal Service fund are not equivalent in the 2018 Budget.

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 & 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 & 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		✓	✓								
Department on 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.*

Budget Summary

2018 Budget FAQ's

Trends in State Aid

County Share of Property Tax Levy

Tax Levy Summary

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.

2018 Budget Frequently Asked Questions

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 16% 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 2018 Recommended Budget property tax levy increases by $2.9 million over the 2017 level of $291 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 1.9%. Of that, 1.5% was the result of new construction. The average homeowner's tax bill will not be impacted by the increase in the total property taxes levied.

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. Key assumptions contributing to the deficit in 2018 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, increases in fees for services and an increase in the vehicle registration fee. Overall, revenue growth is averaging 0.7% per year without significant policy change.

Why is the pension contribution increasing?

Pension costs are expected to continue to increase over a five- year forecast period. The increase in 2018 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 2017 to 2018 is projected to be $7 million. The employee contribution will remain unchanged from 2017.

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

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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.

Why is the health care contribution increasing?

Health care costs continue to rise and are expected to increase by 6% in 2018. 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. In 2017, Milwaukee County added a vision benefit to the health care package.

Milwaukee County Health Care Monthly Premiums 2017-18

	2017	2018
Single	$130	$138
EE+Child	$170	$193
EE+Spouse	$240	$276
EE+Family	$270	$304

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 0.7% per year. In order to reduce this gap, the 2018 budget includes the following initiatives to expand revenues.

Investments in Revenue Initiatives: One goal of the 2018 budget is to find financial opportunities to expand the County's revenues. The initiatives include:

- Parks Parking program.

Investments in Information Technology: Funding is provided in the 2018 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 2018 budget continues to minimize outstanding maintenance requirements by reducing infrastructure that is outdated and expensive to maintain. The 2018 Budget reflects savings from footprint reduction due to planned closure of the Child Adolescent Treatment Center (CATC) building. This will help to avoid substantial facility deficits in future years.

Efficiency Measures: The 2018 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.

Investment in Workforce: One goal of the 2017 budget is to find financial opportunities to grow the County's revenues. The initiatives, described above, include:

- $1.5 million for pay increases.
  - » Partial year funding for 2018 COLA.
- 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

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one-time, non-recurring revenues to finance ongoing, long-term operations is not sustainable. The 2018 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 2018 Capital Budget includes more than $92.4 million in capital investments in the County's infrastructure, including $4.8 million in cash financing provided via sales tax revenue. The Adopted Capital Improvement Budget includes $315,000 in additional cash-financed projects that is available for us only on transportation-related infrastructure.

The 2018 Capital Budget continues to emphasize improving County facilities and managing long-term costs. Highlights include:

- $5.4 million for improvements to infrastructure in the area of Parks, Recreation and Culture.
- $6.9 million for replacement of general fleet vehicles and vehicles in Highway, District Attorney, Behavioral Health, Department of Health & Human Services, Department of Administrative Services, Facilities and the Medical Examiner's Office.
- $1 million for replacement of fleet vehicles in the Sheriff's Office.
- $5.7 million to continue Enterprise Platform Modernization.
- $3.4 million for facility improvements to the Courthouse, Criminal Justice Facility & Safety Building.

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

Increases in Health Care Premiums will occur again in 2018. The table below illustrates an example of compensation changes from recent budgets.

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Budget Effects on County Employees (2016-2018)

	Health Care Plans			
	Employee Only	**Employee + Child**	**Employee + Spouse**	**Employee + Family**
Base Salary — 01/01/2016	$75,563	$75,563	$75,563	$75,563
2016 COLA	$756	$756	$756	$756
2016 Merit Pay PP14	$378	$378	$378	$378
Add'l Pension Cont. 2016	($1,133)	($1,133)	($1,133)	($1,133)
2017 Compensation	$75,564	$75,564	$75,564	$75,564
Increase in Health Premium	—	($120)	($120)	($240)
2017 COLA	$756	$756	$756	$756
Change in Pension	—	—	—	—
2018 Base Salary	$76,320	$76,200	$76,200	$76,080
2018 COLA PP14	$382	$381	$381	$380
Increase in Health Premium	($96)	($276)	($432)	($408)
Change in Pension	—	—	—	—
2018 Total Compensation	$76,606	$76,305	$76,149	$76,052

State Aid to municipalities has significantly decreased when compared to state revenue generated by those municipalities.

Trends in State Aid

A significant portion of the County's revenue comes from the State of Wisconsin. To understand the fiscal constraints the County is under it is important to understand the recent history of State Taxes and aids to municipalities.

As the table below illustrates, State Aid to municipalities has significantly decreased when compared to the state revenue generated by those municipalities. For example, all municipalities received approximately 68% of the revenue they sent to the state in 2010, but only about 68% in 2014. For the region of Milwaukee County, Washington County, Ozaukee county, and Waukesha County (MWOW Region) the collective percentage was much lower at 46.67%. This means that of the revenue collected by the state in the MWOW area (i.e. sales tax and income

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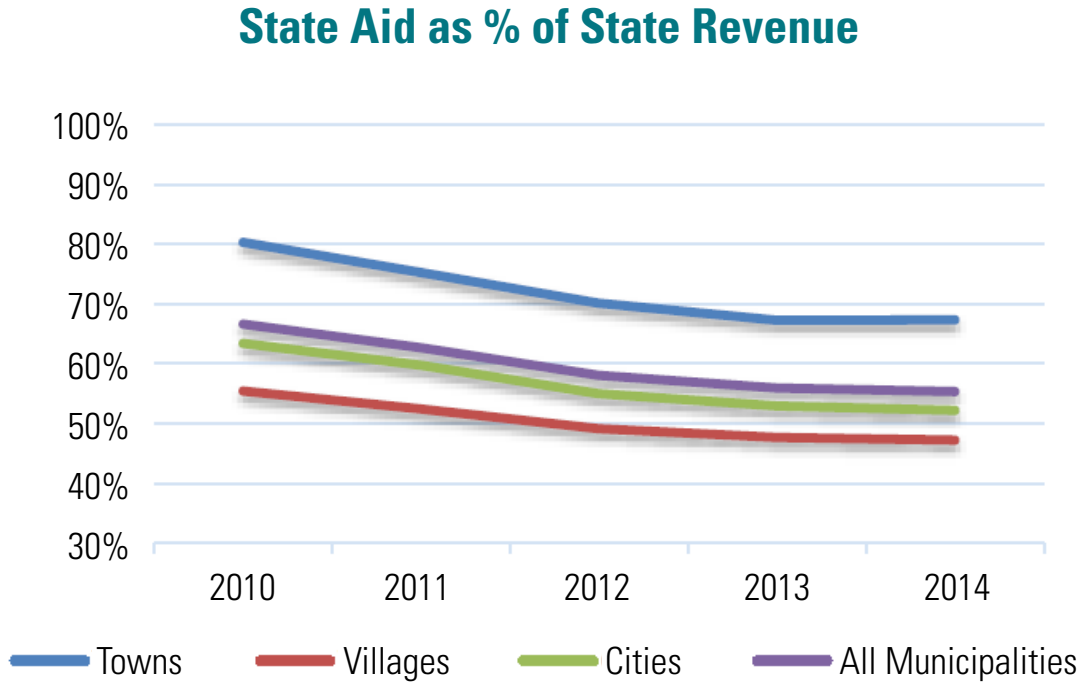
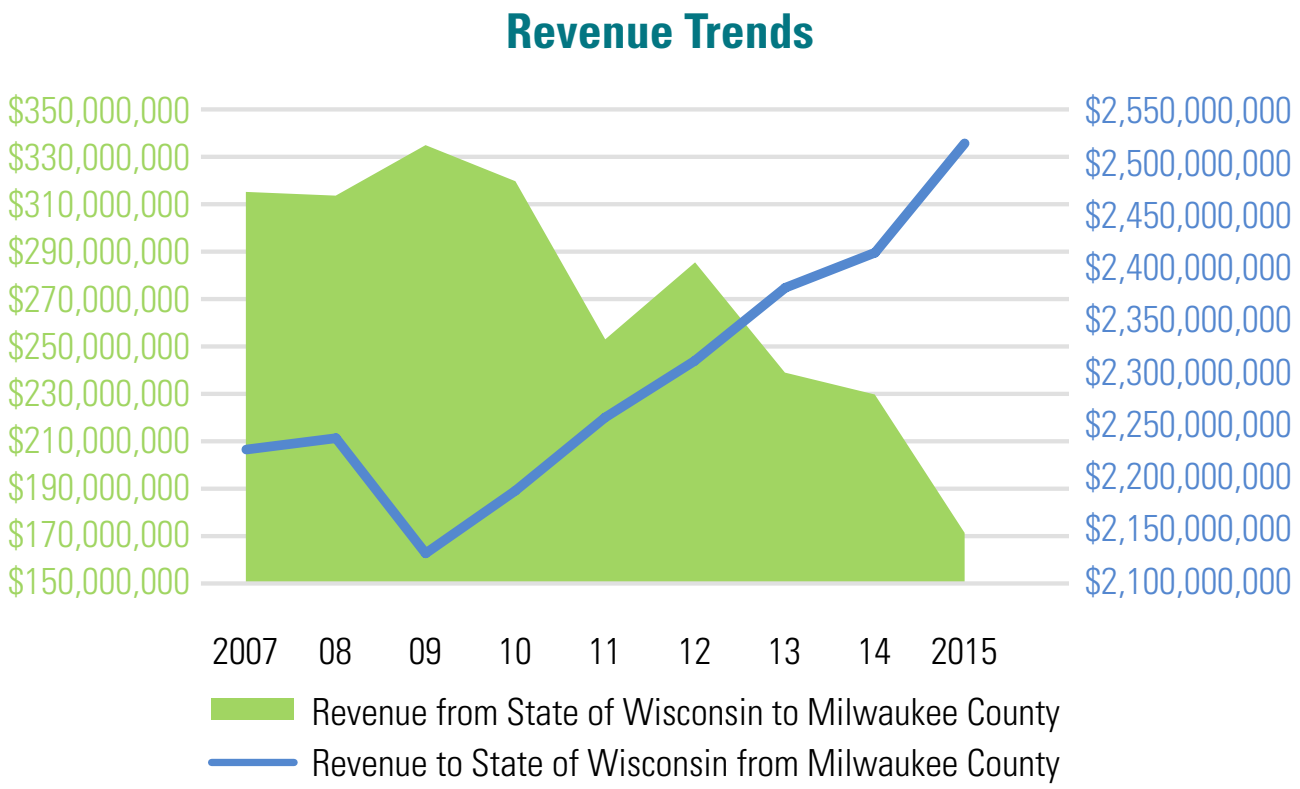


Source: Wisconsin Department of Revenue, "State Taxes and Aids by Municipality and County for Calendar Year 2014 (2014) available at https://www.revenue.wi.gov/DORReports/14StateTaxesandAidsByMuniCo.pdf



Source: Chart created by Milwaukee County Department of Administrative Services, from data in Wisconsin Department of Revenue, "State Taxes & Aids By Municipality and County For Calendar Year 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, available at https://revenue.wi.gov/Pages/Report/s.aspx#shared. Note: Data excludes approximately $25m paid from State to County for the Economic Support Division which was moved to State in 2009.

tax), only 46.67% of those funds were returned to MWOW communities in 2014, the most recent year that data is available.

For Milwaukee County the picture is very complex, as the line between county services and state services is often blurred. For example, it is unclear how decisions like moving income maintenance services from the County to the State may have impacted these numbers, but the raw numbers from the State Department of Revenue show the following:

Regardless of the nuisances on how these numbers are generated, the bottom line is that municipalities, including Milwaukee County, are receiving substantially less than they have in previous years. In Milwaukee County this has happened despite the revenue generated for the state by Milwaukee County taxpayers has increased from approximately $200 billion in 2007 to over $250 billion in 2015.

This increased revenue has been used for other state purposes and largely not shared with municipalities. At the same time, property tax has been limited by the State, and the County is restricted from increasing other revenue streams such as sales tax and income tax. This results on extraordinary pressure on the existing property tax levy, and the need to raise additional revenue through user fees, including the vehicle registration fee.

In 2017, of the $1.69 billion total property taxes paid, Milwaukee County government makes up about 17 percent.

County Share of Property Tax Levy

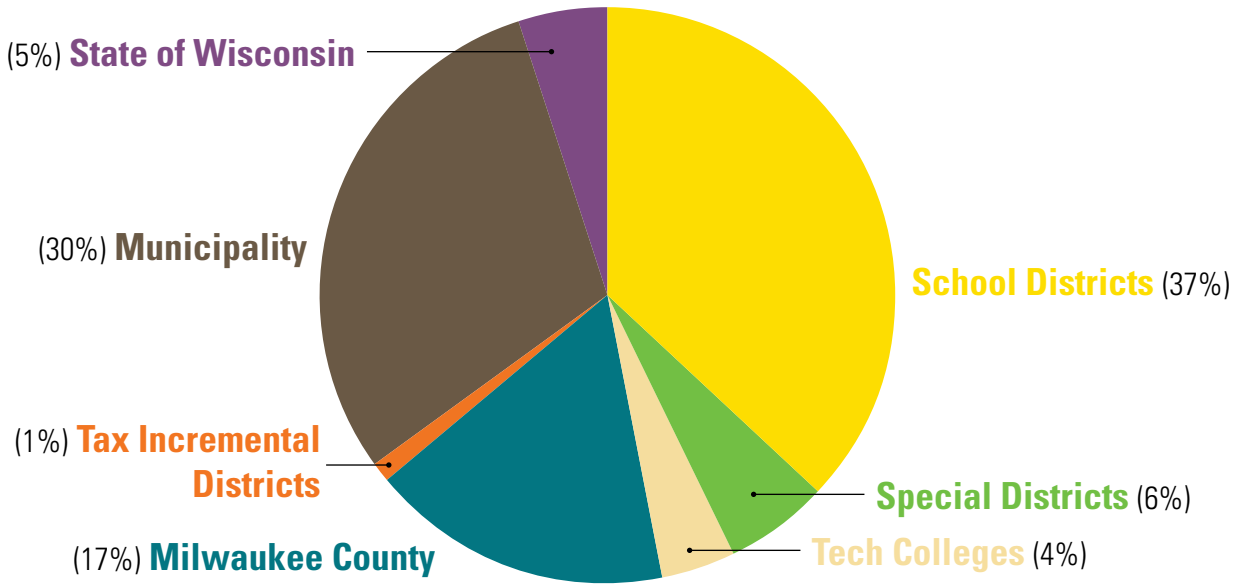
The 2018 Budget for Milwaukee County levies approximately $292 million in taxes on property during the year, which is approximately $1.7 million over the 2017 Adopted Budget.

In 2017, according to data gathered by the Public Policy Forum, citizens and business will pay a total of approximately $1.69 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

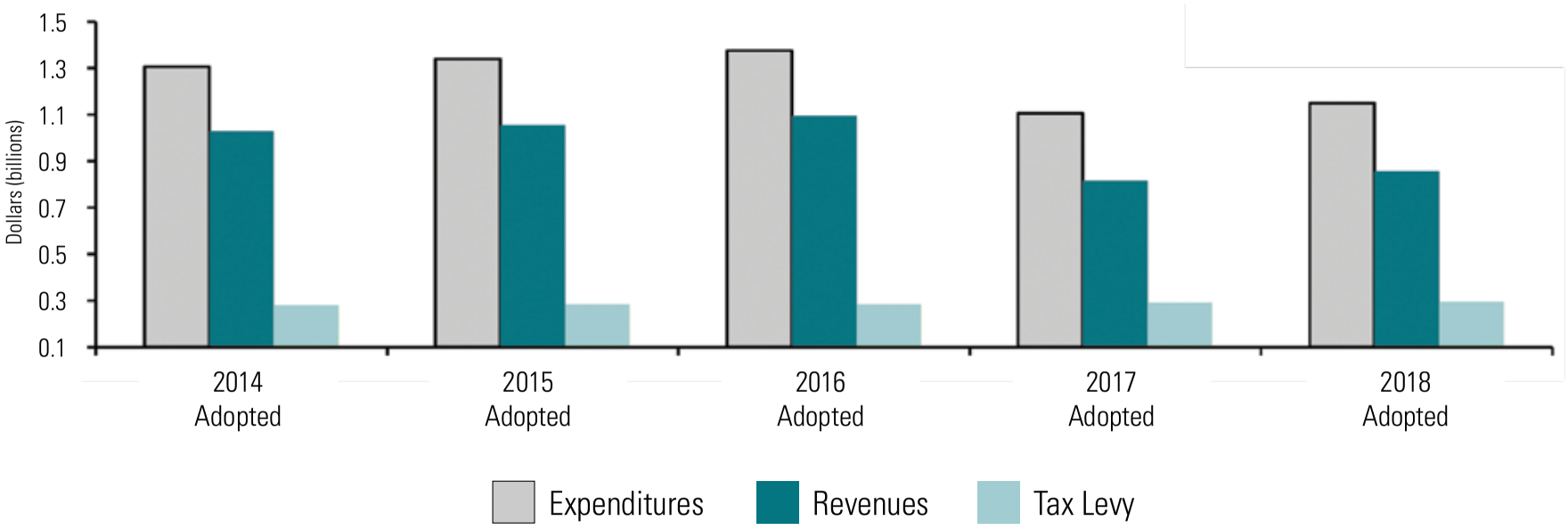
Of this $1.69 billion total, Milwaukee County government makes up about 17 percent in 2017.

Distribution of Property Taxes in Milwaukee County



2018 BUDGET FOR GENERAL COUNTY PURPOSES

	2017 Adopted Budget	2018 Adopted Budget	Change	Percent
EXPENDITURE	$1,106,275,726	$1,148,961,486	$42,685,760	3.86%
REVENUE	$815,197,898	856,133,157	40,935,259	5.02%
TAX LEVY	**$291,077,828**	**$292,828,329**	**$1,750,501**	**0.60%**



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.

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 2018 budget. The figures below represent some of the significant known or estimated items that have been considered throughout the budget process.

Inflationary Concerns Based on the most recent five-year forecast, expenditures are forecasted to grow by an average of 2.2% and revenues are forecasted to grow by 0.7% annually. 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.

Cost to Continue Based on the most recent five year forecast, the cost to continue is about $12.5m higher in 2018 than it was in 2017. This is an estimate of what will be needed by departments based on 2017 current operations. This estimate includes increased personnel costs and inflation.

Expenditures

Salaries & Wages The five-year forecast includes the assumption that there will be a 1% increase for inflation salaries and overtime costs. In 2018 employee salaries and wages will also increase by a 1% Annual Increase Adjustment (approximately $1.1 million). Other salary and wage adjustments in the 2018 budget assume approximately $400,000 for pay increases related to employee performance and equity adjustments.

Pension The total pension related expenses increase by $6m in 2018. The 2018 Budget includes the use of $6.8m from the Debt Service Reserve. 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.

Healthcare Costs The most recent five-year forecast conservatively assumes a 6.0 percent increase in healthcare costs in 2018. For 2018, health care costs are expected to increase 5%. The 2018 budget includes an additional $10m in expenditures to cover this increase.

Fuel Price Increase The Milwaukee County Transit System (MCTS) has processes in place to reduce the risk of significant changes in gasoline prices. Oil Prices have been historically low allowing for savings in fuel cost for buses. Any increases in oil prices would result in increased expenditures for MCTS. The 2018 budget assumes $654,000 increase in fuel prices.

Revenues

State & Federal Revenues State and Federal Revenues made up approximately 31 percent of County

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revenue in the 2017 Adopted Budget. The most recent five-year forecast and 2018 base budget assumed no change in State Revenue from 2017. Federal revenues were also assumed to remain flat.

Unclaimed Money Every other year the County Treasurer advertises the possession of unclaimed funds. If these funds are not claimed they become the property of Milwaukee County. The budgeted revenue of $1.25m will not be realized in 2018, but will appear again in 2019.

2016 Surplus According to state statute, any residual funds at the end of the fiscal year are applied towards the subsequent year's budget. The expected 2016 surplus of $5m is the same as the surplus applied to the 2017 Adopted Budget.

Sales Tax In the five year forecast, the local option sales tax revenues are expected to grow at the CPI (Consumer Price Index) rate of inflation. The 2018 Recommended Budget is based on actual historical collections and economic trends in the region and is expected to grow at 1.68% or approximately $1.7m.

Go Pass Revenue The 2017 Adopted budget enacted changes to the GO Pass program. The 2018 budget assumes the additional revenues of $1.1m from the $1 per day fare for Go Pass holders and card issuance fee.

Vehicle Registration Fee (VRF) The 2017 Adopted budget assumed 10 months of VRF revenue collections. The 2018 budget assumes a full 12 months of VRF revenue collections at the $30 rate.

Property Tax Levy The forecast assumes that in 2018, approximately an additional 1% in property tax revenue is levied. The 2018 Budget assumes an increase of approximately 1% ($1.7 million) in property tax levy revenue. 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 expenditure reductions.

Due to the mismatch of growth rates between projected County revenues (0.07%) and expenditures (2.5%), the County should continue to focus on realigning revenues and expenditures.

Long-Range Fiscal Analysis

Since 2009, Milwaukee County has utilized a five-year model to forecast future revenues and expenditures. 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 projects revenues and expenditures will grow more slowly than projected in the past. In the 2018-2022 projection, the 2018 structural deficit is $31.0m, about $5.9m less than the 2017 forecast. On average, over the five year period from 2018-2022, projected revenues increase from $1.05 billion to $1.08 billion (0.7% per year) and expenditures increase from $1.08 billion to $1.19 billion (2.5% per year).

Substantial drivers of the 2018 structural deficit include:

- Increases in Pension and Healthcare Costs.
- Stagnant State and Federal Revenues.
- Purchases of services and professional services, primarily in the Health and Human Services functional area.
- Elimination of contributions from reserves.

The 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 21.4% during the forecasted period. This is more than the historically low forecasted projections from 2016 (16.8%) and 2017 (19.4%). It is also lower than the 2012 (36%), 2013 (29%), 2014 (22%), and 2015 (21.8%) projections. The increases in 2018 are due to higher healthcare cost projections and adjustments in the pension fund's assumed rate of return from 8.0% to 7.75% in 2018 and 7.75% to 7.5% in 2020. County Personnel Costs decrease slightly from about 44% of the County's total expenditures in the 2017 forecast to about 43% in the 2018 forecast.

Cost to Continue

	Revenue (millions)	Expenditure (millions)	Cost-to-Continue
	0.70%	2.50%	
2018	1,048	1,079	$31.0
2019	1,055	1,106	$19.6
2020	1,063	1,134	$20.3
2021	1,070	1,162	$20.9
2022	1,078	1,191	$21.6
2023	1,085	1,221	$22.2
2024	1,093	1,251	$22.9
2025	1,100	1,283	$23.6
2026	1,108	1,315	$24.4
2027	1,116	1,348	$25.1

Source: Office of the Comptroller[1]

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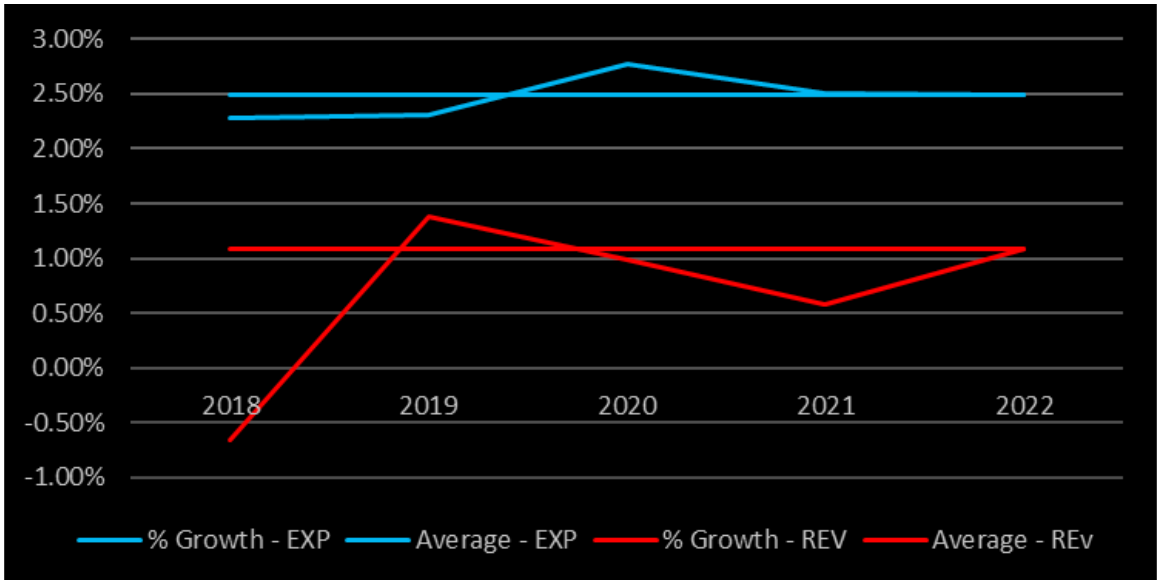
Table 1 — Anticipated Forecasted Revenue & Expenditures, 2018–2022



Source: Office of the Comptroller[1]

Revenues not keeping pace with the county's expenditures are another driver of the structural deficit. Revenues are projected to grow at the same rate as the 2017 model, 0.7% annually. Table 2 (see above), demonstrates the anticipated revenues and expenditure growth for the upcoming five-year period. This graph highlights how, expenditures peak in 2020 (correlating with the County's increased pension obligation mentioned above). Revenues spike in 2019. After 2019, revenues drop off sharply. This decline is primarily due to the slow revenue growth rate and a loss of the Froedtert Hospital payment to the County for the sale of Doyne Hospital. The illustration demonstrates the need for a more, intensified long term focus on aligning revenues and expenditures.

Expenditures Continue to Grow Faster Than Revenues

For long-term sustainability, expenditures and revenues should have the potential to grow at the same rate. Due to the mismatch of growth rates between projected County expenditures (2.5%) and revenues (0.07%), the County should continue to focus on realigning revenues and expenditures. Expenditures are now forecasted to rise 2.5% annually, a 0.3% increase over 2017's projections. In 2018, $7.3m from one-time revenues utilized in 2017, will no longer be available.

The County, relies heavily on State and Federal revenues, and has limited discretionary alternatives. In recent years, many State and Federal revenues have declined or remained flat. While the County's ability to adjust property tax or sales tax revenue is limited by State law, the County has 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 issued after July 1, 2005."[1]

In the past, expenditures have been controlled through service model changes and historically low inflationary periods. Since 2010, significant structural changes made by the County include:

- 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.
- Controlling overtime, sick leave policies and other risk-type policies such as workers' compensation to reduce payouts and liability accruals.

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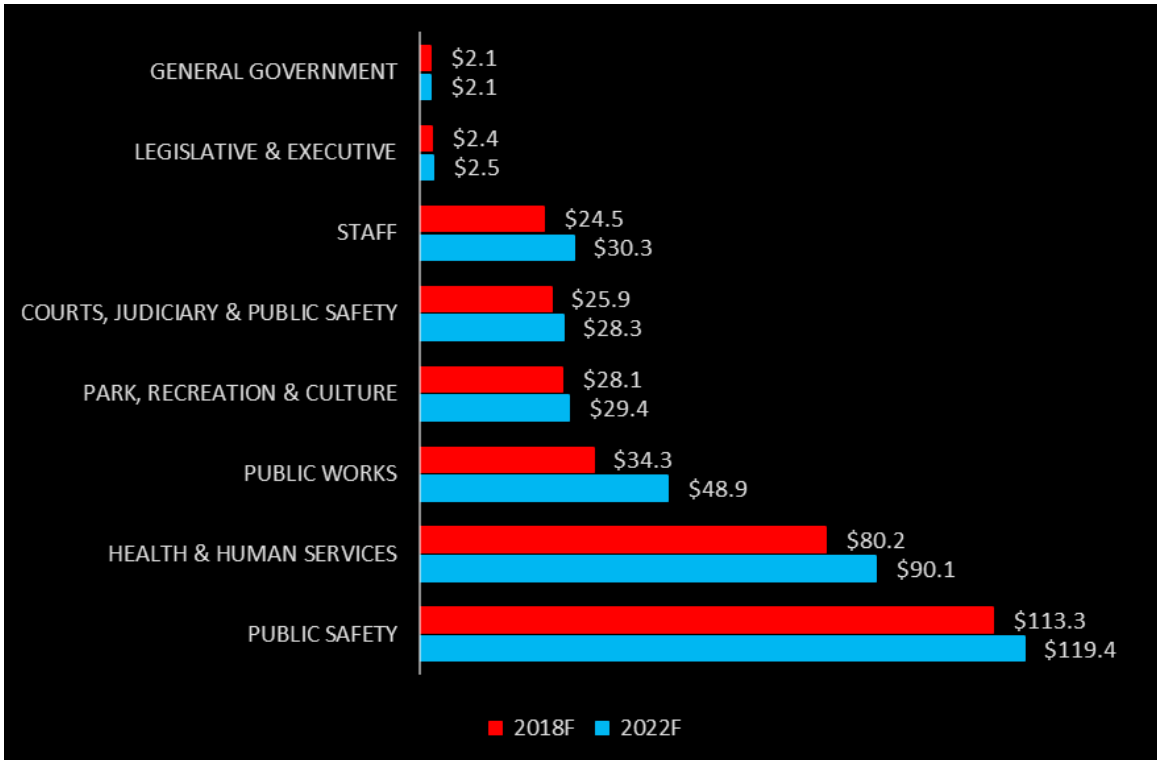
Table 2 — Forecasted Tax Levy Requirements, 2018–2022



Source: Office of the Comptroller[1]

- 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. Despite these gains, many factors have hampered the County's efforts to reduce the structural deficit. Losses in revenue sources, increases in growing infrastructure maintenance expenses, as well as, increases in pension and retiree health care expenses continue to challenge the County's fiscal outlook. A forecast of the tax levy requirements by functional area from 2018-2022 is demonstrated in the graph below. The largest increases are projected in Public Safety, Health and Human Services, and Public Works.

Pension and Health Care Costs Remain a Key Concern

While recent fiscal policy has "bent the structural deficit curve," the County needs to make significant structural changes to achieve long-term sustainability. The rise in costs is largely due to budgeted increases in pension ($6m) and healthcare costs ($9.3m) in 2018. Due to a change in assumptions for preparation of the forecast, salaries and wages (including overtime costs) increase only 3.7% over the five year forecast period. This is less than the prior forecast which assumed growth of 6.5%. While the county benefited from healthcare savings in prior years, in 2018, healthcare costs are expected to increase at higher rates in the future. Healthcare costs are projected to rise by 33.5% over the five year forecasted period. The County will absorb any increased costs, however, healthcare costs can be reduced by adjustments to plan design or premiums.

Debt Reduction Is a Key Driver to Sustainability

After funding debt service, surplus sales tax revenues are allocated to cash finance capital projects. This amount is approximately $6.3m in 2018.[2] Remaining sales tax revenue is then allocated to the operating budget. 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 2018, sales tax revenue of $6.3m is available to finance capital projects, $33.8m is provided for the 2018 debt services and

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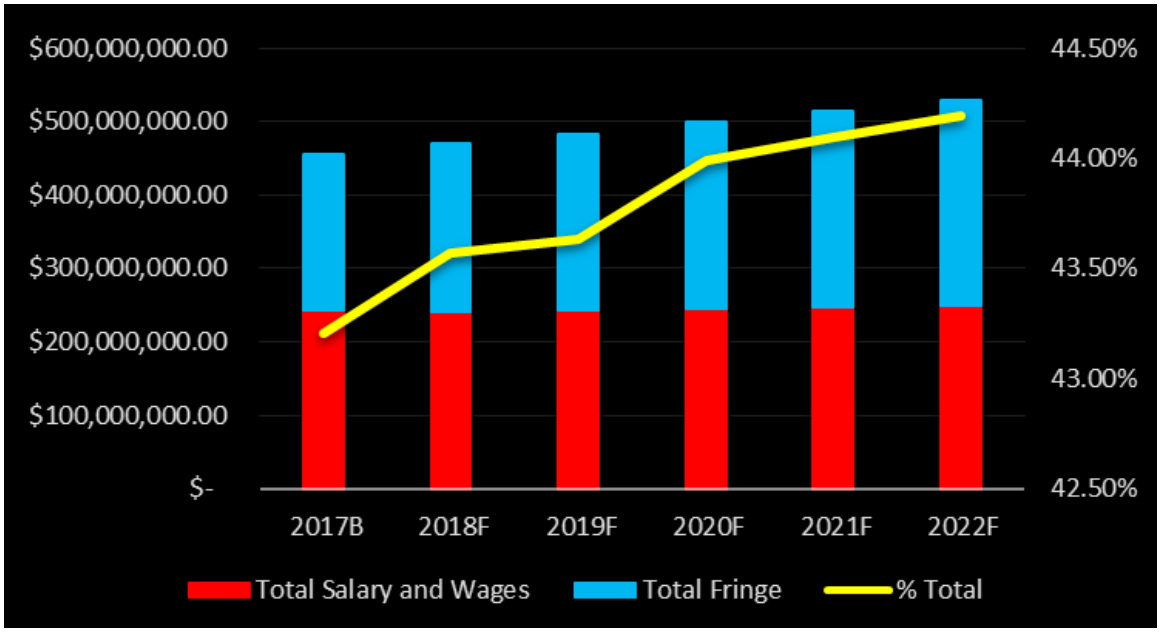
Table 3 — Forecasted Personnel Costs, 2018–2022



Source: Office of the Comptroller[1]

$35.6m is available to support general operations.

County Continues to Face Fiscal Challenges

The forecast shows that the County has made progress 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. 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-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 to reduce the County's future capital and maintenance costs. The County must focus on 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 2018-2022, September 2017*

2 *Overall, County cash financing for capital projects ($27.4 million) 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.*

The 2018 gross expenditure budget is $1,148,961,486, an increase of $42,685,760 (or 4%) from the 2017 Adopted Budget.

2018 Expenditure Analysis

Overview

The 2018 gross expenditure budget is $1,148,961,486, an increase of $42,685,760 (or 4%) from the 2017 Adopted Budget. The 2018 expenditure budget includes $1.056 million for departmental and non-departmental operations and debt service, and $92.4 million for capital projects. In comparison with the 2017 Adopted Budget, operating budget expenditures increase by $53.7 million (or 5%), and capital budget expenditures decrease by $11 million (or 11%).

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

2018 Countywide Expenditure Highlights

The 2018 budget centralizes and both active and legacy fringe benefit costs. In 2017 only the legacy fringe benefit costs were centralized. Prior to 2017 these costs were allocated out to all departments. In 2018 these costs are only allocated out to those departments that are reimbursed by outside revenue sources. This shift has resulted in the reduction of total expenditures for most departmental budgets.

The 2018 budget also centralizes many charges apportioned to departmental budgets to cover the cost of provided interdepartmental services. These charges are now represented in Non-Departmental Expenditure narrative, agency 1940.

The Milwaukee County Board of Supervisors enacted countywide expenditure reductions of $3.7 million dollars through amendment 1A001.

2018 Expenditure Highlights by Category

Personal Services increase by $15 million (or 3%) primarily related to an increase in fringe costs.

Operation Costs decrease by $26.7 million (or 5%).

Debt & Depreciation decrease by $4.4 million from $120.9 million to $116.4 million (or 4%).

Capital Outlay decreases $600,000 (or 1%) from 2017. The capital outlay included in the capital improvement budget decreases by $11 million (or 11%) from 2017. Operating Capital Outlay, not including items related to Capital Outlay/Depreciation Contra (see the Non-Departmental Expenditure narrative, agency 1940,

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for additional detail), including funding for major maintenance, increases by $3.3 million (or 19%).

Internal Service Charges including the net total of abatements and crosscharges between County departments increase by approximately $55.1 million (or 102%) in 2018.

2018 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%) from the 2017 Adopted Budget.

Legislative & Executive

The expenditure decrease of $228,170 (or 28%) in the **Office of the County Executive** is primarily related to an amendment that reduced departmental expenditures to the adjusted 2011 adopted budget.

The **Office of Veterans' Services** decreases expenditures by $61,323 (or 23%). The decrease is related to the centralization of crosscharges.

General Government

Expenditures in the **Office of the Register of Deeds** decrease by $138,005 (or 8%) due to a reduction in professional services.

Expenditures in the **Office of the County Treasurer** decrease by $449,255 (or 32%) mainly due to an accounting change in how unpaid personal property tax will be budgeted.

The **Election Commission** expenditures decrease by $120,360 (or 16%) mainly due to the centralization of crosscharges.

Administrative

The **Office on African American Affairs** expenditures increase $362,524 (or 135%) due to full staffing and restored funding previously allocated to the appropriation for Contingencies.

In the **Department of Human Resources**, expenditures are decreased by $1,475,293 (or 21%) due the centralization of crosscharges and fringe benefits and personnel reductions.

The **Personnel Review Board, Civil Service Commission & Ethics Board** expenditures decrease by $60,818 (or 18%) mainly due to centralization of crosscharges and fringe benefits.

Expenditures decrease in the **Office of the Corporation Counsel** by $26,840 (or 3%) mainly due to reductions in personnel.

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 operations in the Department of Administrative Services decrease by $11.7 million or (24%) in 2018 due to the centralization of crosscharges and fringe benefits.

Department of Administrative Services — Internal Service Funds Expenditures in the **DAS – Information Management Services Division (DAS – IMSD)**, decrease by $2.1 million or (14%). The expenditure decreases are primarily due to centralization in crosscharges and fringe benefits and staff reductions.

Expenditures in the **DAS – Water Distribution System** program area decrease by $106,944 (or 2%) primarily due to the reduction in professional services.

Courts & Judiciary

Expenditures in **Combined Court Related Operations** decrease by $4.9 million (or 15%) primarily due to the centralization of crosscharges and active and legacy fringe benefits.

The **Department of Child Support Services** expenditures decrease by $463,455 (or 2%) mainly due to the centralization of crosscharges and reduction in personnel services.

Transportation

Expenditures in the **Department of Transportation**

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(DOT) Airport Division decreased by $2.2 million (or 2%) from 2017. This is mainly due to decreases in professional services and favorable commodity prices for fuel and natural gas.

Expenditures in the **Department of Transportation – Fleet** increase by $495,089 (or 5%) primarily due to a change in the methodology by the Comptroller on the allocation of legacy fringe benefits.

Expenditures in the **Department of Transportation – Transit** decrease by $3 million (or 2.5%) due to route reductions.

Health & Human Services

In the **Milwaukee County Mental Health Board's Behavioral Health Division (BHD)**, expenditure increases total $6.2 million dollars (or 3%). The increase is related to the expansion of Wraparound Milwaukee, the elimination of crosscharges and increased payments to state institutes.

The **Milwaukee County Department of Health & Human Services** decreased expenditures by $13.3 million (or 12%). Contributing factors to the decrease include the State transition of autism benefit to a Children's Long Term Support (CLTS) Medicaid card benefit, decrease for State juvenile correctional institute charges, and contract adjustments, including the new Residential Treatment Facility partnership with the Behavioral Health Division's Milwaukee Wraparound.

Recreation & Culture

In the **Department of Parks, Recreation & Culture**, expenditures decrease by $2.8 million (or 12%) from 2017. The decrease is largely due to centralization of crosscharges and fringe.

Expenditures decrease for the **Zoological Department** by over $5.7 million (or 26%). The decrease is a result of the combination of crosscharge centralization and a new lease with Service Systems Associates (SSA) for food service and merchandising.

Expenditures decrease for the **University of Wisconsin – Extension** by $17,014, (or 3%) over 2017. The decrease is primarily due to the removal of facility rental crosscharges and relocating from the county-owned CATC facility.

The contribution to the **Marcus Center for the Performing Arts** decreases by $50,000 as outlined in the contribution agreement.

Non-Departmental Expenditures

The **Appropriation for Contingencies** is decreased by $2.2 million (or 24%) from $9.7 million to $7.4 million due to the removal of some one-time items budgeted in allocated contingency in 2017.

Funding for the **Litigation Reserve** decreases by $18,692 (or 3%) to reflect actual experience in recent years.

Employee & Retiree Fringe Benefits expenditures increased by $70.6 million as a result of centralizing all health care and pension costs. In 2018, 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.

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TABLE 2 — OPERATING EXPENDITURES BY FUNCTIONAL AREA

County Budget Expenditure Comparison — Operating

TOTAL Operating & Capital Expenditures by Functional Area	2015 Actual	2016 Actual	2017 Budget	2018 Budget	$ Change from 2017 Budget	% Change from 2017 Budget
Legislative & Executive	$5,443,021	$4,494,917	$2,525,227	$2,145,713	($379,514)	–15%
Administration	$97,824,555	$103,922,007	$101,210,739	$75,040,010	($26,170,729)	–26%
General Government	$15,017,664	$14,979,694	$10,289,015	$8,270,443	($2,018,572)	–20%
Courts & Judiciary	$65,886,961	$69,540,122	$56,728,139	$51,343,517	($5,384,622)	–9%
Public Safety	$176,811,278	$185,345,623	$136,228,907	$111,129,382	($25,099,525)	–18%
Transportation & Public Works	$217,435,375	$229,464,759	$237,555,466	$243,394,402	$5,838,936	2%
Health & Human Services	$583,703,855	$510,844,215	$340,105,405	$332,980,235	($7,125,170)	–2%
Parks, Recreation & Culture	$80,829,170	$78,394,637	$69,009,551	$58,289,155	($10,720,396)	–16%
Debt Service	$60,917,536	$74,893,540	$51,404,166	$48,532,388	($2,871,778)	–6%
Non-Departmental Revenues	$0	$0	$0	$0	$0	0%
Non-Departmental Expenditures[1]	$97,637,361	$203,215,086	($2,261,739)	$125,431,148	$127,692,887	5646%
TOTAL	**$1,401,506,776**	**$1,475,094,600**	**$1,002,794,876**	**$1,056,556,393**	**$53,761,517**	**5%**

1 *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 — CAPITAL EXPENDITURES BY FUNCTIONAL AREA

County Budget Expenditure Comparison — Capital

TOTAL Operating & Capital Expenditures by Functional Area	2015 Actual	2016 Actual	2017 Budget	2018 Budget	$ Change from 2017 Budget	% Change from 2017 Budget
Legislative & Executive	$0	$0	$0	$0	$0	0%
Administration	$35,191,496	$21,035,948	$31,138,105	$20,028,229	($11,109,876)	–36%
General Government	$0	$0	$0	$0	$0	0%
Courts & Judiciary	$0	$0	$0	$0	$0	0%
Public Safety	$1,049,524	$1,595,623	$252,000	$3,694,095	$3,442,095	1366%
Transportation & Public Works	$58,244,541	$39,633,213	$55,255,945	$63,250,046	$7,994,101	14%
Health & Human Services	$331,158	$69,030	$0	$0	$0	0%
Parks, Recreation & Culture	$31,058,053	$19,404,496	$16,834,800	$5,432,723	($11,402,077)	–68%
Debt Service	$0	$0	$0	$0	$0	0%
Non-Departmental Revenues	$0	$0	$0	$0	$0	0%
Non-Departmental Expenditures[1]	$0	$0	$0	$0	$0	0%
TOTAL	**$125,874,772**	**$81,738,310**	**$103,480,850**	**$92,405,093**	**($11,075,757)**	**–11%**

1 *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 4 — COMBINED CAPITAL & OPERATING EXPENDITURES BY FUNCTIONAL AREA

County Budget Expenditure Comparison (Capital & Operating)

TOTAL Operating & Capital Expenditures by Functional Area	2015 Actual	2016 Actual	2017 Budget	2018 Budget	$ Change from 2017 Budget	% Change from 2017 Budget
Legislative & Executive	$5,443,021	$4,715,062	$2,525,227	$2,145,713	($379,514)	–8%
Administration	$133,016,051	$122,213,175	$132,348,844	$95,068,239	($37,280,605)	–31%
General Government	$15,017,664	$15,296,862	$10,289,015	$8,270,443	($2,018,572)	–13%
Courts & Judiciary	$65,886,961	$70,541,568	$56,728,139	$51,343,517	($5,384,622)	–8%
Public Safety	$177,860,801	$186,514,413	$136,480,907	$114,823,477	($21,657,430)	–12%
Transportation & Public Works	$275,679,916	$284,317,556	$292,811,411	$306,644,448	$13,833,037	5%
Health & Human Services	$582,785,128	$597,852,448	$340,105,405	$332,980,235	($7,125,170)	–1%
Parks, Recreation & Culture	$111,887,223	$90,657,323	$85,844,351	$63,721,878	($22,122,473)	–24%
Debt Service	$61,019,348	$50,299,599	$51,404,166	$48,532,388	($2,871,778)	–6%
Non-Departmental Revenues	$0	$0	$0	$0	$0	0%
Non-Departmental Expenditures[1]	$97,637,361	($48,064,814)	($2,261,739)	$125,431,148	$127,692,887	266%
TOTAL	**$1,526,233,474**	**$1,374,343,192**	**$1,106,275,726**	**$1,148,961,486**	**$42,685,760**	**3%**

1 *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.*

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

2018 Revenue Analysis

Revenue Projection Methodology

Realistic, conservative and accurate revenue estimates are a key building block in developing a fiscally sound budget. The County combines the following four projection methods based on Government Finance Officers Association (GFOA) best practices in order to responsibly forecast revenue:

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

The GFOA's forecasting policy has adopted the following five step process for conducting a revenue forecast:[1]

1. **Define the problem.**
2. **Gather information.**
3. **Conduct a Preliminary/Exploratory Analysis.**
4. **Select methods.**
5. **Implement method.**

In forecasting revenue from the Vehicle Registration Fee, for example, the Office of Performance, Strategy and Budget built a model that combined raw data from the State of Wisconsin's Department of Motor Vehicles with assumptions that attempted to predict what external factors may impact revenue. In doing this, PSB staff worked to first clarify what end result they would seek, researched methods, identified information sources, and follow the above outlined process for forecasting. Ultimately, using a rolling average of data and elasticity measures

As with the expenditure analysis, several revenue appropriation units are rolled-up 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	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 Vehicle Registration Fee
Property Tax Levy	Property Tax Levy

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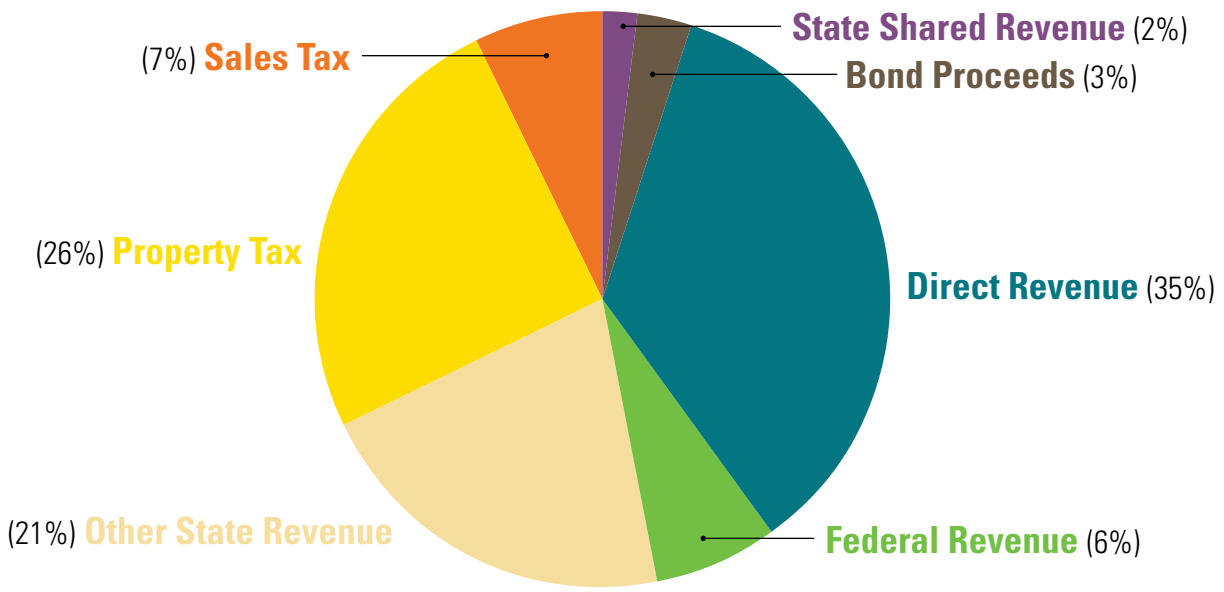
Composition of 2017 Budgeted Countywide Revenues



Revenue Overview

The 2018 revenue budget is $1,148,961,485, an increase of $42,685,760 or 3.9% from the 2017 Adopted Budget. Direct Revenue increases from $378 million to $395 million and represents 34.5% of total revenue in 2018 mostly due to Countywide earned revenue initiatives. The 2018 budget includes $72 million in Federal Revenue, a decrease of 26% from $98 million in the 2017 Adopted Budget due to decreased Federal grant revenue.

Property Tax Levy represents 25% of budgeted revenues in 2018 at $293 million. State aids, including basic community aids, youth aids, general transportation aids, transit aids, airport funding and other funding, represent 21% of total revenues or $244 million; State Shared Revenue is budgeted at $27.2 million and represents less than 0.1% change from the 2017 Adopted Budget. County sales tax revenue increases $1.2 million in 2018 to $75.7 million. The remaining 6%, totaling $39 million, includes indirect revenues, and bond proceeds (see chart).

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 such as roads, bridges, trails and public transportation. Revenues of $14.6 million are budgeted within the Department of Transportation – Transit/Paratransit division, $1.1 million in Department of Transportation – Highway division and the remaining $300,000 in expenditures are in the Capital Improvement Budget.

A contribution of $6.5 million from the Reserve for County Bonds is included for 2018, a $195,000 decrease from the 2017 budget. This level of contribution is required in order to overcome challenging year-to-year variations in structural balance. Use of Debt Reserve funds for the operating budget is allowed statutorily to protect the County from unexpected one-time deficits.

Revenue Highlights by Category

Direct Revenue, increases by $16 million or 4.5% in 2018.

Sales Tax revenue increases countywide by $1.2

million in 2018, from $74.5 million to $75.7 million due to rising collections in 2017.

- 2018 sales tax collections are projected to increase from the 2017 Adopted Budget. The net sales tax budgeted in Org 1996 is the gross sales tax collections of $75.7 million, less an allocation of $8.2 million for capital improvements for a total of $66.2 million. $33.6 million is dedicated to debt service for 2018, resulting in a net of $32.6 million for general fund purposes.

Federal Revenues decrease by a total of $25.9 million or 26% in the 2018 Adopted Budget.

State Revenue overall decreases by $3 million in 2018. This includes $27.2 million in State Shared Revenue, unchanged from 2017, as well as $244 million in Other State Revenue, a decrease of $3 million from 2017.

Indirect Revenues, which include charges by County departments to other departments for services, increase by $53.2 million. Indirect Revenue includes employee contributions for pension, healthcare and other benefit premiums as well as other offsetting revenue. Detailed breakdowns of indirect revenues can be found in each appropriate department narrative, as well as in Org 1950. This category also includes the revenue portion of County interdepartmental charges, which offset services provided from one County unit to another.

Org 1930 includes an abatement for all **indirect revenues** to ensure that countywide revenues are not overstated. Due to the abatement, countywide indirect revenues total $0.

1 *Kavanagh, S and Iglehart, C. 2012. Structuring the Revenue Forecasting Process. GFOA.*

County Budget Revenue Comparison (Capital & Operating)

Source	2016 Actual	2017 Budget	2018 Budget	$ Change from 2017 Budget	% Change from 2017 Budget
Direct Revenue	$546,393,173	$373,924,937	$390,904,554	$16,979,617	5%
Federal Revenue	$76,365,637	$98,652,664	$72,660,022	($25,992,643)	–26%
State Shared Revenue	$27,282,380	$27,229,789	$27,259,289	$29,500	0%
Other State Revenue	$240,782,300	$247,993,495	$244,940,577	($3,052,918)	–1%
Bond Proceeds	$56,326,519	$41,147,918	$39,642,309	($1,505,609)	–4%
Sales Tax	$73,008,568	$74,468,703	$75,726,406	$1,257,703	2%
Prior-Year Surplus	$5,000,000	$5,000,000	$5,000,000	$0	0%
Indirect Revenue	$251,627,485	($53,219,608)	$0	$53,219,608	–100%
Tax Levy	**$286,247,084**	**$291,077,828**	**$292,828,329**	**$1,750,501**	**1%**
TOTAL	**$1,563,033,146**	**$1,106,275,726**	**$1,148,961,485**	**$42,685,760**	**4%**

Operating Budget Revenue Comparison

Source	2016 Actual	2017 Budget	2018 Budget	$ Change from 2017 Budget	% Change from 2017 Budget
Direct Revenue	$546,236,209	$357,311,825	$358,783,301	$1,471,476	0%
Federal Revenue	$60,677,650	$62,919,969	$59,575,663	($3,344,307)	–5%
State Shared Revenue	$27,282,380	$27,229,789	$27,259,289	$29,500	0%
Other State Revenue	$239,442,196	$246,324,870	$242,478,023	($3,846,847)	–2%
Bond Proceeds[b]	$9,918,501	$0	$0	$0	0%
Sales Tax	$66,307,500	$67,625,203	$70,881,788	$3,256,585	5%
Prior-Year Surplus[a]	$5,000,000	$5,000,000	$5,000,000	$0	0%
Indirect Revenue	$251,627,485	($53,219,608)	$0	$53,219,608	–100%
Tax Levy	**$274,450,056**	**$289,602,828**	**$292,578,329**	**$2,975,501**	**1%**
TOTAL	**$1,480,941,977**	**$1,002,794,875**	**$1,056,556,392**	**$53,761,517**	**5%**

a Reflects budgeted figures in 2016 Actuals

b Mainly reflects proceeds from refunding of bonds that are booked in Agency 9960—Debt Service

Capital Budget Revenue Comparison

Source	2016 Actual	2017 Budget	2018 Budget	$ Change from 2017 Budget	% Change from 2017 Budget
Direct Revenue	$156,964	$16,613,112	$32,121,253	$15,508,141	93%
Federal Revenue	$15,687,987	$35,732,695	$13,084,359	($22,648,336)	–63%
State Shared Revenue	$0	$0	$0	$0	0%
Other State Revenue	$1,340,104	$1,668,625	$2,462,554	$793,929	48%
Bond Proceeds	$46,408,018	$41,147,918	$39,642,309	($1,505,609)	–4%
Sales Tax	$6,701,068	$6,843,500	$4,844,618	($1,998,882)	–29%
Prior-Year Surplus	$0	$0	$0	$0	0%
Indirect Revenue	$0	$0	$0	$0	0%
Tax Levy	**$11,797,028**	**$1,475,000**	**$250,000**	**($1,225,000)**	**0%**
TOTAL	**$82,091,169**	**$103,480,850**	**$92,405,093**	**($11,075,757)**	**–11%**

Comparison of Funded Full-Time Position Equivalents

BY FUNCTIONAL AREA

		2015	2016	2017	2018	2017-2018 Change
LEGISLATIVE & EXECUTIVE						
1000	County Board	30.0	31.0	29.0	29.0	0.0
1011	County Executive – General Office	9.0	9.0	9.0	6.6	(2.4)
1020	County Executive – Intergovernmental Relations	2.0	2.0	2.0	1.1	(0.9)
1021	County Executive – Veterans Service	5.0	5.0	5.0	4.9	(0.1)
	Total Legislative & Executive	**46.0**	**47.0**	**45.0**	**41.6**	**(3.4)**
STAFF						
1040[5]	DAS – Office of Community Development Partners	0.0	0.0	0.0	0.0	0.0
1090	Office on African American Affairs			4.0	5.9	1.9
1110[4]	Civil Service Commission	0.0	0.0	0.0	0.0	0.0
1120[4]	Personnel Review Board	12.20	13.0	13.0	12.8	(0.2)
1905[4]	Ethics Board	0.8	0.8	0.0	0.0	0.0
1130	Corporation Counsel	20.0	20.0	19.9	22.5	2.6
1019	Dept. of Admin. Services – Office for Persons with Disabilities	0.0	0.0	0.0	0.0	0.00
1140	Dept. of Human Resources	55.2	55.0	54.9	57.5	2.6
5700	Dept. of Admin. Services – Facilities Management	0.0	0.0	0.0	0.0	0.0
1150	Dept. of Admin. Services – Risk Management	5.0	5.4	7.0	6.9	(0.1)
1151	Dept. of Admin. Services – Fiscal Affairs	0.0	0.0	0.0	0.0	0.0
1151	Dept. of Admin. Services – General Fund	169.6	180.3	195.6	178.2	(17.4)
1152	Dept. of Admin. Services – Procurement	0.0	0.0	0.0	0.0	0.0
1160	Dept. of Admin. Services – Information Management Services	44.9	44.6	46.0	45.1	(0.9)
1192	Dept. of Admin. Services – Economic Development	0.0	0.0	0.0	0.0	0.0
	Total Staff	**307.7**	**319.1**	**340.4**	**328.9**	**(11.5)**
COURTS & JUDICIARY						
2000	Combined Court Related Operations	289.2	293.0	284.1	278.9	(5.2)
2430	Department of Child Support Services	143.5	145.0	147.0	144.5	(2.5)
2900	Courts – Pre-Trial Services	1.0	2.0	2.0	2.0	(0.0)
	Total Courts & Judiciary	**433.7**	**440.0**	**433.1**	**425.4**	**(7.7)**
GENERAL GOVERNMENTAL SERVICES						
3010	Election Commission	0.0	0.0	0.0	0.0	0.0
3090	County Treasurer	7.50	7.50	8.50	8.4	(0.1)
3270	County Clerk	20.1	20.5	21.5	19.6	(2.0)
3400	Register of Deeds	30.0	30.2	31.0	29.0	(2.0)
3700	Office of the Comptroller	58.7	57.1	55.9	54.3	(1.6)
	Total General Governmental Services	**116.3**	**115.3**	**116.9**	**111.2**	**(5.7)**

(CHART CONTINUES ON NEXT PAGE)

Comparison of Funded Full-Time Position Equivalents

BY FUNCTIONAL AREA

		2015	2016	2017	2018	2017-2018 Change
PUBLIC SAFETY						
4000	Office of the Sheriff	750.5	779.7	705.1	723.6	18.5
4300	House of Correction	379.3	386.2	402.3	394.6	(7.7)
4500[1]	District Attorney	160.1	165.3	165.4	160.3	(5.1)
4800	Emergency Management	65.5	65.5	66.0	60.1	(5.9)
4900	Medical Examiner	27.5	31.2	29.9	31.6	1.7
	Total Public Safety	**1382.9**	**1427.9**	**1368.7**	**1370.1**	**1.4**
DEPARTMENT OF TRANSPORTATION						
5040	Airport	283.0	283.2	284.3	290.1	5.8
5100	Highway Maintenance	135.8	139.4	135.6	131.0	(4.6)
5300	Fleet Management	34.9	34.5	34.3	33.9	(0.4)
5800	Director's Office	7.0	8.0	8.0	8.0	0.0
	Total Transportation	**460.7**	**465.1**	**462.2**	**463.0**	**0.8**
HEALTH & HUMAN SERVICES						
6300	DHHS – Behavioral Health Division	597.1	545.9	542.8	514.1	(28.7)
7900	Department on Aging	75.7	77.1	76.4	73.3	(3.06)
7990[2,3]	Department of Family Care	73.2	71.3	0.0	0.0	0.00
8000	Department of Health & Human Services	291.6	291.4	315.1	329.1	14.0
	Total Health & Human Services	**1037.6**	**985.7**	**934.3**	**916.5**	**(17.8)**
PARKS, RECREATION & CULTURE						
9000	Parks Division	370.3	375.3	439.2	459.6	20.4
9500	Zoological Department	252.5	253.1	252.0	200.5	(51.5)
9910	University Extension	0.75	0.75	0.75	0.75	0.0
	Total Parks, Recreation & Culture	**623.6**	**629.2**	**692.0**	**660.9**	**(31.1)**
TOTAL — ALL OPERATING DEPARTMENTS		**4408.5**	**4429.3**	**4392.6**	**4317.6**	**(74.9)**

* *The 2017 & 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2015-2016 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 the 2018 budget, two positions were converted to State employees.*

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

3 *In the 2018 budget there are no longer any County employees working under My Choice Family Care.*

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

5 *Full-time position equivalents (FTEs) for Office of Community Development Partners, Office for Persons with Disabilities, Facilities Management, Fiscal Affairs, Procurement and Economic Development are included in the count for Department of Administrative Services–General Fund. FTEs for the Election Commission are included in the count for the County Clerk.*

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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BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Variance
Expenditures					
Personnel Costs	$2,724,801	$2,032,147	$1,008,446	$1,004,886	($3,560)
Operation Costs	$176,064	$43,172	$150,632	$150,636	$4
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$443,763	$426,556	$0	$0	$0
Total Expenditures	**$3,344,629**	**$2,501,875**	**$1,159,078**	**$1,155,522**	**($3,556)**
Legacy Healthcare-Pension	*$629,314*	*$802,277*	*$666,577*	*$0*	*($666,577)*
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	**$3,344,629**	**$2,501,875**	**$1,159,078**	**$1,155,522**	**($3,556)**
Effective Tax Levy*	**$1,702,575**	**$1,248,617**	**$1,159,078**	**$1,155,522**	**($3,556)**
Personnel					
Full-Time Pos. (FTE)**	11.00	12.00	10.00	10.00	0.00
Elected Supervisors	18.00	18.00	18.00	18.00	0.00
Seas/Hourly/Pool Pos.	1.00	1.00	1.00	1.00	0.00
Overtime $	$0	$575	$0	$0	$0

**This Effective Tax Levy excludes interdepartmental charges and fringe benefit costs.*
***The 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2017 Budget, 2016 Actual, and 2015 Actual FTEs are restated to reflect this change. Program Area tables include these changes as well.*

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.

An expenditure reduction of $8,789 is included in this department to avoid an increase of the countywide vehicle registration fee of $30. This expenditure reduction shall be managed by the department to achieve a commensurate tax levy savings by seeking efficiencies to minimize the impact on the delivery of programs and services.

Prior to enacting any direct service cuts, departments will work with the Department of Administrative Services – Performance, Strategy, and Budget to identify opportunities to re-organize, streamline, consolidate, eliminate, or otherwise reduce duplication and the cost of administrative expenditures within County government. The initiative shall include a review of prior internal and external audits, consulting reports, workgroup activities, and studies. In addition, the effort should include a critical reassessment of any expenditure of contract funds for non-core services.

Strategic Program Area 1: County Board

Service Provision: **Mandated**

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

What We Do: Activity Data				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
The Board is a diverse legislative body comprised of 18 different County officials elected into office for a two-year term. Each Supervisor represents a district with about 53,000 County residents.				

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$3,344,629	$2,501,875	$1,159,078	$1,155,522	($3,556)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$3,344,629	$2,501,875	$1,159,078	$1,155,522	($3,556)
FTE Positions	11.00	12.00	10.00	10.00	0.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Elected Supervisors individually determine within their own districts office how best to represent and service their constituents on County policies and contacts.				

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 selected from the body a Chairperson and a First and Second Vice-Chair. This term is the first where Supervisors 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. The 2018-2020 term of the Milwaukee County Board will organize the spring 2018 election in April.

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 2018 Budget reflects the County Board's 2018 Requested Operating Budget. The County Board will manage its budget to be in compliance with Act 14.

In 2017, the Adopted Budget for the County Board of Supervisors was $5,233 below the state-imposed expenditure cap. The 2018 County Board budget is also below the legal expenditure limit.

County Board Budgeted Positions				
Position Title	**2017 Budget**	**2018 Budget**	**Variance**	**Explanation**
Adm Sec 2-Exec Sec	1.00	1.00	0.00	
Adm Sec Public Inf Mgr	1.00	1.00	0.00	
Adm Sec Legislative Asst	7.00	7.00	0.00	
Adm Sec Chief Of Staff	1.00	1.00	0.00	
County Board Chairman	1.00	1.00	0.00	
County Brd Supv 1St Vic	1.00	1.00	0.00	
County Brd Supv 2nd Vic	1.00	1.00	0.00	
County Brd Supv FPA Chair	1.00	1.00	0.00	
County Brd Supv Member	14.00	14.00	0.00	
Adm Sec1- Office Asst 1 Hrly	1.00	1.00	0.00	
Full Time Total	**10.00**	**10.00**	**0.00**	
Part Time Total	**19.00**	**19.00**	**0.00**	
Grand Total	**29.00**	**29.00**	**0.00**	

BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Variance
Expenditures					
Personnel Costs	$1,170,758	$1,058,843	$565,145	$559,214	($5,931)
Operation Costs	$109,357	$3,614	$12,084	$12,084	$0
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$195,097	$218,364	$222,239	$0	($222,239)
Total Expenditures	**$1,475,212**	**$1,280,822**	**$799,468**	**$571,298**	**($228,170)**
Legacy Healthcare-Pension	*$257,452*	*$312,258*	*$300,161*	*$0*	*($300,161)*
Revenues					
Direct Revenue	$199	$0	$0	$0	$0
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$199**	**$0**	**$0**	**$0**	**$0**
Tax Levy	**$1,475,013**	**$1,280,822**	**$799,468**	**$571,298**	**($228,170)**
Effective Tax Levy*	**$827,025**	**$750,201**	**$577,229**	**$571,298**	**($5,931)**
Personnel					
Full-Time Pos. (FTE)**	9.00	9.00	9.00	6.59	(2.41)
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$0	$0	$0	$0	$0

**The Effective Tax Levy excludes interdepartmental charges and fringe benefit costs.*
***The 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2017 Budget, 2016 Actual, and 2015 Actual FTEs are restated to reflect this change. Program Area tables include these changes as well.*

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.

In order to address a structural budgetary deficit caused primarily by growing pension and retiree health care costs, as well as reductions in support from the State, the 2018 Budget includes a vacancy and turnover increase of approximately one percent for most County departments for an overall savings of $1,877,496. The increased vacancy and turnover for the County Executive's office is $7,668. In order to ensure that vacancy and turnover savings are realized, all requests to fill positions shall be reviewed and approved by the Department of Administrative Services before the position may be filled.

An expenditure reduction of $5,831 is included in this department to avoid an increase of the countywide vehicle registration fee of $30. This expenditure reduction shall be managed by the department to achieve a commensurate tax levy savings by seeking efficiencies to minimize the impact on the delivery of programs and services.

Prior to enacting any direct service cuts, departments will work with the Department of Administrative Services – Performance, Strategy, and Budget to identify opportunities to re-organize, streamline, consolidate, eliminate, or otherwise reduce duplication and the cost of administrative expenditures within County government. The initiative shall include a review of prior internal and external audits, consulting reports, workgroup activities, and studies. In addition, the effort should include a critical reassessment of any expenditure of contract funds for non-core services.

Strategic Program Area 1: General Office

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Total Executive Branch Staff	2,465	2,497	2,553	2,553
Departments Managed	25	25	24	24

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$1,475,212	$1,280,822	$799,468	$571,298	($228,170)
Revenues	$199	$0	$0	$0	$0
Tax Levy	$1,475,013	$1,280,822	$799,468	$571,298	($228,170)
FTE Positions	9.00	9.00	9.00	6.59	(2.41)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Performance Measures have not yet been created for this Program Area				

Strategic Implementation: Eight staff positions are provided in 2018 to assist the County Executive in day-to-day administrative oversight and management of the County.

The County Executive's General Office budget contains a personal services abatement of $195,290 to establish expenditure authority that nearly matches the 2017 and 2011 Adopted Budgets after adjusting for changes such as cross charge methodologies. In 2011, the County Executive pledged to freeze General Office expenditures at the 2011 level.

County Executive Budgeted Positions				
Position Title	**2017 Adopted**	**2018 Budgeted**	**Variance**	**Explanation**
County Executive	1.00	1.00	0.00	
Chief of Staff	1.00	1.00	0.00	
Director Communications	1.00	1.00	0.00	
Deputy Chief of Staff	1.00	1.00	0.00	
Director Community Relations	1.00	1.00	0.00	
Director Strategic Planning	1.00	1.00	0.00	
Director Legislative Affairs	1.00	1.00	0.00	
Sr Assistant Administration U	2.00	2.00	0.00	
Grand Total	**9**.00	**9**.00	**0**.00	

BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Variance
Expenditures					
Personnel Costs	$157,515	$156,813	$165,646	$93,981	($71,665)
Operation Costs	$122,555	$194,024	$62,117	$127,889	$65,772
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$24,879	$61,775	$80,571	$0	($80,571)
Total Expenditures	**$304,949**	**$412,613**	**$308,334**	**$221,870**	**($86,464)**
Legacy Healthcare-Pension	*$41,308*	*$62,815*	*$85,212*	$0	*($85,212)*
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	**$304,949**	**$412,613**	**$308,334**	**$221,870**	**($86,464)**
Effective Tax Levy*	**$214,856**	**$288,022**	**$227,763**	**$221,870**	**($5,893)**
Personnel					
Full-Time Pos. (FTE)**	2.00	2.00	2.00	2.00	0.00
Seas/Hourly/Pool Pos.	0.00	0.00	0.00	0.00	0.00
Overtime $	$0	$0	$0	$0	$0

**This Effective Tax Levy excludes interdepartmental charges and fringe benefit costs.*
***The 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2017 Budget, 2016 Actual, and 2015 Actual FTEs are restated to reflect this change. Program Area tables include these changes as well.*

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.

In order to address a structural budgetary deficit caused primarily by growing pension and retiree health care costs, as well as reductions in support from the State, the 2018 Budget includes a vacancy and turnover increase of approximately one percent for most County departments for an overall savings of $1,877,496. The increased vacancy and turnover for Government Affairs is $864. In order to ensure that vacancy and turnover savings are realized, all requests to fill positions shall be reviewed and approved by the Department of Administrative Services before the position may be filled.

An expenditure reduction of $1,487 is included in this department to avoid an increase of the countywide vehicle registration fee of $30. This expenditure reduction shall be managed by the department to achieve a commensurate tax levy savings by seeking efficiencies to minimize the impact on the delivery of programs and services.

Prior to enacting any direct service cuts, departments will work with the Department of Administrative Services – Performance, Strategy, and Budget to identify opportunities to re-organize, streamline, consolidate, eliminate, or otherwise reduce duplication and the cost of administrative expenditures within County government. The initiative shall include a review of prior internal and external audits, consulting reports, workgroup activities, and studies. In addition, the effort should include a critical reassessment of any expenditure of contract funds for non-core services.

Strategic Program Area 1: Government Affairs

Service Provision: **Discretionary**

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

What We Do: Activity What We Do: Activity Data				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Activity Data is not yet tracked for this Program Area.				

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$304,949	$412,613	$308,334	$221,870	($86,464)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$304,949	$412,613	$308,334	$221,870	($86,464)
FTE Positions	2.00	2.00	2.00	1.00	(1.00)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
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. In the 2018 budget, one position of Liaison Government Affairs is, but funding is included to procure the services through contractual services.

GOVERNMENT AFFAIRS (1020) BUDGET

DEPT: Government Affairs

UNIT NO. 1020
FUND: General - 0001

Government Affairs Budgeted Positions				
Position Title	**2017 Adopted**	**2018 Budgeted**	**Variance**	**Explanation**
Liaison Government Affairs	2.00	2.00	0.00	
Grand Total	**2.00**	**2.00**	**0.00**	

BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Variance
Expenditures					
Personnel Costs	$217,699	$187,607	$118,158	$115,292	($2,866)
Operation Costs	$63,041	$66,538	$81,785	$81,662	($123)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$37,492	$45,463	$58,403	$69	($58,334)
Total Expenditures	**$318,232**	**$299,607**	**$258,346**	**$197,023**	**($61,323)**
Legacy Healthcare-Pension	*$65,156*	*$69,657*	*$60,534*	*$0*	*($60,534)*
Revenues					
Direct Revenue	$5,598	$0	$0	$0	$0
Intergov Revenue	$13,000	$6,500	$3,250	$0	($3,250)
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$18,598**	**$6,500**	**$3,250**	**$0**	($3,250)
Tax Levy	**$299,634**	**$293,107**	**$255,096**	**$197,023**	**($58,073)**
Effective Tax Levy*	**$157,962**	**$177,987**	**$196,693**	**$196,954**	**$261**
Personnel					
Full-Time Pos. (FTE)**	2.00	2.00	2.00	2.00	0.00
Seas/Hourly/Pool Pos.	3.00	3.00	3.00	3.00	0.00
Overtime $	$0	$0	$0	$0	$0

**This Effective Tax Levy excludes interdepartmental charges and fringe benefit costs.*
***The 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2017 Budget, 2016 Actual, and 2015 Actual FTEs are restated to reflect this change. Program Area tables include these changes as well.*

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, such as VA Vet Center, Marquette Volunteer Legal Clinic, WI Department of Workforce Development (DWD), Office of Veterans Employment Services, WI Department of Health Services (DHS), FoodShare/Medicaid Specialists, and Milwaukee Child Support Services.Throughout the year, briefings and seminars are conducted at public venues to increase the awareness of veterans programs and benefits.

In order to address a structural budgetary deficit caused primarily by growing pension and retiree health care costs, as well as reductions in support from the State, the 2018 Budget includes a vacancy and turnover increase of

approximately one percent for most County departments for an overall savings of $1,877,496. The increased vacancy and turnover for Veteran's Services is $4,248. In order to ensure that vacancy and turnover savings are realized, all requests to fill positions shall be reviewed and approved by the Department of Administrative Services before the position may be filled.

Prior to enacting any direct service cuts, departments will work with the Department of Administrative Services – Performance, Strategy, and Budget to identify opportunities to re-organize, streamline, consolidate, eliminate, or otherwise reduce duplication and the cost of administrative expenditures within County government. The initiative shall include a review of prior internal and external audits, consulting reports, workgroup activities, and studies. In addition, the effort should include a critical reassessment of any expenditure of contract funds for non-core services.

Strategic Program Area 1: Veteran's Services

Service Provision: **Mandated**

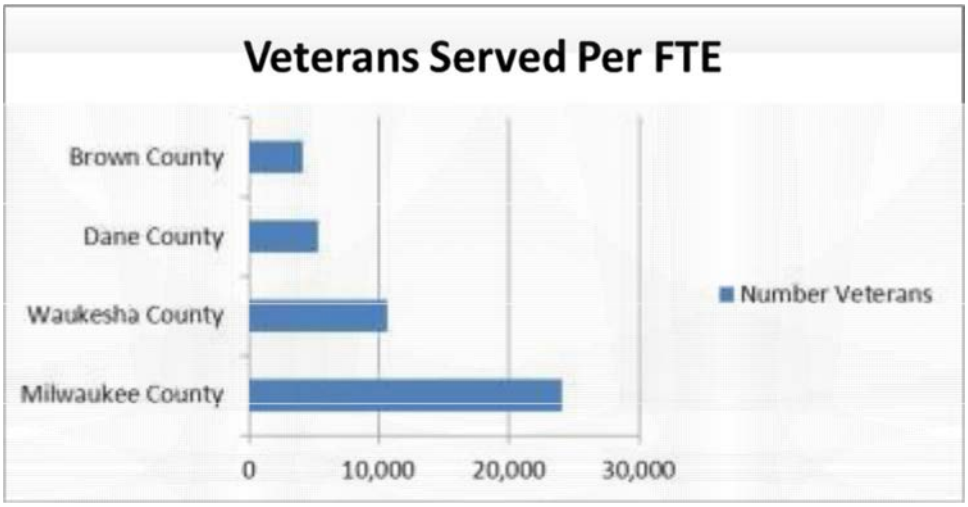
Strategic Outcome: **Self-Sufficiency**

What We Do: Activity				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Number of Information requests handled	12,000	12,000	12,000	12,000
Number of Outreach events conducted	39	43	48	48
Number of People Reached-Office and Outreach	5505	5707	6277	6300
Number of veterans assisted with determining state vet's benefit eligibility	309	359	340	330
Number of Federal applications submitted	386	386	400	300
Number of State applications submitted	949	906	875	850
Dollar amount of approved applications for State Dental Care/Subsistence Aid	$106,000	$86,000	$80,000	$75,000
County Veteran Population Served per FTE	24,657	23,826	23,600	23,500
Vets/Surv Spouse Property Tax Credit #/$	737/$2.67M	816/$2.97M	840/$3.1M	850/$3.2M

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$318,232	$299,607	$258,346	$197,023	($61,323)
Revenues	$18,598	$6,500	$3,250	$0	($3,250)
Tax Levy	$299,634	$293,107	$255,096	$197,023	($58,073)
FTE Positions	5	5	5	5	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
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*	94%	94%	90%	90%
County percentage of submitted state application dollars approved	N/A	35%	35%	35%
Number of people reached – walk-ins/outreach	5,505	5,707	6,277	6,300

*Federal applications are approved at a lower rate than state applications because more applications are made by ineligible veterans due to the higher value of the federal benefits (e.g., health care, discharge upgrades). Applicants request assistance in filing even if the likelihood of approval is small or non-existent, because of the value of an approval. For example, most "other than honorable" discharges are never upgraded – the success rate on requests is less than 10%. But, if the discharge is upgraded, the veteran becomes eligible for a wide array of veteran's benefits.



Strategic Overview: The over-arching strategic goal of the Department is to create a greater awareness among the county veterans' population and their dependents of potential eligibility for the full range of state and federal benefits. In an era of declining veteran populations, the department strives to reach a larger portion of its target population through increased marketing (e.g., social media, mail and e-mail) and conducting of outreach events (e.g. seminars, speeches and informational booths at public events). Greater population reached translates to more veterans and their families accessing their veteran's benefits.

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 remains at $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 deposits for homeless veterans moving into independent living. In addition, Veteran's Services will experience no changes to staffing levels for 2018.

Newly gained access to State of Wisconsin data on service members returning from active duty will allow the Department to target that population with informational correspondence on veteran's benefits.

Veteran's Services Budgeted Positions				
Position Title	**2017 Budget**	**2018 Budget**	**Variance**	**Explanation**
Officer Veterans Service	1.00	1.00	0.00	
Assistant Administrative	1.00	1.00	0.00	
Vets Serv Comm Member	3.00	3.00	0.00	
Full Time Total	**2.00**	**2.00**	**0.00**	
Part Time Total	**3.00**	**3.00**	**0.00**	
Grand Total	**5.00**	**5.00**	**0.00**	

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General Government Function

Agency Budget Narratives

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

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OFFICE OF THE COUNTY TREASURER (3090) BUDGET

Department: **Office of the County Treasurer**

UNIT NO. **3090**
FUND: **General — 0001**

BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Variance
Expenditures					
Personnel Costs	$756,963	$771,533	$597,679	$498,574	($99,105)
Operation Costs	$1,841,142	$930,260	$810,777	$448,127	($362,650)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$12,500	$12,500
Interdept. Charges	$122,805	$275,856	$0	$0	$0
Total Expenditures	**$2,720,910**	**$1,977,649**	**$1,408,456**	**$959,201**	**($449,255)**
Legacy Healthcare-Pension	*$173,860*	*$198,896*	*$198,086*	$0	($198,096)
Revenues					
Direct Revenue	$5,512,220	$4,814,250	$4,946,440	$6,160,028	$1,213,588
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$5,512,220**	**$4,814,250**	**$4,946,440**	**$6,160,028**	**$1,213,588**
Tax Levy	**($2,791,310)**	**($2,836,601)**	**($3,537,984)**	**($5,200,827)**	**($1,662,843)**
Effective Tax Levy*	**($3,238,657)**	**($3,461,317)**	**($3,705,213)**	**($5,200,827)**	**($1,495,614)**
Personnel					
Full-Time Pos. (FTE)**	7.00	7.00	8.00	7.88	(0.12)
Seas/Hourly/Pool Pos.	0.50	0.50	0.50	0.50	0.00
Overtime $	$116	$9	$0	$0	$0

** This Effective Tax Levy excludes interdepartmental charges and fringe benefit costs.*
*** The 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2017 Budget, 2016 Actual, and 2015 Actual FTEs are restated to reflect this change. Program Area tables include these changes as well.*

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 four distinct functions:

- Banking Services – Responsible for county wide banking functions, internet banking access, bank account and money management and account reconciliation.
- Cash Receipting and Check distribution – Responsible for check printing (new this year), processing and distribution. Also included in this area are certifying retirement check issues, processing check replacements for lost, stolen and voided items and the publication of unclaimed monies.
- Property Tax Collection - Responsible for 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.
- Investment Management – Responsible for the long and 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 order to address a structural budgetary deficit caused primarily by growing pension and retiree health care costs, as well as reductions in support from the State, the 2018 Budget includes a vacancy and turnover increase of approximately one percent for most County departments for an overall savings of $1,877,496. The increased vacancy and turnover for the Office of the County Treasurer is $7,236. In order to ensure that vacancy and turnover savings are realized, all requests to fill positions shall be reviewed and approved by the Department of Administrative Services before the position may be filled.

Prior to enacting any direct service cuts, departments will work with the Department of Administrative Services – Performance, Strategy, and Budget to identify opportunities to re-organize, streamline, consolidate, eliminate, or otherwise reduce duplication and the cost of administrative expenditures within County government. The initiative shall include a review of prior internal and external audits, consulting reports, workgroup activities, and studies. In addition, the effort should include a critical reassessment of any expenditure of contract funds for non-core services.

Major Changes:

- Beginning in the Fall of 2017, the Office of the Treasurer in cooperation with IMSD, will transition the printing of Milwaukee County checks from an external location to the Treasurer's office. This change assists with removing the check printing function off of the mainframe computing system.

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 Actual**	**2017 Target**	**2018 Target**
Checks Issued	70,011	69,724	80,000	80,000
Delinquent Tax Notices Processed	16,884	14,248	15,000	15,000
Unpaid Property Tax Parcels Submitted	1,769	1,568	4,000	2,500

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$2,392,357	$1,747,014	$1,118,456	$659,201	($459,255)
Revenues	$4,290,495	$3,640,204	$3,540,000	$3,080,000	($460,000)
Tax Levy	($1,898,138)	($1,893,190)	($2,421,544)	($2,420,799)	$745
FTE Positions	7.50	7.50	8.50	8.38	(0.12)

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

Strategic Implementation:
Eight full-time and one part-time employees are provided in this service area to oversee banking services, cash receipting and check distribution, property tax collection, and investment management functions. The 2018 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 in 2017, 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 Actual**	**2017 Target**	**2018 Target**
This Service Area has no Activity Data.				

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$328,554	$230,636	$290,000	$300,000	$10,000
Revenues	$1,221,725	$1,174,046	$1,406,440	$3,080,028	$1,673,588
Tax Levy	($893,171)	($943,410)	($1,116,440)	($2,780,028)	($1,663,588)
FTE Positions	0.00	0.00	0.00	0.00	0.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**
Return on Investment	0.37%	0.48%	0.47%	0.68%
Investment Income per dollar spent on Investment Advisory Services	$5.35	$6.83	$4.84	$9.76

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 2018 are budgeted at an increased level due to market performance. The expenditure for investment advisor fees has been increased by $10,000 from $290,000 to $300,000. This was necessary due to an active market and providing additional funds for the advisors to invest. The 2018 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 2018 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 Actual	2017 Budget	2018 Budget
Earnings on all Funds (net of Mark-to-Market)	$2,289,757	$2,864,370	$1,877,000	$3,276,000
Earnings on Trust Fund Reserves and other Deferred Interest Liabilities	($31,383)	($43,039)	($347,000)	(347,000)
Earnings on Bonds Allocated to Capital Fund and Debt Service Fund	($498,364)	($857,814)	($123,560)	$0
General Fund Earnings	$1,760,010	$1,963,517	$1,406,440	$2,929,000

County Treasurer Budgeted Positions				
Position Title	**2017 Budget**	**2018 Budget**	**Variance**	**Explanation**
Accountant Treasury-	1.00	1.00	0.00	
Analyst Real Property	1.00	1.00	0.00	
Assistant Accounting Treasury	1.50	1.50	0.00	
Associate Accountant Treasury	1.00	1.00	0.00	
Clerical Assistant 2 NM	0.00	1.00	1.00	Current Year Action
County Treasurer	1.00	1.00	0.00	
Manager Accounting Treasury	1.00	1.00	0.00	
Supervisor Accounting	1.00	1.00	0.00	
Full Time Total	7.00	8.00	1.00	
Part Time Total	0.50	0.50	0.00	
Grand Total	**7.50**	**8.50**	**1.00**	

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BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Variance
Expenditures					
Personnel Costs	$1,275,650	$1,273,718	$1,025,772	$964,368	($61,404)
Operation Costs	$394,931	$809,767	$394,991	$505,471	$110,480
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$257,157	$290,387	$194,283	$0	($194,284)
Total Expenditures	**$1,927,738**	**$2,373,871**	**$1,615,046**	**$1,469,839**	**($145,207)**
Legacy Healthcare-Pension	*$258,354*	*$353,857*	*$391,844*	*$0*	*($391,844)*
Revenues					
Direct Revenue	$608,216	$629,268	$613,490	$659,766	$46,276
Intergov Revenue	$0	$237,403	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$608,216**	**$866,671**	**$613,490**	**$659,766**	**$46,276**
Tax Levy	**$1,319,522**	**$1,507,201**	**$1,001,556**	**$810,073**	**($191,483)**
Effective Tax Levy*	**$558,127**	**$812,374**	**$744,889**	**$810,073**	**$65,184**
Personnel					
Full-Time Pos. (FTE)**	20.11	20.50	20.15	19.55	(0.31)
Seas/Hourly/Pool Pos.	0.00	0.00	3.00	4.00	1.00
Overtime $	$0	$0	$0	$0	$0

**This Effective Tax Levy excludes interdepartmental charges and fringe benefit costs.*
*** The 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2017 Budget, 2016 Actual, and 2015 Actual FTEs are restated to reflect this change. Program Area tables include these changes as well.*

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.

Major Changes in FY 2018: The position of Senior Committee Coordinator was reclassified into Legislative Services Division Manager in 2017. The position of Assistant Information Coordinator has also been reclassified into Committee Coordinator. The Legislative Services Division Manager will head the division of three committee coordinators in an effort to centralize and better provide services to Milwaukee County government and its departments.

In order to address a structural budgetary deficit caused primarily by growing pension and retiree health care costs, as well as reductions in support from the State, the 2018 Budget includes a vacancy and turnover increase of approximately one percent for most County departments for an overall savings of $1,877,496. The increased vacancy and turnover for The County Clerk and Election Commission is $16,092. In order to ensure that vacancy and turnover savings are realized, all requests to fill positions shall be reviewed and approved by the Department of Administrative Services before the position may be filled.

An expenditure reduction of $4,798 is included in the County Clerk and Election Commission to avoid an increase of the countywide vehicle registration fee of $30. This expenditure reduction shall be managed by the department to achieve a commensurate tax levy savings by seeking efficiencies to minimize the impact on the delivery of programs and services.
Prior to enacting any direct service cuts, departments will work with the Department of Administrative Services – Performance, Strategy, and Budget to identify opportunities to re-organize, streamline, consolidate, eliminate, or otherwise reduce duplication and the cost of administrative expenditures within County government. The initiative shall include a review of prior internal and external audits, consulting reports, workgroup activities, and studies. In addition, the effort should include a critical reassessment of any expenditure of contract funds for non-core services.

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 Actual**	**2017 Target**	**2018 Target**
Marriage Licenses Issued	5,306	5,355	5,300	5,300
Marriage License/ Domestic Partnership Waivers	435	360	435	400
Domestic Partnership Declarations Issued	7	28	20	25
County Board Files Maintained	795	743	1,200	900
County Ordinances Published	19	28	19	22
County Board Proceedings Published	15	12	13	14
Contractor Lien Notices/Vendor Levies	12	7	20	16
Contractor Qualification Statements	89	38	0	0
Claims Processed	214	304	200	250
Summons and Complaints Processed	165	171	150	160
New Contracts Assigned to Files	58	0	0	0
Lobbying Registrations	49	59	60	50
Oaths of Office Administered	52	48	60	60
Wisconsin DNR Licenses Sold	251	195	300	200
Passport Applications Processed	1,836	2044	2,000	2,000
Documents Notarized	5,722	5,818	5,800	5,800

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2017/2018 Variance**
Expenditures	$1,250,777	$1,219,885	$859,161	$839,111	($20,050)
Revenues	$556,274	$587,599	$544,240	$584,016	$39,776
Tax Levy	$694,503	$632,287	$314,921	$255,095	($59,826)
FTE Positions	12.00	12.00	13.00	12.80	(0.20)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Customer Satisfaction Survey Rating	96%	98%	99%	99%

Strategic Overview: The County Clerk's Office strives to provide the highest level of service at the lowest cost to the taxpayers.

Strategic Implementation: In 2018 the County Clerk's Office will have a Legislative Services Division in an effort to centralize and better provide services to Milwaukee County government and its departments. The position of Senior Committee Coordinator was reclassified into Legislative Services Division Manager in 2017. The position of Assistant Information Coordinator is eliminated and an additional Committee Coordinator position is created.

All other services of the County Clerk's office remain the same and will be performed at the existing high level of efficiency, expediency and above all quality. The County Clerk's Office interacts with the members of the public on a daily basis and each visitor is encouraged to complete a customer satisfaction survey. Most customers do and our performance ratings have been consistently exceptional and are reflected in the Performance Measures Table.

County Clerk Budgeted Positions				
Position Title	**2017 Adopted**	**2018 Adopted**	**Variance**	**Explanation**
Adm Sec Graphic Designer	1.00	1.00	0.00	
Assistant Administrative	1.00	1.00	0.00	
Assistant Info County Clerk	1.00	0.00	(1.00)	Current Year Action
County Clerk	1.00	1.00	0.00	
Coordinator Committee	2.00	3.00	1.00	Current Year Action
Deputy County Clerk	1.00	1.00	0.00	
Coordinator Info County Clerk	1.00	1.00	0.00	
Legislative Services Division Manager	0.00	1.00	1.00	Current Year Action
Senior Committee Coordinator	1.00	0.00	(1.00)	Current Year Action
Specialist Accounting	1.00	1.00	0.00	
Sr. Assistant Clerical	3.00	3.00	0.00	
Full Time Total	13.00	13.00	0.00	
Part Time Total	0.00	0.00	0.00	
Grand Total	13.00	13.00	0.00	

Strategic Program Area 2: Election Commission

Service Provision: **Mandated**

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

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Elections	2	4	2	4
Special Elections	5	0	0	0
Recounts	0	1	0	0
State/City/Muni/School Board Referendum	5	4	4	4
Campaign Finance Statements	93	160	150	140
Nomination Papers	5	36	0	35

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$676,961	$1,153,986	$755,886	$630,728	($125,158)
Revenues	$51,942	$279,072	$69,250	$75,750	$6,500
Tax Levy	$625,020	$874,914	$686,636	$554,978	($131,658)
FTE Positions	8.11	8.50	7.15	6.75	(0.40)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**
Customer Satisfaction Survey Rating with Election Stakeholders	N/A	N/A	90% Excellent	92% Excellent

Strategic Overview: The Milwaukee County Election Commission exists to administer federal, state and local elections in a manner that fosters public trust in the accuracy, efficiency and fairness of elections and develops public confidence in the democratic process.

Strategic Implementation: The scheduled 2018 elections include:

Spring Primary – February 20, 2018
Spring General – April 3, 2018
Fall Primary – August 14, 2018
Fall General – November 6, 2018

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 Election Commission will concentrate on improving the nomination process to ensure that elections are conducted in a secure, efficient and effective manner. This will occur by implementing processes that will ensure a greater continuity of service.

The Election Commission will work to improve the process of programming and conducting the canvass.

Election Commission Budgeted Positions				
Position Title	**2017 Adopted**	**2018 Budgeted**	**Variance**	**Explanation**
Coordinator Election Commission	1.00	1.00	0.00	
Election Commission Member	3.00	3.00	0.00	
Specialist Election Support	1.00	1.00	0.00	
Director Election Commission	1.00	1.00	0.00	
Election Clerk	3.00	4.00	1.00	Fund
Full Time Total	6.00	6.00	0.00	
Part Time Total	3.00	4.00	1.00	
Grand Total	9.00	10.00	1.00	

BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Variance
Expenditures					
Personnel Costs	$2,475,703	$2,106,262	$1,377,098	$1,315,803	($61,295)
Operation Costs	$374,020	$242,671	$383,220	$306,510	($76,710)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$880,446	$662,416	$0	$0	$0
Total Expenditures	**$3,730,645**	**$3,011,349**	**$1,760,318**	**$1,622,313**	**($138,005)**
Legacy Healthcare-Pension	$631,164	$720,316	$692,189	$0	($692,189)
Revenues					
Direct Revenue	$4,330,690	$4,549,999	$4,402,500	$4,527,500	$125,000
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$96,851	$87,523	$67,826	($19,697)
Total Revenues	**$4,330,690**	**$4,646,850**	**$4,490,023**	**$4,595,326**	**$105,303**
Tax Levy	**($600,045)**	**($1,635,501)**	**($2,729,705)**	**($2,973,013)**	**($243,308)**
Effective Tax Levy*	**($2,621,056)**	**($2,981,626)**	**($2,642,182)**	**($2,905,500)**	**($243,308)**
Personnel					
Full-Time Pos. (FTE)**	30.00	30.00	31.00	28.96	(2.04)
Seas/Hourly/Pool Pos.	0.00	0.00	0.00	0.00	0.00
Overtime $	$83,382	$153,694	$105,180	$83,536	($21,644)

**This Effective Tax Levy excludes interdepartmental charges and fringe benefit costs.*
*** The 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2017 Budget, 2016 Actual, and 2015 Actual FTEs are restated to reflect this change. Program Area tables include 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. The 1848 Wisconsin Constitution established the Register of Deeds (ROD) as a permanent element of the county-level governmental structure. Each county in Wisconsin has a Register of Deeds. The Register of Deeds files, records, and issues instruments and documents of significance both to the community as a whole and to its individual citizens. Vital records document the span of our lives from birth to death. Land records documenting title in Wisconsin are maintained. The filing or recording of other documents with the ROD is a way of putting the world on notice that something important has happened or will happen. The time of the act or transaction is often an important element in rights or relationships. The ROD records the time when, in effect, the public record is established.

Department Description: The Register of Deeds includes the program areas of Administration, Real Estate Services, Vital Statistics, Document Examining & Cashier Services, Tax Listing Services and Land Records Modernization. The Register of Deeds office operates under WI State Statute 59.43 (Register of deeds; duties, fees, deputies) and WI State Statutes 69.05 and 69.07 (Duties of register of deeds).

In order to address a structural budgetary deficit caused primarily by growing pension and retiree health care costs, as well as reductions in support from the State, the 2018 Budget includes a vacancy and turnover increase of approximately one percent for most County departments for an overall savings of $1,877,496. The increased vacancy and turnover for the Register of Deeds is $24,744. In order to ensure that vacancy and turnover savings are realized, all requests to fill positions shall be reviewed and approved by the Department of Administrative Services before the position may be filled.

Prior to enacting any direct service cuts, departments will work with the Department of Administrative Services – Performance, Strategy, and Budget to identify opportunities to re-organize, streamline, consolidate, eliminate, or otherwise reduce duplication and the cost of administrative expenditures within County government. The initiative shall include a review of prior internal and external audits, consulting reports, workgroup activities, and studies. In addition, the effort should include a critical reassessment of any expenditure of contract funds for non-core services.

Major Changes in FY 2018: Statewide issuance of Vital Records documents in 2017. Probable elimination of the Rental Weatherization Program in the 2018 State budget.

Strategic Program Area 1: Administration

Service Provision: **Mandated**

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

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Phone calls received at main phone numbers	N/A	N/A	N/A	N/A
4011 phone line – answered by staff	N/A	1,884	1,900	1,900
4021 phone line – calls to information message	N/A	5,436	5,500	5,500

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$726,988	$581,236	$360,892	$323,803	($37,809)
Revenues	$195	$195	$0	$0	$0
Tax Levy	$726,793	$581,236	$360,892	$323,803	($37,809)
FTE Positions	4.30	4.30	4.00	3.44	(0.56)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Performance Measures have not yet been created for this Program Area				

Strategic Overview: 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.

Strategic Implementation: The ROD Administration receives numerous calls from public, professionals and internal business partners regularly. Calls are answered and delegated based on the caller's need.

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 Actual**	**2017 Target**	**2018 Target**
Requests by Individuals	N/A	242	250	250
Requests by Law Firms	N/A	168	170	170
Requests by Financial Institutions	N/A	76	80	80
Requests by Title Insurers/Researchers	N/A	40	40	40
Requests by Others (Utilities, outside govt)	N/A	32	35	35
Total Requests	N/A	558	575	575
Follow up Required from Requester	N/A	48	50	50
Mortgage Requests	N/A	146	150	150
Deeds Requests	N/A	126	130	130
Assignments Requests	N/A	107	110	110
Releases Requests	N/A	84	85	85
LisPendens Requests	N/A	45	50	50
*Other	N/A	98	100	100
Total Documents	N/A	606	625	625

*Other is defined as Easements, Plats, Weatherization Compliance, Affidavits, Leases, Certified Survey Maps, Federal Tax Liens, Land Contracts, Judgments, Resolutions, Articles of Incorporation and UCC Forms

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$1,101,943	$905,959	$539,204	$473,544	($65,660)
Revenues	$3,904,959	$4,125,451	$3,978,000	$4,221,000	$243,000
Tax Levy	($2,803,016)	($3,219,493)	($3,438,796)	($3,747,456)	($308,660)
FTE Positions	6.00	6.00	7.00	7.00	0.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Percent of time that recorded paper documents scanned into the imaging system within 2 business days after the recorded date	N/A	100%	100%	100%
Percent of document data INDEXED within 4 business days after the recorded date	N/A	92%	85%	92%
Percent of indexed data VERIFIED within 10 business days after the indexed date	N/A	98.2%	96%	98.2%

Strategic Overview:
Real Estate Services has three subsections that are responsible for compliance with State Statutes (SS 59.43) regarding the indexing and scanning of all public real estate indices.

The Imaging section is responsible for:
- Digitizing document images into the database.
- Scanning of plats.
- The digitizing of microfilm images when needed to improve quality.
- Printing a document image from film for a customer.
- The production of microfilm rolls that are periodically sent to underground storage in Kansas.

The Indexing section is responsible for:
- Communication and interaction with the outside vendor performing Day Forward indexing of real estate documents.
- Quality control for that indexing program.
- Interaction with employees involved with the subsequent verifying (correcting) of the index.
- Creating and Sell reports to the public.

The Real Estate Research section is responsible for:
- Verifying (correcting) the index.
- Assisting the public who visit Room G-6 with their inquiries for information about recorded documents and plat maps. Showing them how to use the public access computer system.
- Responding to phone calls, email and mail inquiries regarding documents and plat maps, etc.
- Sell copies of documents to the public.

Strategic Implementation: The Register of Deeds indexes key fields of information found on real estate documents, such as grantor, grantee, legal description, parcel ID number, associated doc number, etc. Indexed data is necessary to allow title searchers and the general public to successfully search for a recorded document. Verifying the index is the process whereby the document is indexed a second time to find any errors in the index to then correct them.

No revenue is projected in object 3224 due to a program elimination proposal included in the State budget for 2018. Fees increase in object 3526 and 4978 to account for inflation and to be comparable to other counties. The prior fee was last adjusted in 2012.

Strategic Program Area 3: Vital Statistics

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Activity Data	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Vital Records Placed on File	N/A	29,513	28,000	28,000
Cert Copies: Birth, Death, Marriage Records	N/A	98,855	95,000	85,000
Vital Records Correction, No Fee	N/A	1,003	2,500	2,500
Vital Records No Fee – Veterans Office Use Only	N/A	193	200	200
Marriage Registration	N/A	4,779	4,000	4,000
Genealogy – Records Reviewed	N/A	286	400	400

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$799,602	$738,411	$349,364	$321,322	($28,042)
Revenues	$413,821	$420,211	$420,000	$302,000	($118,000)
Tax Levy	$385,781	$318,200	($70,636)	$19,322	$89,958
FTE Positions	8.00	8.00	8.00	8.00	0.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Percent of death records and marriage records examined and processed within 1 business day of receipt	N/A	100%	100%	100%
Percent of mail requests for the purchase of vital records sent out within 2 business days of receipt	N/A	100%	100%	100%

Strategic Overview: Vital Statistics maintains files on birth, death and marriage records, declarations of domestic partnerships, and change of name orders according to State Statute 69.05 and 69.07. Records are updated and changed due to legitimization and adoption.
(Legitimization: When the parents marry after a child's birth they "legitimize" the birth, taking it out of the illegitimate records and put it into the public records).

Strategic Implementation: Certified copies of vital records are sold to the general public. Genealogical Research – the public may research birth records from the 1850's to present, death records from 1872 to present and marriage records from the 1830's to present.

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 Actual**	**2017 Target**	**2018 Target**
Recordings	N/A	107,410	105,000	100,000
Transfer Tax Collected	N/A	15,855	12,000	12,000

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	567,568	$460,781	$314,198	$301,666	($12,532)
Revenues	$522	($631)	$0	$0	$0
Tax Levy	$567,045	$461,412	$314,198	$301,666	($12,532)
FTE Positions	7.60	7.60	8.00	7.50	(0.50)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Percent of electronic documents recorded within 2 business days of receipt (1 day for 2018)	N/A	100%	100%	100%
Percent of paper documents recorded within 2 business days of receipt	N/A	50%	70%	70%

Strategic Overview: Document Examining & Cashier Services is responsible for receiving and dispersing all monies as required by the department and is responsible for determining if real estate documents submitted for recording meet statutory requirements (SS 59.43); 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 Implementation: The standard for the recording of electronic documents is changing from 2 days to 1 day in 2018.

Strategic Program Area 5: Tax Listing Services

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
This Service does not have Activity Data				

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/17 Var**
Expenditures	$302,152	$249,077	$130,994	$134,872	$3,878
Revenues	$3,813	$4,810	$4,500	$4,500	$0
Tax Levy	$298,339	$244,267	$126,494	$130,372	$3,878
FTE Positions	3.00	3.00	3.00	3.00	0.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Number of times when previous month's assessor information sent to each municipality by the 25th of each month (20 days in for 2018)	N/A	All 12 months	All 12 months	All 12 months

Strategic Overview: 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 Implementation: No major changes in program or positions.

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 Actual**	**2017 Target**	**2018 Target**
This Service does not have Activity Data				

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/17 Var**
Expenditures	$131,071	$75,886	$65,666	$67,826	$2,160
Revenues	$0	$96,851	$87,523	$67,826	(19,697)
Tax Levy	$131,071	($20,965)	($21,857)	$0	$21,857
FTE Positions	1.00	1.00	1.00	1.00	0.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Performance Measures have not yet been created for this Program Area				

Strategic Overview: In 2014 this service area was removed from the Register of Deeds and placed in the Milwaukee County Land Information Office (MCLIO) program in the Department of Administrative Services. One position remains in the Register of Deeds and is cross charged to the Land Information Office.

Strategic Implementation: The Geographical Information Specialist Analyst performs the role of editing and maintaining the maps of suburban municipalities that are kept in the Register of Deeds. Those maps are then used by Milwaukee County's Land Information Office located in the Economic Development Division. No major changes in program or positions.

Register of Deeds Budgeted Positions				
Position Title	**2017 Adopted**	**2018 Adopted**	**2018/2017 Variance**	**Explanation**
Analyst GIS-	1.00	1.00	0.00	
Analyst Real Property-	2.00	2.00	0.00	
Assistant Coordinator ROD	1.00	1.00	0.00	
Clerk Document Imaging-	1.00	1.00	0.00	
Clerk Records-	3.00	3.00	0.00	
Clerk Vital Records-	7.00	6.00	(1.00)	Abolish
Coordinator Register of Deeds-	1.00	1.00	0.00	
Dep Register Of Deeds	1.00	1.00	0.00	
Examiner Document-	5.00	5.00	0.00	
-RC-Clerical Asst 2-	1.00	1.00	0.00	
Register Of Deeds	1.00	1.00	0.00	
Supervisor Document Indexing-	1.00	1.00	0.00	
Supervisor Real Estate	0.00	1.00	1.00	Current Year Action
Supervisor Real Property-	1.00	1.00	0.00	
Supervisor Register of Deeds-	2.00	1.00	(1.00)	Current Year Action
Supervisor Vital Records-	1.00	1.00	0.00	
Full Time Total	29.00	28.00	(1.00)	
Part Time Total	0.00	0.00	0.00	
Grand Total	29.00	28.00	(1.00)	

BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Variance
Expenditures					
Personnel Costs	$5,437,898	$6,086,036	$4,994,617	$3,693,710	($1,300,907)
Operation Costs	$586,277	$651,144	$553,367	$569,770	$16,403
Debt & Depreciation	$0	$0	$0	$0	$
Capital Outlay	$0	$0	$0	$0	$
Interdept. Charges	$614,197	$794,644	($42,790)	($44,390)	($1,600)
Total Expenditures	**$6,638,371**	**$7,531,824**	**$5,505,194**	**$4,219,090**	**($1,286,104)**
Legacy Healthcare-Pension	*$1,169,667*	*$1,568,909*	*$1,709,411*	*$0*	*($1,709,411)*
Revenues					
Direct Revenue	$754,558	$350,544	$422,703	$318,431	($104,272)
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$754,558**	**$350,544**	**$422,703**	**$318,431**	**($104,272)**
Tax Levy	**$5,883,812**	**$7,181,279**	**$5,082,491**	**$3,900,659**	**($1,181,832)**
Effective Tax Levy*	**$3,084,316**	**$3,864,797**	**$3,938,487**	**$3,945,049**	**$6,562**
Personnel					
Full-Time Pos. (FTE)**	58.67	57.15	55.85	54.31	(1.54)
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$9,488	$39,761	$0	$0	$0

**The Effective Tax Levy excludes interdepartmental charges and fringe benefit costs.*
*** The 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2017 Budget, 2016 Actual, and 2015 Actual FTEs are restated to reflect this change. Program Area tables include these changes as well.*

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 conducts special studies.
2. Central Accounting prepares countywide monthly financial reports, publishes the Comprehensive Annual Financial Report, and maintains various accounting systems.
3. Central Payables establishes countywide vendor payment procedures.
4. Central Capital issues debt and 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.

In order to address a structural budgetary deficit caused primarily by growing pension and retiree health care costs, as well as reductions in support from the State, the 2018 Budget includes a vacancy and turnover increase of approximately one percent for most County departments for an overall savings of $1,877,496. The increased vacancy and turnover for The Office of the Comptroller is $51,720. In order to ensure that vacancy and turnover savings are realized, all requests to fill positions shall be reviewed and approved by the Department of Administrative Services before the position may be filled.

An expenditure reduction of $32,430 is included in this department to avoid an increase of the countywide vehicle registration fee of $30. This expenditure reduction shall be managed by the department to achieve a commensurate tax levy savings by seeking efficiencies to minimize the impact on the delivery of programs and services.

Prior to enacting any direct service cuts, departments will work with the Department of Administrative Services – Performance, Strategy, and Budget to identify opportunities to re-organize, streamline, consolidate, eliminate, or otherwise reduce duplication and the cost of administrative expenditures within County government. The initiative shall include a review of prior internal and external audits, consulting reports, workgroup activities, and studies. In addition, the effort should include a critical reassessment of any expenditure of contract funds for non-core services.

The Office of the Comptroller shall develop the financing parameters for a pilot grant program and a revolving loan program for lead abatement of owner-occupied homes, residential non-owner occupied homes, and commercial buildings. The program shall include the replacement of privately owned lead laterals and the removal of lead paint. The following location is the focus of this pilot program: North of Highland Avenue, south of North Avenue, west of Martin Luther King Drive, and east of 27th Street. The Office of the Comptroller shall provide a written report on the financing of the program to the County Board of Supervisors by the March 2018 cycle. Once the financing parameters are determined, the program will be managed by Economic Development Division, in conjunction with relevant County departments and community partners.

Strategic Program Area 1: Administration

Service Provision: **Mandated**

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

What we Do: Activity				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Fiscal updates provided to County Board & County Executive	1	12	12	12
Provide summaries of contract notifications	N/A	N/A	12	12
Contracts reviewed as to funds available	N/A	Approx. 1,200	1,200	1,200

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$1,117,430	$1,238,450	$603,854	$413,983	($189,871)
Revenues	$50,000	$0	$70,000	$0	($70,000)
Tax Levy	$1,067,430	$1,238,450	$533,854	$413,983	($119,871)
FTE Positions	5.90	5.63	4.18	3.30	(0.88)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
GFOA Award for Excellence in Financial Reporting	1	1	1	1
Unqualified Audit Opinion	1	1	1	1
Maintain or improve Bond 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 Overview: The Administration Section houses the elected County Comptroller and the Office's Financial Affairs Section. Per Wisconsin Statutes §59.255, the Comptroller is responsible for administering the financial affairs of the County, providing fiscal notes and fiscal analyses of all matters requested and for providing a five-year fiscal forecast.

Strategic Implementation: Revenue for Payment Plus was previously split between Administration and Central Payables. However, the Comptroller only credits revenue to the Central Payables account, so revenue in this area is removed. This Unit also contains appropriations for equity and merit increases for 2018 for the entire department of $8,556.

Strategic Program Area 2: Central Accounting

Service Provision: **Mandated**

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

What we Do: Activity				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Produces the Annual CAFR and single Audit Report	1	1	1	1
Maintains County's Accounting systems and closes financial system on annual basis	1	1	1	1

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$653,326	$786,282	$588,125	$437,266	($150,859)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$653,326	$786,282	$588,125	$437,266	($150,859)
FTE Positions	6.90	6.63	6.65	6.44	(0.21)

Strategic Overview: The Central Accounting Section is responsible for preparing the County's Comprehensive Annual Financial Report pursuant to Wisconsin Statutes and GAAP. This unit also prepares countywide monthly financial reports and maintains the County's various accounting systems.

Strategic Implementation: There are no major changes in 2018.

Strategic Program Area 3: Central Payables

Service Provision: **Administrative**

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

What we Do: Activity				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Pays County's bills for services and commodities	$172M	$169M	$169M	$169M
Implemented Payment Plus program	$122,000	$330,000	$294,000	$299,000

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$915,431	$1,032,256	$681,560	$469,116	($212,444)
Revenues	$683,209	$331,253	$328,003	$298,431	($29,572)
Tax Levy	$232,222	$701,003	$353,557	$170,685	($182,872)
FTE Positions	10.00	9.73	9.74	9.34	(0.40)

Strategic Overview: The Central Payables Section is responsible for ensuring accurate and timely payment to the thousands of County vendors. It also establishes countywide vendor payment procedures.

Strategic Implementation: There are no major changes in 2018.

Strategic Program Area 4: Central Capital

Service Provision: **Mandated**

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

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Debt Issues	2	2	3	3
Monitors Capital Program	ongoing	ongoing	ongoing	ongoing
Issues Carryover Report	1	1	1	1

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$319,475	$390,711	$279,485	$229,499	($49,986)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$319,475	$390,711	$279,485	$229,499	($49,986)
FTE Positions	2.00	2.00	2.00	2.00	0.00

Strategic Overview: Pursuant to Wisconsin Statutes §59.255(2)(a), the Central Capital Section is responsible for overseeing all of the County's debt, including issuance of debt and monitoring debt-finance capital programs.

Strategic Implementation: There are no major changes in 2018.

Strategic Program Area 5: Central Payroll

Service Provision: **Administrative**

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

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Processes payroll	26	26	26	26
Issues W-2s	1	1	1	1

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$1,020,733	$1,077,818	$852,338	$637,494	($214,844)
Revenues	$21,350	$19,291	$24,700	$20,000	($4,700)
Tax Levy	$999,383	$1,058,526	$827,638	$617,494	($210,144)
FTE Positions	12.00	11.66	11.68	11.68	0.00

Strategic Overview: Pursuant to Milwaukee General Ordinances, the Central Payroll Section is responsible for countywide payroll processing. This Unit also is responsible for administering the County's payroll and time reporting system.

Strategic Implementation: There are no major changes in 2018.

Strategic Program Area 6: Audit Services

Service Provision: **Mandated**

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

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Fraud Hotline Allegations Processed	65	124	70	100
Bank Reconciliations Performed	804	763	816	816

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$2,202,467	$2,550,085	$2,114,672	$1,728,478	($386,194)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$2,202,467	$2,550,085	$2,114,672	$1,728,478	($386,194)
FTE Positions	17.87	17.50	17.60	17.55	(0.05)

Strategic Overview: Pursuant to Wisconsin Statutes §59.255(2)(i), the Audit Services Section is responsible for performing all audit functions related to County government. These functions are all to be performed in accordance with government auditing standards issued by the Comptroller General of the United States.

Strategic Implementation: There are no major changes in 2018.

Strategic Program Area 7: Research Services

Service Provision: **Discretionary**

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

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**
Produce Annual Budget Overview	1	1	1	1
Prepare resolutions	N/A	N/A	100	100

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$409,509	$456,223	$385,160	$303,254	($81,906)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$409,509	$456,223	$385,160	$303,254	($81,906)
FTE Positions	4.00	4.00	4.00	4.00	0.00

Strategic Overview: Pursuant to Wisconsin Statutes §59.52(32), the Research Services Section was created by the County Board to provide independent and nonpartisan research services for the County Board and the County Executive.

Strategic Implementation: There are no major changes in 2018.

Comptroller Budgeted Positions				
Position Title	**2017 Adopted**	**2018 Budgeted**	**Variance**	**Explanation**
Accountant	3.00	2.00	(1.00)	Current Year Action
Analyst Business Systems	1.00	1.00	0.00	
Analyst Financial	1.00	1.00	0.00	
Analyst Research	3.00	3.00	0.00	
Assistant Accounts Payable	5.00	5.00	0.00	
Assistant Audit	2.00	2.00	0.00	
Assistant Clerical	1.00	1.00	0.00	
Assistant ExecutiveU-	1.00	1.00	0.00	
Associate Accountant	1.00	1.00	0.00	
Associate Auditor	3.00	1.00	(2.00)	Current Year Action
Auditor	2.00	4.00	2.00	Current Year Action
Comptroller	1.00	1.00	0.00	
Coordinator Budget and Management	3.00	3.00	0.00	
Coordinator Payroll Systems	1.00	1.00	0.00	
Deputy Comptroller	1.00	1.00	0.00	
Deputy Director Audits	1.00	1.00	0.00	
Director Audits	1.00	1.00	0.00	
Director Research and Policy	1.00	1.00	0.00	
Lead Auditor	5.00	5.00	0.00	
Manager Accounting Comptroller	1.00	1.00	0.00	
Manager Accounts Payable	1.00	1.00	0.00	
Manager Audit	2.00	2.00	0.00	
Manager Audit Compliance	1.00	1.00	0.00	
Manager Audit Forensic	1.00	1.00	0.00	
Manager Financial Capital Comptroller	1.00	1.00	0.00	
Manager Payroll	1.00	1.00	0.00	
Receptionist	1.00	1.00	0.00	
Secretary NR	1.00	0.00	(1.00)	Current Year Action
Specialist Payroll	9.00	9.00	0.00	
Sr. Accountant	1.00	2.00	1.00	Current Year Action
Sr. Assistant Clerical	1.00	1.00	0.00	
Sr. Assistant Executive	0.00	1.00	1.00	Current Year Action
Supervisor Accounting	1.00	1.00	0.00	
Supervisor Accounts Payable	1.00	1.00	0.00	
Supervisor Payroll	1.00	1.00	0.00	
Grand Total	**61.00**	**61.00**	**(0.00)**	

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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BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Variance
Expenditures					
Personnel Costs	$0	$2,970	$106,187	$449,481	$343,294
Operation Costs	$0	$40,551	$160,983	$180,213	$19,230
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$0	$0	$0	$0	$0
Total Expenditures	**$0**	**$43,521**	**$267,170**	**$629,694**	**$362,524**
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**	**$43,521**	**$267,170**	**$629,694**	**$362,524**
Effective Tax Levy*	**$0**	**$43,521**	**$199,681**	**$629,694**	**$430,013**
Personnel					
Full-Time Pos. (FTE)**	0.00	0.00	3.00	5.93	2.93
Seas/Hourly/Pool Pos.	0.00	0.00	0.00	0.00	0.00
Overtime $	$0	$0	$0	$0	$0

**The Effective Tax Levy excludes interdepartmental charges and fringe benefit costs.*
***The 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2017 Budget, 2016 Actual, and 2015 Actual FTEs are restated to reflect this change. Program Area tables include these changes as well.*

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) examines and defines 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.

In order to address a structural budgetary deficit caused primarily by growing pension and retiree health care costs, as well as reductions in support from the State, the 2018 Budget includes a vacancy and turnover increase of approximately one percent for most County departments for an overall savings of $1,877,496. The increased vacancy and turnover for OAAA is $5,088. In order to ensure that vacancy and turnover savings are realized, all requests to fill positions shall be reviewed and approved by the Department of Administrative Services before the position may be filled.

An expenditure reduction of $4,790 is included in this department to avoid an increase of the countywide vehicle registration fee of $30. This expenditure reduction shall be managed by the department to achieve a commensurate tax levy savings by seeking efficiencies to minimize the impact on the delivery of programs and services.

Prior to enacting any direct service cuts, departments will work with the Department of Administrative Services – Performance, Strategy, and Budget to identify opportunities to re-organize, streamline, consolidate, eliminate, or otherwise reduce duplication and the cost of administrative expenditures within County government. The initiative shall include a review of prior internal and external audits, consulting reports, workgroup activities, and studies. In addition, the effort should include a critical reassessment of any expenditure of contract funds for non-core services.

Major Changes in FY 2018: To support the development of 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, all existing positions are being sustained, with three positions that were created in 2017 also being funded as part of the 2018 budget cycle. The positions are: Research Analyst, and Community Engagement Coordinator, Executive Assistant.

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.

Strategic Program Area 1: Office on African American Affairs

Service Provision: **Discretionary**

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

What We Do: Activity				
Activity Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Performance Measures are not yet available for the Office on African American Affairs.				

How We Do It: Program Budget Summary					
Category	**2016 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$0	$43,521	$267,170	$629,694	$362,524
Revenues	$0	$0	$0	$0	$0
Tax Levy	$0	$43,521	$267,170	$629,694	$362,524
FTE Positions	0.00	0.00	3.00	5.93	2.93

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Performance Measures not yet available for the Office are on African American Affairs.				

Strategic Overview: 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 social justice reform, health metrics, education, and youth engagement.

Strategic Implementation: In 2018, OAAA will continue to implement a multi-modal strategy for addressing disparate challenges facing the African American community within Milwaukee County. This includes community outreach, data collection and analysis, fostering collaborative initiatives with governmental and non-governmental organizations (NGO's), and providing leadership in workforce development efforts. To meet the volume of these challenges, three positions in 2018 that were unfunded in 2017 are now funded.

The Research Analyst is responsible for conducting the research, analysis, and work product creation capacity contained in this position is critical for the successful functioning of the OAAA. Adding this position will provide the Office with great capacity to conduct its work in a rigorous, knowledgeable, and evidence-based way.

The Community Engagement Coordinator will be responsible for coordinating community interaction regarding OAAA activities and will act as a resource for county leadership on engaging with the community regarding office initiatives.

The Executive Assistant will be responsible for assisting the Director of OAAA as a liaison with internal departments, staying apprised of developing issues, coordinating calendar needs, managing and routing contracts and other documents, maintain folders for OAAA leadership, and provide packets with agendas and reports for committee cycles.

Office on African American Affairs Budgeted Positions				
Position Title	**2017 Budget**	**2018 Budget**	**Variance**	**Explanation**
Community Engagement Coord	0.00	1.00	1.00	Current Year Action
Dir Off on African Am Affairs	1.00	1.00	0.00	
Development Specialist	1.00	1.00	0.00	
Executive Assistant	0.00	1.00	1.00	Current Year Action
Research Analyst	0.00	1.00	1.00	Current Year Action
Research and Programs Coordinator	1.00	1.00	0.00	
Full Time Total	**3.00**	**6.00**	**3.00**	
Part Time Total	**0.00**	**0.00**	**0.00**	
Grand Total	**3.00**	**6.00**	**3.00**	

PERSONNEL REVIEW BOARD, CIVIL SERVICE COMMISSION, ETHICS BOARD (1120) BUDGET

UNIT NO. **1120**
FUND: **General — 0001**

Department: **Personnel Review Board, Civil Service Commission, Ethics Board**

BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Variance
Expenditures					
Personnel Costs	$233,441	$259,645	$213,205	$180,593	($32,612)
Operation Costs	$108,513	$54,061	$87,265	$97,885	$10,620
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$39,180	$66,049	$38,826	$0	($38,826)
Total Expenditures	**$381,133**	**$379,755**	**$339,296**	**$278,478**	**($60,818)**
Legacy/Healthcare/ Pension	$44,216	$80,156	$78,446	$0	(78,446)
Revenues					
Direct Revenue	$31	$45	$0	$0	$0
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$31**	**$45**	**$0**	**$0**	**$0**
Tax Levy	**$381,103**	**$379,711**	**$339,296**	**$278,478**	**($60,818)**
Effective Tax Levy*	**$258,468**	**$233,506**	**$300,211**	**$278,478**	**($21,733)**
Personnel					
Full-Time Pos. (FTE)**	2.5	2.5	2.5	3.0	0.50
Seas/Hourly/Pool Pos.	10.00	10.00	10.00	10.00	0.00
Overtime $	$0	$0	$0	$0	$0

**The Effective Tax Levy excludes interdepartmental charges and fringe benefit costs.*

*** The 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2017 Budget, 2016 Actual, and 2015 Actual FTEs are restated to reflect this change. Program Area tables include these changes as well.*

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.

Personnel 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.

In order to address a structural budgetary deficit caused primarily by growing pension and retiree health care costs, as well as reductions in support from the State, the 2018 Budget includes a vacancy and turnover increase of approximately one percent for most County departments for an overall savings of $1,877,496. The increased vacancy

and turnover for PRB, CSC, and Ethics Board is $11,004. In order to ensure that vacancy and turnover savings are realized, all requests to fill positions shall be reviewed and approved by the Department of Administrative Services before the position may be filled.

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 2018: The Ethics Board is partnering with IMSD to create an online filing system for Statements of Economic Interests (SEI's). The intent is to make the filing process easier for required filers and, thus, increase the ratio of SEI's filed versus those required filers who fail to file.

An expenditure reduction of $2,118 is included in this department to avoid an increase of the countywide vehicle registration fee of $30. This expenditure reduction shall be managed by the department to achieve a commensurate tax levy savings by seeking efficiencies to minimize the impact on the delivery of programs and services.

Prior to enacting any direct service cuts, departments will work with the Department of Administrative Services – Performance, Strategy, and Budget to identify opportunities to re-organize, streamline, consolidate, eliminate, or otherwise reduce duplication and the cost of administrative expenditures within County government. The initiative shall include a review of prior internal and external audits, consulting reports, workgroup activities, and studies. In addition, the effort should include a critical reassessment of any expenditure of contract funds for non-core services.

Strategic Program Area 1: Personnel Review Board

Service Provision: **Discretionary**

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

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Number of Meetings	27	26	27	27
Number of Cases Filed	135	115	55	60
Cases Closed	152	108	51	56
Number of Cases Heard by the PRB	43	37	20	22
Written Decisions Issued During the Year	82	64	17	19
Number of Determinations Appealed	3	4	2	3
Number of Pending Court Cases	5	5	4	3

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$276,319	$277,017	$228,503	$224,289	($4,214)
Revenues	$31	$45	$0	$0	$0
Tax Levy	$276,288	$276,973	$228,503	$224,289	($4,214)
FTE Positions	2.5	2.5	2.5	2.82	0.32
Part-Time Board Members	5.00	5.00	5.00	5.00	0.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Average Number of Days to Resolve a Case	59	42	27	45
Cases Closed in 90 Days	99 (76%)	92 (80%)	24 (43%)	80%
Days Between Hearing and Written Decision	61	38	41	45

Strategic Overview: Chapter 33 of the Milwaukee County General Ordinances delegates certain statutory duties of the Civil Service Commission to the PRB. The PRB provides a quasi-judicial forum in which to hear disciplinary suspensions, demotions, or discharges from a classified County service; to review grievance appeals under Chapter 17.205 of the Milwaukee County Ordinances; and to ensure the proper execution of County civil service rules, policies, and procedures.

Strategic Implementation: The 2018 Budget reflects the recent decrease in volume of charges for employee disciplinary matters and continued levels of service, training, and outreach. The 2018 Budget for the Professional Review Board maintains its 5 part-time non-County employee Board members as well as its high level of service.

Strategic Program Area 2: Civil Service Commission

Service Provision: **Mandated**

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

What We Do: Activity				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Number of Commission Meetings	8	5	3	6
Number of BHD Hearing Examiner Meetings	6	3	1	3
Number of BHD Disciplinary Cases Filed	28	9	6	3
Number of Disciplinary Cases Heard by the Commission	22	3	5	8
Requests to Transfer Positions from Classified to Unclassified	6	10	1	4
Merit System and Other Non-Disciplinary Appeals	1	1	0	0
Changes to Civil Service Rules	1	1	6	0

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$32,280	$13,722	$33,019	$30,404	($2,615)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$32,280	$13,722	$33,019	$30,404	($2,615)
FTE Positions	0.00	0.00	0.00	0.00	0.00
Part-Time Board Members	5.00	5.00	5.00	5.00	0.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Average Number of Days to Resolve a Case	49	48	45	49
Cases Closed in 90 Days	15 (68%)	7 (77%)	2 (67%)	80%
Days Between Hearing and Written Decision	206	153	111	90

Strategic Overview: The Civil Service Commission is comprised of five members. Appointments are made on the basis of recognized and demonstrated interest in and knowledge of the problems of civil service. The Commission meets bimonthly to hear the Hearing Examiner's recommendation, if any, concerning the suspension, demotion, or discharge of County employees and to make its determination. The Commission also hears requests to move certain positons within the County from classified to unclassified status (and vice versa) as well as requests concerning changes to the Civil Service System.

Strategic Implementation: The Civil Service Commission primarily conducts hearings on merit system violations by BHD employees and exercises administrative control over the merit system, including promulgation of the Civil Service Rules. Since 2014, the BHD has been 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 budget is devoted to legal fees for outside counsel and hearing examiners.

Strategic Program Area 3: Ethics Board

Service Provision: **Discretionary**

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

What We Do: Activity				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Meetings	5	6	5	6
Written Opinions	5	15	6	12
Investigation Requests/Verified Complaints Filed	4	5	5	7
Open Records Requests	4	4	5	6

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$72,534	$89,016	$77,774	$23,785	($53,989)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$72,534	$89,016	$77,774	$23,785	($53,989)
FTE Positions	0.00	00.0	0.00	0.00	0.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Average Number of Days to Issue Advisory	46	44	5	45
Average Number of Days to resolve Investigation Request/Complaint	88	83	81	80
Statement of Economic Interests Filings	97%	95%	86%	97%

Strategic Overview: The Ethics Board is comprised of six members, each from a different nominating authority leading a longstanding, broad-based Milwaukee County entity interested in good government and institutional integrity. The Board meets on a quarterly basis (more often if needed) to interpret the Ethics Code, provide formal advice via Advisory Opinions, develop educational materials, and investigate ethics complaints.

Strategic Implementation: The 2018 Budget allows increased levels of service, training, and outreach to the County employees, officials, and the public due to streamlined operations. The 2018 Budget maintains the Ethics Board's high level of service.

PRB, Civil Service Commission and Ethics Budgeted Positions				
Position Title	**2017 Adopted**	**2018 Budgeted**	**Variance**	**Explanation**
Administrator PRB Ethics Board	1.00	1.00	0.00	
Administrative Assistant	1.00	1.00	0.00	
Civil Serv. Comm. Member*	5.00	5.00	0.00	
Paralegal X	1.00	1.00	0.00	
PRB Member*	5.00	5.00	0.00	
Full Time Total	**3.00**	**3.00**	0.00	
Part Time Total	**10.00**	**10.00**	0.00	
Grand Total	**13.00**	**13.00**	**0.00**	

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

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BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Variance
Expenditures					
Personnel Costs	$2,822,962	$2,416,949	$1,799,226	$1,997,506	$198,280
Operation Costs	$149,934	$114,254	$164,850	$186,850	$22,000
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	($1,191,529)	($980,811)	($894,806)	($1,141,926)	($247,120)
Total Expenditures	**$1,781,367**	**$1,550,392**	**$1,069,270**	**$1,042,430**	**($26,840)**
Legacy Healthcare/Pension	*$577,378*	*$693,963*	*$696,363*	*$0*	*(696,363)*
Revenues					
Direct Revenue	$263,403	$166,862	$175,000	$175,000	$0
Intergov Revenue	$0	$5,455	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$263,403**	**$172,317**	**$175,000**	**$175,000**	**$0**
Tax Levy	**$1,517,964**	**$1,378,075**	**$894,270**	**$867,430**	**($26,840)**
Effective Tax Levy*	**$1,677,885**	**$1,664,924**	**$1,789,076**	**$2,009,356**	**$220,280**
Personnel					
Full-Time Pos. (FTE)**	20.00	20.00	19.90	22.51	2.61
Seas/Hourly/Pool Pos.	0.00	0.00	0.00	0.00	0.00
Overtime$	$39	$2,572	$0	$0	$0

**The Effective Tax Levy excludes interdepartmental charges and fringe benefit costs.*
***The 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2017 Budget, 2016 Actual, and 2015 Actual FTEs are restated to reflect this change. Program Area tables include these changes as well.*

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 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.

In order to address a structural budgetary deficit caused primarily by growing pension and retiree health care costs, as well as reductions in support from the State, the 2018 Budget includes a vacancy and turnover increase of approximately one percent for most County departments for an overall savings of $1,877,496. The increased vacancy and turnover for the Office of Corporation Counsel is $21,204. In order to ensure that vacancy and turnover savings are realized, all requests to fill positions shall be reviewed and approved by the Department of Administrative Services before the position may be filled.

Major Changes in FY 2018:

- One Paralegal position and one Assistant Corporation Counsel position are added to expedite the drafting of plan county pension plan administration changes and coordinate the pension plan review process.
- One Legal Assistant position is added.
- The Office of Corporation Counsel will also coordinate with the Department of Administrative Services, Risk Management Division and the Department of Human Resources to explore and, if appropriate, establish new crosscharges for work performed by the Office of Corporation Counsel related to the pension fund or eligible insurance claims.
- The Office of Corporation Counsel shall provide a written report to the County Board by the March 2018 cycle on examples, options, best practices, and strategies for implementation of a Citizen Review Board for Milwaukee County, including staff and resource requirements. The purpose of the Citizen Review Board is to review incidents and citizen complaints regarding Milwaukee County law enforcement and correctional officers.
- An expenditure reduction of $17,714 is included in this department to avoid an increase of the countywide vehicle registration fee of $30. This expenditure reduction shall be managed by the department to achieve a commensurate tax levy savings by seeking efficiencies to minimize the impact on the delivery of programs and services.
- Prior to enacting any direct service cuts, departments will work with the Department of Administrative Services - Performance, Strategy, and Budget to identify opportunities to re-organize, streamline, consolidate, eliminate, or otherwise reduce duplication and the cost of administrative expenditures within County government. The initiative shall include a review of prior internal and external audits, consulting reports, workgroup activities, and studies. In addition, the effort should include a critical reassessment of any expenditure of contract funds for non-core services.

Strategic Program Area 1: Corporation Counsel

Service Provision: **Mandated**

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

What We Do: Activity Data				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
This service area does not have activity data at this time.				

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$1,781,367	$1,550,392	$1,069,270	$1,042,430	($26,840)
Revenues	$263,403	$172,317	$175,000	$175,000	$0
Tax Levy	$1,517,964	$1,378,075	$894,270	$867,430	($26,840)
FTE Positions	20.00	20.00	19.90	22.51	2.61

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Performance Measures have not yet been created for this service area.				

Strategic Overview: The Office of the Corporation Counsel serves as chief legal counsel to all Milwaukee County departments, employees and elected officials.

Corporation Counsel Budgeted Positions				
Position Title	**2017 Budget**	**2018 Budget**	**Variance**	**Explanation**
Assistant Corporation Counsel	10.00	11.00	1.00	Create
Assistant Executive	1.00	0.00	(1.00)	Current Year Action
Assistant Legal	2.00	3.00	1.00	Create
Chief Corporation Counsel	1.00	1.00	0.00	
Deputy Corporation Counsel	2.00	2.00	0.00	
Paralegal	2.90	5.00	2.10	1 Create 1.10 Current Year Action
Sr. Coordinator Office	1.00	1.00	0.00	
Grand Total	**19.90**	**23.00**	**3.10**	

BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2017/2016 Variance
Expenditures					
Personnel Costs	$5,746,137	$6,410,008	$5,203,857	$4,367,378	($836,479)
Operation Costs	$442,710	$605,033	$814,072	$920,545	$106,473
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$672,972	$796,348	$864,879	$119,592	($745,287)
Total Expenditures	**$6,861,819**	**$7,811,390**	**$6,882,808**	**$5,407,515**	**($1,475,293)**
Legacy/Healthcare/Pension	*$1,305,493*	*$1,625,830*	*$1,645,089*	*$236,569*	*($1,408,520)*
Revenues					
Direct Revenue	$1,451,480	$1,566,613	$1,596,669	$1,588,117	($8,552)
Intergov. Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$1,451,480**	**$1,566,613**	**$1,596,669**	**$1,588,117**	**($8,552)**
Tax Levy	**$5,410,340**	**$6,244,777**	**$5,286,139**	**$3,819,398**	**($1,466,741)**
Effective Tax Levy*	**$2,405,248**	**$2,787,747**	**$2,914,476**	**$3,173,050**	**$258,574**
Personnel					
Full-Time Pos. (FTE)**	56.00	56.00	54.87	60.45	5.58
Seas/Hourly/Pool Pos.	0.00	0.00	0.00	0.00	0.00
Overtime $	$33,901	$40,732	$0	$0	$0

**The Effective Tax Levy excludes interdepartmental charges and fringe benefits.*
*** The 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2017 Budget, 2016 Actual, and 2015 Actual FTEs are restated to reflect this change. Program Area tables include these changes as well.*

Department Mission: 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.

Department Description: The Department of Human Resources consists of six (6) service areas which include the Director's Office; Total Rewards; Employee Relations; Talent Acquisition & HR Operations; Learning & Development; Benefits & HR Metrics; Retirement Plan Services.

In order to address a structural budgetary deficit caused primarily by growing pension and retiree health care costs, as well as reductions in support from the State, the 2018 Budget includes a vacancy and turnover increase of approximately one percent for most County departments for an overall savings of $1,877,496. The increased vacancy and turnover for Human Resources is $50,880. In order to ensure that vacancy and turnover savings are realized, all requests to fill positions shall be reviewed and approved by the Department of Administrative Services before the position may be filled.

2018 Changes: One position of HR Analyst 3 is authorized but not funded in 2018 and may be filled if the department is able to identify funding from other vacant positions, unexpended funds, or revenues.

An expenditure reduction of $37,686 is included in this department to avoid an increase of the countywide vehicle registration fee of $30. This expenditure reduction shall be managed by the department to achieve a commensurate tax levy savings by seeking efficiencies to minimize the impact on the delivery of programs and services.

Prior to enacting any direct service cuts, departments will work with the Department of Administrative Services – Performance, Strategy, and Budget to identify opportunities to re-organize, streamline, consolidate, eliminate, or otherwise reduce duplication and the cost of administrative expenditures within County government. The initiative shall include a review of prior internal and external audits, consulting reports, workgroup activities, and studies. In addition, the effort should include a critical reassessment of any expenditure of contract funds for non-core services.

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 Actual**	**2017 Target**	**2018 Target**
Activity Data is not yet tracked for this service				

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$1,245,683	$985,905	$659,388	$278,146	($381,242)
Revenues	$5,420	$6,720	$6,200	$200	($6,000)
Tax Levy	$1,240,263	$979,185	$653,188	$277,946	($375,246)
FTE Positions	4.00	4.00	1.75	1.82	0.07

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Overall County Engagement Score that meets or beats industry average (54%): 2016 Actual = 51% 2017 Goal = NA 2018 Goal = 54% Overall County Engagement Survey Participation Rate of at least 65%: 2016 Actual = 69% 2017 Goal = NA 2018 Goal = 75% All County Departments under the County Executive will develop at least 1 SMART goal and action plan as a result of the Engagement Survey. 2016 Actual: NA 2017 Goal = 100% 2018 Goal = 100%				

Strategic Implementation: The Director's Office develops and drives overall long-term vision for Human Resources, while ensuring effective execution of all HR service areas on a day-to-day basis. Other duties include administering human resources programs, leading key County initiatives, and developing & launching the County's diversity & inclusion strategies and programming. 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.

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 Actual**	**2017 Target**	**2018 Target**
Number of Compensation Requests	---	---	1,000	1,000
Number of Positions Analyzed	---	---	375	400
Recommended Compensation Adjustments	---	---	600	750

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2017/2016 Var**
Expenditures	$755,730	$710,959	$607,579	$405,156	($202,423)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$755,730	$710,959	$607,579	$405,156	($202,423)
FTE Positions	6.00	6.00	5.45	6.00	0.55

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2016 Target**	**2017 Target**
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 Actual**	**2017 Target**	**2018 Target**
Number of Employment Investigations	--	37	70	70

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2017/2018 Var**
Expenditures	$1,850,875	$1,965,074	$1,635,096	$1,174,093	($461,003)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$1,850,875	$1,965,074	$1,635,096	$1,174,093	($461,003)
FTE Positions	18.00	18.00	17.32	19.00	1.68

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Cycle Time	60 Days	98 Days	60 Days	45 Days

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. The Department is also responsible for establishing productive workplace relationships and open communication practices. These workplace enhancement activities mitigate employment-related risk for Milwaukee County and ultimately assist business units in achieving productive working relationships, and a results oriented culture.

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 collective bargaining.

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	**2016 Actual**	**2017 Budget**	**2018 Budget**
Job Requisitions	469	575	585
Applications Processed	19,983	18,000	17,500
New Employees Oriented	697	680	700
Central NEO Sessions	26	26	26
Background Checks	385	700	1800
Pre-Employment Health Screens/Drug Tests	450	700	275

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2017/2018 Var**
Expenditures	$881,700	$1,243,345	$1,009,216	$797,832	($211,384)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$881,700	$1,243,345	$1,009,216	$797,832	($211,384)
FTE Positions	7.00	7.00	7.35	8.00	0.65

How Well We Do It: Performance Measures				
Performance Measure	**2016 Budget**	**2016 Actual**	**2017 Budget**	**2018 Budget**
Cycle Time	60 Days	98 Days	60 Days	45 Days

Strategic Implementation: The Talent Acquisition division administers and monitors the recruitment process at Milwaukee County. This effort includes sourcing candidates, attending recruitment events, posting job vacancies, assessing applicant qualifications, developing and administering applicant performance tests, and distributing qualified candidates to department heads and hiring managers. The Talent Acquisition area is focused on creating and building a comprehensive outreach plan that will develop and secure the best possible high performing 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 Actual**	**2017 Target**	**2018 Target**
Training Sessions Completed – Instructor Led	--	110	270	150
Training Sessions Completed - Online	--	10,568	130	12,000
Training Participants – Instructor Led	--	947	1,150	1,000
Training Participants - Online	--	2476	4,200	2,600

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2017/2016 Var**
Expenditures	$269,322	$564,198	$649,527	$560,867	($88,660)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$269,322	$564,198	$649,527	$560,867	($88,660)
FTE Positions	3.00	3.00	4.00	4.00	0.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2015 Actual**	**2016 Target**	**2017 Target**
Participant skill deployment using Kirkpatrick model assessment methodology for Levels 1, 2 and 3.				

Strategic Implementation: Learning & Development is committed to sustaining a learning environment at Milwaukee County that creates career growth, engagement and opportunity by encouraging employees and leaders to develop their skills and abilities. This department 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 learning opportunities announced through the use of multiple internal media outlets. A more structured employee development approach is available through the Leadership Excellence and Management Development programs. The Leadership Excellence Program through its nomination process targets mid-level leaders and the Management Development Program supports intermediate skill development to front-line supervisors. The Learning & Development Department 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.

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 Actual**	**2017 Target**	**2018 Target**
Life Status Events Processed	--	865	800	850
Customer Service Calls	--	6006	7,000	7250
Customer Service Emails	--	1260	400	1250

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2017/2018 Var**
Expenditures	$654,284	$787,167	$731,534	$603,504	($128,030)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$654,284	$787,167	$731,534	$603,504	($128,030)
FTE Positions	5.00	5.00	6.00	6.00	0

How Well We Do It: Performance Measures				
Performance Measure	**2016 Budget**	**2016 Actual**	**2017 Budget**	**2018 Budget**
Wellness Participation	70%	N/A	65%	68%
Response to initial Benefit inquiries within 1 business day	95%	N/A	95%	96%

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 Actual**	**2017 Target**	**2018 Target**
Number of retirees receiving benefits	--	8,165	8,279	8,300
Retirements Processed	--	291	300	300
Process out Deceased Members	--	278	300	300
Customer Service Calls*	--	10,000	12,000	14,000
Customer Service Emails*	--	4,000	4,500	5,000
Research Legal Issues / Compliance*	--	75	53	100
Open Records Request Responses*	--	30	6	75

*Numbers are approximate

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2017/2016 Var**
Expenditures	$1,204,226	$1,554,742	$1,590,469	$1,587,917	($2,552)
Revenues	$1,446,060	$1,559,893	$1,590,469	$1,587,917	($2,552)
Tax Levy	($241,834)	($5,151)	$0	$0	$0
FTE Positions	13.00	13.00	13.00	13.00	0.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
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 some 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 $1.3m 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	**2017 Budget**	**2018 Budget**	**Variance**	**Explanation**
Analyst Compensation	2.00	0.00	(2.00)	Current Year Action
Analyst Retirement	4.00	4.00	0.00	
AnalystFinancialRetirement	1.00	1.00	0.00	
AnalystInfoSystemRetirement	1.00	1.00	0.00	
Assistant Administrative HR	1.00	1.00	0.00	
Assistant Training & Developm-	1.00	0.00	(1.00)	Current Year Action
AssistantCompensation/HRIS	1.00	1.00	0.00	
AssistantEmployment	1.00	1.00	0.00	
ChiefHumanResourcesOfficer	1.00	1.00	0.00	
Clerical Spec HR - ERS (NR)	1.00	1.00	0.00	
Clerical Spec HR (NR)	2.00	2.00	0.00	
CoordinatorEmployeeTraining	0.00	1.00	1.00	Current Year Action
CoordinatorLMSTraining-	1.00	1.00	0.00	
CoordinatorPre-Employment	1.00	1.00	0.00	
CoordinatorWellness	1.00	1.00	0.00	
Director Benefits	1.00	0.00	(1.00)	Current Year Action
Director Retirement Plan Svcs	1.00	1.00	0.00	
DirectorCompensation/HRIS	1.00	1.00	0.00	
DirectorEmployeeRelations	1.00	1.00	0.00	
DirectorHROpsandTalAcq	1.00	1.00	0.00	
DirectorTotalRewards	0.00	1.00	1.00	Current Year Action
Employee Develop Coord	1.00	0.00	(1.00)	Current Year Action
Generalist Human Resources	0.00	4.00	4.00	Current Year Action
Human Res Analyst 1	2.00	0.00	(2.00)	Current Year Action
HumanResAnalyst1NM	0.00	2.00	2.00	Current Year Action
Human Res Analyst 1 - Bil/Span	1.00	0.00	(1.00)	Current Year Action
Human Res Analyst 2 - Bil/Span	0.00	1.00	1.00	Current Year Action
Human Res Coord CSE	1.00	0.00	(1.00)	Current Year Action
Human Res Coord Sheriff	1.00	0.00	(1.00)	Current Year Action
HumanResAnalyst2-EmpBen	2.00	2.00	0.00	
HumanResBusinessPartner	7.00	6.00	(1.00)	Underfill
LeadAssistantCompensation/HR	1.00	1.00	0.00	

Position Title	2017 Budget	2018 Budget	Variance	Explanation
LeadCompensationAnalyst	0.00	1.00	1.00	Current Year Action
Manager Benefits-	1.00	0.00	(1.00)	Current Year Action
ManagerBenefitsandHRIS	0.00	1.00	1.00	Current Year Action -
ManagerHumanResources	1.00	1.00	0.00	
ManagerProgramLeaveADACompl	1.00	1.00	0.00	
ManagerRecruitment	1.00	1.00	0.00	
ManagerRetirementServices	1.00	1.00	0.00	
ManagerTrainingDevelopment-	1.00	1.00	0.00	
Mgmt Asst - Human Res	6.00	6.00	0.00	
Receptionist-	1.00	1.00	0.00	
SpecialistDevelandTraining	0.00	1.00	1.00	Current Year Action
SpecialistHRSystems/Comp	1.00	2.00	1.00	Current Year Action
SrAnalystFinancialRetiremnt-	1.00	1.00	0.00	
SrAnalystPension-	1.00	1.00	0.00	
SrAssistantExecutive-	1.00	1.00	0.00	
Full Time Total	**57.00**	**61.00**	**4.00**	
Part Time Total	**0.00**	**0.00**	**0.00**	
TOTAL	**57.00**	**61.00**	**4.00**	

Human Resources Authorized Unfunded Positions				
Position Title	**2017 Budget**	**2018 Budget**	**Variance**	**Explanation**
HR Analyst 3	0.00	1.00	1.00	Create
Coordinator Diversity and Inclusion	0.00	1.00	1.00	Create
Outward Facing Recruiter	0.00	1.00	1.00	Create
Recruitment Rep	0.00	1.00	1.00	Create

BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Variance
Expenditures					
Personnel Costs**	$25,119,165	$28,086,968	$23,981,878	$17,302,068	($6,679,810)
Operation Costs	$40,642,126	$40,417,648	$43,083,371	$42,217,665	($865,706)
Debt & Depreciation	$855,176	$1,067,528	$2,386,912	$2,501,297	$114,385
Capital Outlay	$2,756,237	$2,887,874	$2,875,257	$2,833,101	($42,156)
Interdept. Charges	$8,082,398	$8,448,076	$8,451,967	$1,738,354	($6,713,613)
Total Expenditures**	**$77,455,101**	**$80,908,094**	**$80,779,387**	**$66,592,484**	**($14,186,903)**
Legacy Healthcare-Pension	*$6,441,278*	*$8,184,305*	*$7,184,148*	*$94,590*	*($7,089,558)*
Revenues					
Direct Revenue	$15,963,140	$13,011,262	$13,499,448	$12,402,259	($1,097,189)
Intergov Revenue	$641,006	$456,920	$532,278	$452,278	($80,000)
Indirect Revenue	$54,150,816	$57,820,751	$34,641,318	$6,165,626	($28,475,692)
Total Revenues	**$70,754,962**	**$71,288,934**	**$48,673,044**	**$19,020,163**	**($29,652,881)**
Tax Levy	**$6,700,139**	**$9,619,160**	**$32,106,343**	**$47,572,321**	**$15,465,981**
Effective Tax Levy*	**$42,140,125**	**$47,693,759**	**$52,943,020**	**$51,800,223**	**($1,142,797)**
Personnel					
Full-Time Pos. (FTE)**	216.10	226.88	245.39	225.21	(20.18)
Seas/Hourly/Pool Pos.	3.50	3.50	4.00	5.00	1.00
Overtime $	$376,421	$405,216	$320,376	$299,832	($20,544)

** This Effective Tax Levy excludes interdepartmental charges and fringe benefit costs.*
*** The 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2017 Budget, 2016 Actual, and 2015 Actual FTEs are restated to reflect this change. Program Area tables include these changes as well.*

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.

Department Description: DAS provides a wide variety of support 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 ensures the health and safety of our employees, residents, and guests utilizing County services and facilities.

- Central Business Office (CBO) 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), Land Information Office (LIO) formerly under Economic Development, 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 2016, the Department of Administrative Services (DAS) received recognition for the Commitment level of the Wisconsin Forward Award, which is administered by the Wisconsin Center for Performance Excellence and is based upon the National Baldrige Quality Award. A set of core values are used to determine an organization's performance level, including leadership, strategy, customers, workforce, operations and results in order to successfully meet each criteria. DAS must identify an approach for each criteria as well as methods of deployment, learning and integration of the processes to continually improve the organization. DAS's next goal is to achieve the Proficiency level award in 2018.

Using maturity models (IT and non-IT specific), DAS Divisions have developed specific goals that will assist the Department in achieving the Proficiency level and beyond. The maturity scale that most DAS Divisions are using defines the stages of maturity as follows: (1) Reacting, (2) Improvement, (3) Systematic, (4) Strategic and (5) Innovative. The Information Management Services Division (IMSD) is using a similar scale developed by Gartner, Inc., a research and advisory firm for information technology. It is expected that each DAS Division and the Department as a whole will achieve defined maturity goals by employing the Baldrige criteria framework.

In order to address a structural budgetary deficit caused primarily by growing pension and retiree health care costs, as well as reductions in support from the State, the 2018 Budget includes a vacancy and turnover increase of approximately one percent for most County departments for an overall savings of $1,877,496. The increased vacancy and turnover for the Department of Administrative Services is $210,972. In order to ensure that vacancy and turnover savings are realized, all requests to fill positions shall be reviewed and approved by the Department of Administrative Services before the position may be filled.

An expenditure reduction of $445,649 is included in this department to avoid an increase of the countywide vehicle registration fee of $30. This expenditure reduction shall be managed by the department to achieve a commensurate tax levy savings by seeking efficiencies to minimize the impact on the delivery of programs and services.

Prior to enacting any direct service cuts, departments will work with the Department of Administrative Services – Performance, Strategy, and Budget to identify opportunities to re-organize, streamline, consolidate, eliminate, or otherwise reduce duplication and the cost of administrative expenditures within County government. The initiative shall include a review of prior internal and external audits, consulting reports, workgroup activities, and studies. In addition, the effort should include a critical reassessment of any expenditure of contract funds for non-core services. This amendment would have no tax levy impact.

Strategic Program Area 1: DAS Management

Service Provision: **Mandated**

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

What We Do: Activity				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Climb Maturity Scale	N/A	N/A	2	2.5

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$554,959	$579,554	$447,109	$1,694	($445,415)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$554,959	$579,554	$447,109	$1,694	($445,415)
FTE Positions	3.00	3.00	3.00	0.73	(2.27)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Wisconsin Forward Award	N/A	Commitment	N/A	Proficient

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

Strategic Implementation: Each Division within the Department of Administrative Services is working towards the Departmental goal of climbing the maturity scale, consistent with the Baldrige quality criteria. Below is a summary of major changes that drive the Divisions closer to that goal.

- The Central Business Office continues to improve organizational alignment through the creation of an Associate Accountant position that will replace the position of Account Analyst upon vacancy in early 2018.

- The Community Business Development Partners will integrate contract information from Marketplace Central into B2G Now and start exploring ways to report and monitor employment and residential hiring associated with Milwaukee County projects using LCP Tracker online software system.

- Economic Development will advance in the centralization of lease administration and reposition the Land Information Office under DAS-Facilities Management Division which will enable the office to strengthen its focus on countywide economic development initiatives.

- The Land Information Office is transferred to the Facilities Management Division.
- A Cybersecurity program is created in the Information Management Services Division to protect Milwaukee County from cyber threats through the development of an Information Security Management Program (IMSP).

- Risk Management will complete centralization of its countywide safety management and loss control program through the addition of a Risk Management position for the Milwaukee County Parks Department.

- Rentals at both Wil-O-Way Grant and Wil-O-Way Underwood will increase for the first time since 2013. Significant capital and major maintenance improvements have been made to the buildings that have attracted new customers as well as retained current customers including Adult Day Services of Southeast Wisconsin and Goodwill Industries.

Strategic Program Area 2: DAS Central Business Office

Service Provision: **Administrative**

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

What We Do: Activity				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Climb Maturity Scale	N/A	2	3	3.5

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$949,246	$1,157,158	$1,247,745	$720,684	($527,061)
Revenues	$0	$1,855	$0	$0	$0
Tax Levy	$949,246	$1,155,302	$1,247,745	$720,684	($527,061)
FTE Positions	9.00	13.00	11.00	11.00	0.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
No. of Procedures (Intra & Inter Departmental) Developed and Trained On	N/A	N/A	5	5

Strategic Overview: The Central Business Office (CBO) was created in 2015 to provide centralized financial support for the Department of Administrative Services and Office of Emergency Management and countywide support for the development of administrative procedures and graphic support services. Financial support includes budgeting, accounting, accounts receivable and financial analysis. The CBO is also responsible for day-to-day administration of the Administrative Manual of Operating Procedures (AMOP) and the Department's legislative process. Graphic support services include staffing the Communications & Branding Workgroup, assisting in the development of countywide graphics and communications standards, and supporting the design and maintenance of content on the County's website.

It is envisioned that the CBO will become a countywide resource for continuous improvement, project management and change management. In 2018, the Central Business Office will be working with cross-Departmental teams to develop models for countywide implementation of continuous improvement and project management program. It is anticipated that a change management program will be developed in 2019. Such programs and their related processes are critical to the provision of high quality and efficient programs and services and are time-tested approaches for achieving successful implementation of the Baldrige criteria framework.

Strategic Implementation: The Central Business Office will achieve its strategic goals by climbing the maturity scale from Level 2 – "Improvement" of the maturity scale to Level 3 "Systematic" through the continued development of inter- and intra-departmental processes. When the CBO was first established, there were no processes in place. Tasks were performed at an ad hoc level. Over time, several processes, such as acquisition of contracted personnel have been developed that govern day-to-day operations and interactions with other DAS Divisions. Many of these

processes are internal and have allowed the CBO to perform some tasks systematically.

Maturity will also be achieved by increasing employee engagement and soliciting customer feedback. Professional growth and improved communications have been identified as the core strategies for improving employee engagement. While customer feedback has been largely informal, graphic support services has developed and will continue to refine tools for effectively receiving feedback from customers. Survey results and empirical feedback will be integrated back into existing procedures for continuous improvement purposes.

Organizationally, the position of Account Analyst, which was transferred into the CBO when it was created in 2015, will be abolished upon vacancy in the first quarter of 2018. A new position of Associate Accountant is being requested for creation in the second quarter of 2018 to better align with the CBO's duties. This will assist in the maturing of the CBO as one of its main purposes is to ensure cross-training of staff on more than one department's or division's budgets. These position changes will result in a tax levy savings of approximately $5,300 in 2018.

Strategic Program Area 3: DAS Procurement

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Service

What We Do: Activity				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Price Agreements – With Budget Year Start Date	N/A	151	170	180
Requisitions Processed to Purchase Order Annually	N/A	16,621	17,500	17,775
Sealed Public Bids	32	60	70	70
Request For Proposals – Procurement Administered	23	31	40	40

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$1,009,011	$1,284,065	$1,278,778	$607,331	($671,447)
Revenues	$81	$0	$0	$0	$0
Tax Levy	$1,008,931	$1,284,065	$1,278,778	$607,331	($671,447)
FTE Positions	7.00	8.00	8.00	8.00	0.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Spend Under Management (Aberdeen Benchmark[1])	0	42%	50%	55%
Cycle Time (Requisition to Purchase Order) – Percentage Under 2 Days	0	65.5%	70.0%	75.0%
Sealed Bid Responses (Average Responses/Bid)	0	3.3	3.8	4.0
MarketPlace Central[2] Use – Unique Users/Month Peak	0	371 (June 2016)	400	450

Strategic Overview: Under Milwaukee County Ordinance Chapter 32.22, the Procurement Division is responsible for the development and implementation of certain procurement related administrative procedures. The Procurement Division provides leadership, support and services to all Milwaukee County agencies regarding public procurement and contracting. In addition, the Division is responsible for maintaining ethical standards to ensure fair and open procurements.

[1] A benchmark developed by the Aberdeen Group, a technology and services company that provides sales and marketing analytics to customers.
[2] Milwaukee County's eProcurement software tool.

Strategic Implementation: Procurement will continue implementation of a broad-based technology initiative that began in 2015 with the implementation of a new procurement module included in the ERP project.. During 2018, all competitive acquisitions will be migrated to technology platforms that permit visibility and a broader base of potential participants in Milwaukee County contracting. MPC provides for establish metrics for performance evaluation.

Additionally, Procurement will continue implementation of Chapter 42 Targeted Business Enterprise strategies, in partnership with Community Business Development Partners, to identify and increase participation in contracting opportunities for these businesses.

Procurement's goal is to achieve 'model government' status. In 2018, Procurement will work towards being a model procurement agency by developing a formal assignment of sourcing, processes and contracting authority through the training and development of countywide skills in sourcing and performance-based contracting. The Procurement Division's focus will be on solution-based procurement for countywide and individual department needs.

Strategic Program Area 4: Community Business Development Partners

Service Provision: **Mandated**

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

What We Do: Activity				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Certifications	N/A	412	420	425
Committed Contract Value to Targeted Businesses	$593,308	$912,305	$992,000	$1,200,000

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$938,266	$1,037,664	$850,418	$577,934	($272,484)
Revenues	$883	$0	$0	$0	$0
Tax Levy	$937,383	$1,037,664	$850,418	$577,934	($272,484)
FTE Positions	7.00	7.00	7.00	7.00	0.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Total Number of DBE Firms Certified	499	1130	1131	1150

Strategic Overview: The Community Business Development Partners (CBDP) Division is responsible for designing, implementing, monitoring and enforcing Milwaukee County Targeted Business Enterprise (TBE), Small and Disadvantaged Business Enterprise (DBE) programs in compliance with County Ordinances and Federal Regulations.

The CBDP Division is responsible for the certification of minority and women owned businesses under the Disadvantaged Business Enterprise (DBE) program. In addition, the CBDP Division is responsible for the monitoring of contracts to insure that DBE participation goals of 17 percent and 25 percent for professional services and construction, respectively, are in compliance.

The CBDP Division submits routine reports to the Milwaukee County Board of Supervisors, the Federal Aviation Administration (FAA), and the Federal Transportation Administration (FTA) on DBE and TBE participation associated with Federal and Milwaukee County spend.

The CBDP Division promotes utilization of small businesses through community outreach efforts and participates in small business development and technical assistance initiatives. One example is the administration of a revolving loan program that provides short-term financial assistance to qualifying DBE companies working on Milwaukee County contracts. The CBDP Division participates in small business seminars on effective business operations and contracting practices for the goal of increasing the overall economic viability of targeted, small and disadvantaged businesses throughout Milwaukee County and the region.

Strategic Implementation: To better serve Milwaukee County departments and the small business community, the CBDP Division has created an operational approach to meet demands of both Milwaukee County departments and Targeted businesses. The CBDP Division has three business units: Construction Compliance, Procurement Compliance, and Strategy & Analysis. The Construction and Procurement compliance business units have a dual function. They are 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 report on the economic impact Milwaukee County spend has on communities in Southeastern Wisconsin.

The implementation of Business 2 Government Now (B2G Now) online certification and contract payment system is key for monitoring payments to DBE and TBE companies. The tracking of payments to Targeted companies will give an accurate report of participation related to the goals established by the CBDP Division. For example, if committed participation goals for contracts awarded over a twelve month period is 30 percent; actual payment to Targeted companies at the end of the twelve month period should be 30 percent or greater. The goal for 2018 and beyond is to integrate contract information from Marketplace Central into B2G Now. The integration of B2G Now and Marketplace Central will greatly streamline the monitoring of contracts and increase efficiencies by minimizing data handling. To add to the overall strategy of reporting the economic impact, the CBDP Division will start exploring ways to report and monitor employment and residential hiring associated with Milwaukee County projects using LCP Tracker online software system. The combination of B2G Now and LCP Tracker will provide an overall assessment of the economic impact on communities within Milwaukee County.

Strategic Program Area 5: Performance, Strategy & Budget

Service Provision: **Mandated**

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

What We Do: Activity				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
# of Budgets Produced	2	2	2	2
Organizational Budgets	82	82	82	82
Total Expenditure Budget	$1,526,233,474	$1,374,343,192	$1,106,275,726	$1,100,000,000

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$1,201,328	$1,217,490	$1,123,400	$656,800	($466,600)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$1,201,328	$1,217,490	$1,123,400	$656,800	($466,600)
FTE Positions	7.00	7.00	8.00	8.00	0.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Bond Agency Rating	Fitch IBCA: AA+ Moody's: Aa2 S&P: AA	Fitch IBCA: AA+ Moody's: Aa2 S&P: AA	Fitch IBCA: AA+ Moody's: Aa2 S&P: AA	Fitch IBCA: AA+ Moody's: Aa2 S&P: AA
Satisfaction Survey	N/A	95%	95%	95%

Strategic Overview: The Division of Performance, Strategy and Budget supports the County's efforts toward long-term financial sustainability. The Division leads the development and implementation of the County's annual operating and capital budgets and supports long-term strategic and financial planning process and performance measurement systems.

Strategic Implementation: The Division of Performance, Strategy and Budget is continuing to serve 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. 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.

Strategic Program Area 6: Reimbursement

Service Provision: **Administrative**

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

What We Do: Activity				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
# of TRIP Accounts	39,464	41,663	N/A	N/A

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$44,048	$65,534	$0	$0	$0
Revenues	($784)	$0	$0	$0	$0
Tax Levy	$44,832	$65,534	$0	$0	$0
FTE Positions	1.00	1.00	0.00	0.00	0.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Performance Measures have not yet been created for this program area.				

Strategic Overview: This program area will not be continued in 2018.

Strategic Program Area 7: Information Management Services Division (IMSD)–Project Management, Execution and Governance

Service Provision: **Administrative**

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

What We Do: Activity				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
# of New IT Projects Requested	N/A	25	37	40
# of IT Projects Managed	N/A	45	52	TBD
# of Contracts Managed	N/A	100	125	150

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$2,188,764	$2,803,355	$2,315,942	$1,332,405	($983,537)
Revenues	$2,248,775	$2,814,982	$1,419,224	$0	($1,419,224)
Tax Levy	($60,011)	($11,627)	$896,718	$1,332,405	$435,687
FTE Positions	13.55	13.50	13.00	15.01	2.01

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
% of Projects Completed per Approved Schedule*	88%	86%	88%	90%
IT Maturity Score	N/A	1.8	2.3	2.8

**Metric is calculated between project initiation and go-live with a 2 week grace period. Project dates can be changed if project change request is approved.*

Strategic Overview:
This program area is includes IMSD administration, project management and business development functions.

Strategic Implementation:
In 2018, the Governance Team will continue to advance County IT maturity by optimizing IMSD's business and technical processes. The goal is to achieve a score of 2.8 which indicates a Sustainable IT organization. The Governance Team tracks IT Maturity through Metrics in the following areas:

- Infrastructure and Operations;
- Project and Portfolio Management;
- Process Management; and
- Application Strategy and Delivery.

Strategic Program Area 8: Applications Development

Service Provision: **Administrative**

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

What We Do: Activity				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Tier II (Application-Related) Service Tickets	2,228	2,283	2,168	2,060
Applications Supported	Unknown	524	524	52

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$2,673,008	$1,690,359	$1,533,432	$1,119,939	($413,493)
Revenues	$2,700,243	$1,690,359	$818,962	$0	($818,962)
Tax Levy	($27,235)	($0)	$714,470	$1,119,939	$405,469
FTE Positions	12.00	12.00	14.50	13.55	(0.95)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Innovation Projects Completed (Increased Value Added Activites)	N/A	N/A	1	15
Teir II (Application-Related) Support Tickets Received	N/A	2,544	2,289	2,060
Mean Time to Ticket Resolution (Hours)*	N/A	N/A	N/A	8.5 hrs.
IT Team time % of project work/time % of support time	N/A	N/A	35% 65%	20% Support 80% Project

Strategic Overview:
The Application Development Strategic Program Area is responsible for the design, delivery, and support of County technology applications.

Strategic Implementation:
In 2018, this Strategic Program Area will continue to:

- Increase capacity by improving administrative processes;
- Decrease the County's software footprint where practicable;
- Transition from legacy, non-supported applications to modern applications; and
- Focus on root cause analysis, or correcting issues before the issues occur.

Strategic Program Area 9: IMSD Infrastructure Services

Service Provision: **Administration**

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

What We Do: Activity				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Storage Capacity (TB)	250	250	260	270
Number of Switches Maintained	395	395	370	395
Number of Routers Maintained	44	49	42	41
Number of Wireless Access Points	290	297	339	351
Number of Virtual Servers in Operation	N/A	N/A	315	315
Physical Servers Decommissioned/Total Servers	N/A	40/26	15/11	3/8

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$4,396,648	$4,959,463	$7,569,477	$6,536,568	($1,032,909)
Revenues	$4,487,419	$4,959,463	$5,546,534	$144,178	($5,402,356)
Tax Levy	($90,770)	$0	$2,022,943	$6,392,390	$4,369,447
FTE Positions	12.50	13.00	11.50	9.73	(1.77)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Web Services Availability	99.8%	99.8%	99.9%	99.9%
Datacenter Uptime	N/A	99.6%	99.8%	99.9%
Backup Success	N/A	N/A	98.5%	99.9%
Office 365 Uptime	N/A	99.6%	99.9%	99.9%

Strategic Overview:
The IMSD Infrastructure Services program area provides research, acquisition, installation, maintenance, and support services for County-wide telecommunications and data network infrastructure, as well as server, storage, backup and Office 365 environments.

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);

- 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 infrastructure;
- Oversight of backup and disaster recovery programs within Milwaukee County; and
- Management and responsibility of Office 365 cloud environment for Email, Office products, SharePoint, and OneDrive.

Strategic Implementation:
IMSD continues to strive to become a sustainable IT services organization. A key component of this strategy is the migration of servers containing most critical applications and data to an external Managed Services Provider. This move enables IMSD to focus resources on initiatives that increase our infrastructure and operational maturity, reduce technical debt, and reduce the County's IT security risk exposure. IMSD will continue to consolidate and remove remaining aged and depreciated hardware, further reducing our technology footprint in County-operated data centers. The 2018 budget for this Strategic Program Area reflects a full 12 months of continuing Managed Services operations.

The Telephone and Voicemail replacement project continues in 2018 with rollouts to remaining County sites of Voice over Internet Protocol (VOIP) technology. This drastically reduces the County's risk of telephone system failure and improves IMSD's ability to support phones while reducing future cost of ownership. This Strategic Program Area reflects a savings of $194,000 in 2018 as a result of this initiative.

In 2018, IMSD will purchase the Premium version of Azure Active Directory which improves service and enhances security and compliance for cloud-based applications. Additionally, IMSD will extend the Wide Area Network. This provides a connectivity-anywhere strategy enabling faster, more dependable internet access to County facilities currently on the network, with consideration for remote County facilities.

Due to the importance of cybersecurity initiatives, Strategic Program Area 14 is created in 2018, and existing cybersecurity funds are reallocated to this area from Service Program Area 9, including two full-time positions.

Strategic Program Area 10: Support Services Organization

Service Provision: **Administrative**

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

What We Do: Activity				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Service Tickets Opened	32,829	30,734	32,000	30,000
Self Help tickets	N/A	N/A	N/A	1,000
Computers Maintained	3,200	3,100	3,300	3,500

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$1,289,031	$1,832,071	$1,321,853	$1,196,7988	($125,055)
Revenues	$1,261,061	$1,832,071	$872,606	$0	($872,606)
Tax Levy	$27,970	$0	$449,247	$1,196,798	$747,551
FTE Positions	6.00	6.00	8.00	5.84	(2.16)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
% of Service Desk Tickets Resolved within Service Level Target	N/A	94%	99.5%	99.5%
Resolved by Self-Service	N/A	N/A	N/A	2,000
Mean Time to Resolve (Hours)*	N/A	N/A	10.99	8.85

** Industry average Mean Time to Resolve (MTTR) is 8.85 hours.*

Strategic Overview:
The Support Services Organization contributes to the sustainability of IMSD by providing a central point of contact between Milwaukee County computer users and IT Service Management. The Support Services Organization uses Information Technology Infrastructure Library (ITIL) best practices to handle incidents, service requests, computer replacements/additions, software management (license management and electronic software distribution), and mobile technology administration.

The Support Services Organization administers the following to enhance service and end user up time:

- Technology standards;
- IT service management best practices and standards; and
- ITIL governance procedures such as but not limited to Incident, Service, Change, and Problem Management.

Strategic Implementation:
In 2018 the Support Services Strategic Program Area will continue the goal of operational maturity, efficiency and improved service through:

- Continued implementation of the ITIL framework, an industry standard;

- The continuous improvement of Knowledge Management and documentation processes;
- The development of formal metric reporting systems with corrective actions;
- Implementation of enterprise management tools (SCCM, Netbrain); and
- The appropriate investments in people, process, and technology.

In 2018, the IMSD Support Services Organization projects a $64,476 reduction in contracted services, due to increase use of self-service tools. The budget also accounts for an increase of $25,500 for additional computer hardware to support legacy systems.

The IMSD Support Services Organization will spearhead a County-wide computer modernization project. This accomplishes the following:

- Reduces reliance on outdated computer equipment;
- Improves security and provide end-users with updated hardware and software;
- Increases hardware compatibility with cloud-based applications;
- Provides customer Divisions and Departments with increased flexibility, improve business efficiency and reduce costs.

Strategic Program Area 11: Mainframe

Service Provision: **Administration**

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

What We Do: Activity				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Mainframe IDs Maintained	1,979	1,831	1,831	249
Applications on Mainframe	33	33	17	1

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$2,702,941	$2,670,698	$2,139,427	$2,217,970	$78,543
Revenues	$2,773,952	$2,670,698	$1,211,404	$257,100	($954,304)
Tax Levy	($71,011)	$0	$928,023	$1,960,870	$1,032,847
FTE Positions	1.00	1.00	0.00	0.00	0.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
CJIS Availability	100%	100%	100%	NA
Advantage Availability	99%	99%	99%	99%

Strategic Overview:
The Mainframe Strategic Program Area oversees and maintains our CGI Advantage financial application. In 2018, this Strategic Program area drives IMSD toward risk mitigation, sustainability and advances our operational maturity through the use of state-of-the-art mainframe hosted services. These services reduce reliance on depreciated hardware and mitigate security risks while optimizing costs and enhancing services provided.

Strategic Implementation:

The goal of the Mainframe Strategic Program Area is to continue operation of the County's legacy financial system, CGI Advantage, until the implementation of the new Enterprise Resource Planning (ERP) system. The 2018 budget includes funding for Mainframe as a Service (MfaaS) and contracted support staff for CGI Advantage enabling:

- Continued operations of the critical CGI Advantage Financial System application;
- A modernized Mainframe Disaster Recovery protocol that ensures the availability of the mainframe at 99% or better;
- Reporting capabilities on historical data;
- 24/7 support of required mainframe functions; and
- Consolidate and optimize costs, while enhancing services provided.

Strategic Program Area 12: Managed Print Services

Service Provision: **Administration**

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

What We Do: Activity				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
# Copiers and Printers Managed	N/A	N/A	540	510
Total Color Prints	N/A	3,779,462	3,401,000	3,061,000
Total Black & White Prints	N/A	17,324,407	17,003,394	16,500,000
Total Prints	N/A	21,103,869	20,404,394	19,561,000

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$805,594	$1,011,415	$679,990	$572,000	($107,990)
Revenues	$806,735	$1,011,415	$526,177	$0	($526,177)
Tax Levy	($1,141)	$0	$153,813	$572,000	$418,187
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
% of page reduction	N/A	N/A	N/A	5%
% of color reduction	N/A	N/A	N/A	20%
Reduce annual leased printer costs	N/A	$360,000	$210,000	$0

Strategic Overview:
The Managed Print Services (MPS) program is an enterprise managed services strategy that centralizes the costs related to printer and multi-function device acquisitions, supplies, and maintenance. The goal of the MPS program is to create a uniform print procedure to give Milwaukee County employees the ability to make responsible print decisions and to manage all printer output to:

- Lower total cost-of-ownership;
- Increase efficiency; and
- Reduce our carbon and technology footprint.

Strategic Implementation:
The 2018 budget reflects an anticipated savings of $107,000 through the optimization of the County-wide printer/multi-function device footprint. This cost savings will be achieved through:

- Setting device defaults to duplex (2-sided) printing;
- Setting device defaults to monochrome (black and white) printing;
- Deployment of a Print Awareness Tool providing education to employees and visibility into individual print habits

- Educating users on digitized printing alternatives; and
- Device assessment and optimization.

Additionally, MPS providers were reduced by 50% in 2016, with the goal of further reducing costs via moving to a single provider by 2020. Print providers assist with the remediation, optimization, standardization and modernization of our print environment which brings visibility and awareness to how and what employees print.

Strategic Program Area 13: Technology Purchase Management

Service Provision: **Administration**

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

What We Do: Activity				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
# of Applications Managed	Unknown	Unknown	524	524
Requests Reviewed	1,293	1,645	1,700	1,700

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$5,839,109	$4,141,702	$7,516,321	$7,598,056	$81,735
Revenues	$4,327,642	$3,919,592	$5,793,151	$0	($5,793,151)
Tax Levy	$1,511,467	$222,110	$1,723,170	$7,598,056	$5,874,886
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
*To be developed in 2018	N/A	N/A	N/A	TBD

Strategic Overview:
The Technology Purchase Management Strategic Program Area provides centralized oversight empowering IMSD to optimize costs by leveraging existing information technology assets, consolidating and leveraging agreements with vendor partners, and focusing on investment in new technologies. This area enables the County to maximize procurement and sourcing opportunities, improve departmental business processes, and advance a sustainable IT model enterprise wide. Additionally, it supports IMSD's goal of becoming a trusted business partner by ensuring cost efficiency and transparency into technology spend.

IMSD ensures technology purchases align with Milwaukee County's enterprise IT strategy. By approving all technology purchases, IMSD ensures technology cost optimization, optimizes the use of existing technologies, and mitigates risk.

Strategic Implementation:
The goal of the Technology Purchase Management Strategic Program Area is to centralize management of IT purchases and consolidate IT spend authority in order to increase IMSD's ability to negotiate with vendor partners, secure more favorable pricing for services and licenses, drive value creation, mitigate obsolete technology, and equip the County for the digital future. To meet this goal, this Program Area facilitates comprehensive and cost-conscious planning of information technology systems and solutions and provides IMSD with critical data regarding information technology purchases.

The 2018 budget funds licensing of all department specific business applications, application hosting services, maintenance agreements, hardware purchases and contracted services for mid-year programming mandates.

In 2017 IMSD consolidated systems and support, modernized technology and drove cost reduction while increasing business value. Specific initiatives where IMSD has reduced 2017 IT cost that are reflected in the 2018 request include:

- Consolidated support and maintenance of the Enterprise Work Order Management System, Asset Management System, and Highway Billing System, enabling sustainability, growth, and service optimization of these critical applications;
- Implementation of an enterprise support model for the County's strategic document management system to provide level 1 and level 2 support, produced a 30% savings in license and maintenance costs;
- Consolidated hardware purchases, resulting in volume discount pricing;
- Renegotiated the Department of Health and Human Services – Behavioral Health Division electronic health record contract for an annual savings of $210,000.
- Consolidated support and maintenance of the County's Jail Management System, which will provide sustainability, and deliver system enhancements in order to optimize services for the House of Correction, Milwaukee County Office of the Sheriff, and the Delinquency Court Services Division; and
- Standardized and consolidated support and maintenance of County security camera operations.

The 2018 budget request accounts for new technology advancements and licensing cost for systems implemented in 2017. The combination of the new initiatives with the cost savings listed above account for a net increase in expense of $309,000. The following represents the major 2018 IT initiatives and licensing expense:

- $270,000 in project management software license fees for the Department of Administrative Services - Facilities Management Division.
- $195,000 to address wireless infrastructure needs at the Department of Health and Human Services Behavioral Health Division (BHD). This cost is directly charged to BHD.
- $125,000 to purchase, install and pay for maintenance cost of a credential and contract management software tool at the Department of Health and Human Services Behavioral Health Division (BHD). This cost is directly charged to BHD
- $125,000 in internet access, disaster recovery, and hosting fees to support the Register of Deeds' land records application and related data storage.
- $100,000 in My Choice Family Care MIDAS application licensing fees for the Department of Health and Human Services - Disabilities Services Division and the Department on Aging.
- $100,000 to fund mid-year programming mandates for the Department of Pre-Trial Services.
- $60,000 in licensing fees for the Hospital alerting service used by the Office of Emergency Management.

There are no dedicated full-time resources in this Program Area.

Strategic Program Area 14: Cybersecurity

Service Provision: **Administration**

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

What We Do: Activity				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Firewalls Maintained	N/A	6	6	6

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$0	$0	$0	$432,274	$432,274
Revenues	$0	$0	$0	$0	$0
Tax Levy	$0	$0	$0	$432,274	$518,498
FTE Positions	0	0	0	0.93	0.93

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
%. Of Servers with current antivirus patches	N/A	N/A	75%	98%
%. Of computers with current antivirus patches	N/A	N/A	60%	85%

Strategic Overview:
The IMSD Cybersecurity program area is new for 2018 and provides Security Awareness, Policies and Procedures, Access Controls and Network Security/Monitoring for the County.

Primary responsibilities include:

- Develop and Deliver Training
- Email campaigns
- Periodic Knowledge testing (Phishing expeditions)
- Develop documented policies, procedures and standards
- Periodically review policies and make changes as appropriate
- Identify and periodically review critical applications
- Incident management procedures
- Identity and access management
- Third-party Access Review
- Continuous monitoring of network and system activity
- 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

Strategic Implementation:
Cybersecurity is and will continue to be a series of projects as well as an ongoing operational program within Milwaukee County. Therefore, in 2018, the Cybersecurity Strategic Program Area is created.

The goal of Cybersecurity Strategic Program Area is to protect Milwaukee County from cyber threats by defending the attack surface with due diligence, intelligent risk decisions, and by developing and adopting a robust Information Security Management Program (ISMP). A mature ISMP facilitates a flexible risk posture that adjusts to changes in the threat landscape; therefore, the 2018 budget includes a capital appropriation to continue the development of the County's ISMP as well as operational funding to maintain and mature the initiative. The Cybersecurity Strategic Program Area will continue to expand and evolve in the out years as technology continuously changes and new threat vectors emerge.

The creation of this program area consists of the transfer of 1 FTE along with $315,000 in expenditures from the Infrastructure Services Strategic Program Area. The $315,000 allocation will fund enterprise cloud based incident management services, security consulting services, and additional County security awareness training.

Strategic Program Area 15: Facility Management Director's Office

Service Provision: **Administrative**

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

What We Do: Activity				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
County-wide Building Footprint (gross square feet)	N/A	N/A	12,809,882	12,809,882
County-wide Building Plant Replacement Value ($)	N/A	N/A	$1,982,501,401	$1,982,501,401

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$93,826	$169,624	$0	$0	$0
Revenues	$0	$0	$0	$0	$0
Tax Levy	$93,826	$169,624	$0	$0	$0
FTE Positions	2.00	1.00	2.00	2.00	0.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
County-wide Facility Condition Index (FCI*)	N/A	0.19	0.15	0.18

* *Facility Condition Index. FCI is an industry-standard index that objectively measures the current condition of a facility, allowing comparison both within and among institutions. To determine FCI for any given set of Assets, the total cost of remedying deferred maintenance Requirements is divided by the current replacement value. Generally, the higher the FCI, the poorer the condition of the facility. (Source: VFA Assessment Software)*

Strategic Overview:
The Director's Office provides overall management and oversight of the Facilities Management Division (FMD). The Division 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 Planning Steering Committee (CFPSC) with the Economic Development Division, and in close coordination with all County departments.

Strategic Implementation:
The 2018 budget submission focuses on total lifecycle and asset management of the County's real property. There is an emphasis on maintenance standardization, efficient use of information technology solutions, and facilities program management.

Director's Office expenditures are cross charged to other organizational units within the Department of Administrative Services – Facilities Management Division and to the Water Distribution System.

Strategic Program Area 16: Architecture & Engineering

Service Provision: **Administrative**

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

What We Do: Activity				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
# of Capital Projects Managed	120 c/o; 85 new*	156 c/o; 70 new*	135 c/o; 45 new*	TBD
Consolidated Facilities Planning Capital Projects Reviewed	N/A	N/A	135	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 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$4,528,444	$4,577,640	$5,058,763	$3,366,315	($1,692,448)
Revenues	$5,159,144	$5,118,419	$4,609,321	$5,030,000	$420,679
Tax Levy	($630,700)	($540,779)	$449,442	($1,663,685)	($2,113,127)
FTE Positions	31.60	37.80	42.30	39.50	(2.80)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
At least 80% Of Capital Projects Completed within 36 Months**	(62 Projects closed out)	(57 projects closed out)	85%	85%
% of Building Square Footage Within 5-Year Assessment Periodicity	N/A	34%	40%	60%

** Currently, the data available provide 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 Overview:
The Architecture & Engineering program area provides professional and technical services related to the maintenance, construction and rehabilitation of the public infrastructure and preservation of Milwaukee County's natural resources.

- The Architectural Services unit provides planning, design and construction management services for projects including building maintenance, remodeling, improvements, additions, and new construction for all County departments.

- The 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 unit also provides technical assistance for real estate and land planning legal documents through its surveying and drafting services.

- The Facilities Condition Assessment Program unit 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).

- The Planning & Development unit provides strategic planning and project development services for enterprise-level planning efforts that are not yet at the design or construction phase. These efforts are focused on cost savings and avoidance initiatives that efficiently manage the County's footprint. The unit also provides space planning and move management expertise for County Departments to efficiently use their existing space(s) and plan for future needs.

Strategic Implementation:

Position Actions:

- One Coordinator Construction position is created.

- One Technician Engineering position is abolished.

The Facilities Planning low-org is transferred from Strategic Program Area 19-Facilities Operations & Maintenance to Strategic Program Area 16-Architecture & Engineering.

Strategic Program Area 17: Environmental Services

Service Provision: **Administrative**

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

What We Do: Activity				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
# of Capital and Major Maintenance Projects Reviewed for Energy Efficiency and Sustainability	84	63	107	TBD

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$963,141	$1,108,892	$949,719	$797,777	($151,941)
Revenues	$608,690	$707,055	$402,418	$539,202	$136,784
Tax Levy	$354,451	$401,837	$547,301	$258,575	($288,725)
FTE Positions	5.00	4.50	5.00	5.00	0.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
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	63 of 63 Projects or 100% of the projects reviewed	107 of 107 Projects or 100% of the projects reviewed	This measure replaced by below in 2018
Ensure 100% of mandated County environmental plans and reports are submitted in compliance with the established due dates	N/A	N/A	N/A	TBD

Strategic Overview:
The Environmental Services unit 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, storm water management and hazardous substance control (asbestos, lead, PCBs, mercury, pesticides/herbicides, etc.). Environmental Services assists departments county-wide to monitor underground storage tanks, landfills, air quality, recycling, solid waste, water quality and brownfields properties regarding compliance with local, state and federal regulations. Environmental Services also serves as the Milwaukee County Land Conservation agent, working with grants from State Department of Agriculture, Trade and Consumer Protection to reduce soil erosion, improve management of nutrients and minimize pollution of surface and ground water.

Strategic Implementation:
Prior to 2017, the Environmental Services Unit has reviewed 100% of requested Capital and Major Maintenance public works projects with the objective of improving energy efficiency and sustainability. Based on the outcome of those reviews, it appears the architects and engineers preparing the construction cost estimates now regularly consider incorporating energy efficient and sustainable materials and equipment into their designed scope of work. Therefore, in 2018, the Environmental Services Unit will focus its resources more on working with County Departments to ensure 100% of County environmental plans and reports mandated by federal, state and local agencies are submitted in compliance with the established due dates.

The Sustainability low-org is transferred from Strategic Program Area 17-Environemntal Services into to new Strategic Program Area 18-Office of Sustainability.

Strategic Program Area 18: Office of Sustainability

Service Provision: **Administrative**

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

What We Do: Activity				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
County employees, elected officials, and residents who participate with Office of Sustainability programs	246	344	400	500
Number of County energy accounts managed with EnergyCAP software	--	--	864	882
Cost savings/avoidance from Office of Sustainability initiatives.	$42,543	$130,309	$141,605	$221,689

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$145,858	$159,053	$141,119	$98,931	($42,187)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$145,858	$159,053	$141,119	$98,931	($42,187)
FTE Positions	1.00	1.00	1.00	1.00	0.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
County-wide energy use reduction vs. 2014 baseline.	11%	16%	15%	17%
% Office of Sustainability tax levy offset by cost saving/avoidance initiatives.	29%	82%	125%	130%

Strategic Overview:
The Office of Sustainability (OS) supports and leads initiatives to improve Milwaukee County government's operational efficiency and effectiveness, protect and restore natural resources, and enhance the quality of life for County residents. OS works to integrate environmental sustainability into Milwaukee County operations, infrastructure, and services, and is responsible for coordinating the County-wide sustainability program. Focus areas include:

- Reducing waste, and energy and water consumption,
- Managing natural resources responsibly and effectively, and
- Promoting environmental awareness, stewardship, and community service.

Strategic Implementation:
During 2018, the OS will coordinate projects to decrease the County's energy and greenhouse gas emissions, improve its solid waste tracking and diversion rate, and promote sustainable design and construction. OS will continue to oversee Milwaukee County's energy accounting system EnergyCAP, as well as lead the County's participation with the Better Buildings Challenge - Milwaukee, National Bike Challenge, and other sustainability-related engagement programs. Finally, OS will support the County's ongoing sustainability planning efforts including the General Mitchell International Airport Sustainability Management Plan and the Milwaukee County Zoo Clean Energy Plan.

Strategic Program Area 19: Facilities Operations & Maintenance

Service Provision: **Administrative**

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

What We Do: Activity				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Building Footprint (sq. Feet) *	2,213,000	2,213,000	2,450,211	2,482,000
Building Plant Replacement Value	N/A	N/A	$668,766,000	$699,888,000
# of Emergency Work Orders	1,522	1,185	500	500
# of Requested Work Orders	6,558	6,303	6,000	5,000
# of Preventative Maintenance Work Orders	1,160	624	1,000	1,500

**The square footage increases over time due to the inactive/mothballed building inventory being centrally managed by the Facilities Management Division prior to disposition. The active/occupied square footage is actually decreasing.*

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$26,759,419	$28,742,020	$23,945,151	$18,470,372	($5,474,779)
Revenues	$25,866,776	$27,557,581	$10,480,659	$5,522,717	($4,957,942)
Tax Levy	$892,643	$1,184,439	$13,464,492	$12,947,655	($516,837)
FTE Positions	84.00	88.00	84.00	84.00	0.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Facilities Operations and Maintenance Cost Per Square Foot	$12.13	$12.29	$9.82	$7.73
FMD-O&M Facility Condition Index (FCI)*	0.14	0.10	0.09	0.08
Preventative Maintenance: Corrective Maintenance Ratio (%)	15%	9%	14%	23%
% of Work Orders Completed	90%	95%	92%	100%

** Facility Condition Index. FCI is an industry-standard index that objectively measures the current condition of a facility, allowing comparison both within and among institutions. To determine FCI for any given set of Assets, the total cost of remedying deferred maintenance Requirements is divided by the current replacement value. Generally, the higher the FCI, the poorer the condition of the facility. (Source: VFA Assessment Software)*

Strategic Overview:
Facilities Operations & Maintenance provides a full suite of facility services to County-owned properties including: the Courthouse, Safety Building, Criminal Justice Facility, Medical Examiner, Marcia P. Coggs Human Services Center, Children's Adolescent Treatment Center, Vel Phillips Juvenile Justice Center and Facilities West. These services include corrective and preventative maintenance, property management, tenant services, housekeeping, security services (where not provided by the Milwaukee County Sheriff's Office), refuse and recycling, grounds maintenance and snow removal, as well as many other facility operations tasks. Facilities Mgmt is the steward of the County Grounds potable water, sanitary sewer and storm water systems. Facilities also provides various maintenance operations and services to the Senior Centers and Wil-O-Way Centers.

Strategic Implementation:
The focus of efforts for 2018 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, Cityworks. In addition to these focus areas, Operations & Maintenance will be working with Planning and Development on future initiatives that stage the County for further success in the coming years.

Overall, expenditures decrease primarily due to the abatement of legacy pension and healthcare costs, in addition to decreases in Interdepartmental Charges. Additionally, the Child Adolescent Treatment Center (CATC) building expenditures have decreased by $983,874 because of the planned building closure, which will avoid substantial facility deficits in future years (net 2018 savings from closing the building are estimated at $186,000).

The overall revenue decrease is due primarily to the following factors: the mothballing of CATC - $797,896 and a reduction in Space Allocation revenue for the Courthouse Complex, Vel Phillips, Coggs Center and 633 W. Wisconsin.

Position Actions:

- One Mechanical Services Manager positon is abolished due to consolidated building trades' maintenance and repair functions in one centralized shop. This effort is consistent with a reduction in footprint associated with the recent removal from active inventory of City Campus, Technology Innovation Center, and Community Corrections Center.

- One Clerical Specialist-DPW position is created. The position will provide purchasing, service desk, account and budget tracking, and payroll services for the Operations & Maintenance Section. The Supervisor Office Management position will be responsible for management of the Clerical Specialist-DPW.

The Facilities Planning low-org is transferred from Strategic Program Area 19-Facilities Operations & Maintenance to Strategic Program Area 16-Architecture & Engineering.

Strategic Program Area 20: Land Information Office

Service Provision: **Mandated**

Strategic Outcome: **Economic Opportunity**

What We Do: Activity				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
MCLIO Web Site Visits	50,164,564	59,017,134	70,856,256	77,503,393

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$1,031,872	$866,060	$892,000	$891,000	($1,000)
Revenues	$840,661	$892,519	$892,000	$891,000	($1,000)
Tax Levy	$191,211	($26,459)	$0	$0	$0
FTE Positions	3.00	3.00	3.00	5.00	2.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Open Data Download Site (Self-Service)	2,054 (6mo) 6/day	3,753 10/day	4,000 11/day	5,000 13/day
Data Requests (Manually Filled)	215	79	50	35
GIS Project Requests		20 initiatives 16 Completed	20 initiatives	20 initiatives

Strategic Overview:
The Land Information Office (LIO) 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."

Strategic Implementation:
The LIO 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 LIO will continue to support GIS-based County initiatives in 2018 primarily focused around the Cityworks implementation. The LIO provides the technical standards and governance for all GIS to the Cityworks program.

Position Actions:

- One GIS Technician position is created. LIO has taken over the parcel mapping for the city of Milwaukee. In the past, this has been a contract for services. The creation of the GIS technician position is to continue these tasks at a lower cost to the LIO.

- One GIS Intern position is created. This position will complete short term projects and service requests that are currently being filled by a professional services contract.

Strategic Program Area 21: Water Distribution System

Service Provision: **Discretionary**

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

What We Do: Activity				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Cubic Feet of Water Service*	39,924,926	36,932,270	41,300,000	40,067,000
Cubic Feet Sewer Service*	28,582,790	24,783,506	28,780,488	26,883,000
Cubic Feet of Stormwater Service*	39,924,926	36,932,270	41,300,000	40,067,000

*Consumption by volume.

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$3,728,272	$3,635,010	$4,821,510	$4,714,566	($106,944)
Revenues	$3,213,108	$3,730,036	$4,821,510	$4,714,566	($106,944)
Tax Levy	$515,164	($95,026)	$0	$0	$0
FTE Positions	0.00	0.00	0.00	0.00	0.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Operation Cost per 1,000/CF of Water Service	$43.17	$45.50	$46.98	$45.3
Operation Cost per 1,000/CF of Sewer Service	$17.56	$20.66	$19.35	$20.34
Operation Cost per 1,000/CF of Stormwater Service	$.79	$5.31	$5.35	$4.16

Strategic Overview:
The Water Distribution System provides water, sewer, storm and fire protection 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. The System is metered for water, sewer, storm water consumption.

Strategic Implementation:
The 2018 budget includes an expenditure decrease of approximately 2% ($0.1m) from 2017 and a 30% ($1.1m) increase from 2016's actual. 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.

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 2018 are estimated at $1.33 million. Approximately $1.30 million of this cost is charged to non-county water system users with the balance, an estimated $33,000 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 22: DAS Risk Management

Service Provision: **Administrative**

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

What We Do: Activity				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Total hours of documented Risk Management Training	49.5 hours	10,311 hours	15,000 hours	20,000 hours

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$13,468,220	$12,292,827	$11,678,261	$11,620,028	($58,233)
Revenues	$12,631,844	$12,115,043	$8,331,631	$0	($8,331,631)
Tax Levy	$836,376	$177,784	$3,346,630	$11,620,028	$8,273,398
FTE Positions	5.00	5.40	7.00	6.92	(0.08)

How Well We Do It: Performance Measures Experience Modification Factor				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Reduce frequency and severity of workers' compensation claims to reach an experience modification number of 1 or below.	*1.55	**1.54	***1.42	1.30
*2015 (2011, 2012, 2013) **2016 (2012, 2013, 2014) ***2017 (2013, 2014, 2015) – undeveloped				

Division Mission: The mission of Risk Management is to provide a comprehensive risk management program that minimizes liabilities to the County and ensures the health and safety of our employees, residents, and guests utilizing County services and facilities. Risk Management envisions a safe, self-sufficient, and quality environment for everyone in Milwaukee County, achieved and supported through an innovative and model risk management program.

Division Description: Risk Management includes four service areas: Claims Administration, Loss Control and Safety, Property and Casualty Insurance Procurement, and Contractual Risk Transfer. These program areas coordinate liability reduction services to allow for the fusion of data, resources, and staff to sustain a healthy and productive environment within our County operations. In 2017, Risk Management expanded the property and casualty insurance program by obtaining new policies to cover social engineering crimes and increased Cyber Liability policy limits. Risk Management continues to strengthen efforts focused on employee health and safety. The division has revamped written safety and health programs, formalized the accident investigation process, instituted

departmental safety meetings with key performance indicators, and established safety training curriculums for all County employees. The curriculums were specifically tailored by assessing the workplace hazards and exposures encountered by individual employees. Additionally, a formalized safety training regimen was created including reoccurring in-person opportunities, e-learning modules, and other detailed materials. Training is tracked as an activity measure for the division:

Strategic Overview:
Milwaukee County experienced a significant reduction in frequency and severity measures of new workers' compensation claims from 2015 through the present when compared to the previous five year historical averages. The reductions are attributed to the implementation of initiatives such as the Milwaukee County Care Line, 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 2018 even with a reduction in new claim frequency measures given the continued payments on legacy files and the rising costs of medical care. Workers' compensation claims numbers are a performance measure for Risk Management as tracked through the experience modification number, a benchmark that compares the County's workers' compensation losses to the industry loss rates. The experience modification for a given year measures actual losses over expected losses for three prior years, skipping the most recent year because it is underdeveloped. The measure 1.0 is the industry average.

Strategic Implementation:
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 as follows:

- 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 also transitioned to Risk Management. In 2018, Risk Management will add a position dedicated to the Milwaukee County Parks Department to continue centralization of its countywide safety management and loss control program.
- 2018 will mark the third year that Milwaukee County will renew its property and casualty insurance program through the assistance of a broker. Risk Management is focused on eliminating any exposure gaps in the insurance program and will continue to test the market on environmental, medical malpractice, and excess workers' compensation policies.

Major Changes in FY 2018: In 2018 Risk Management will continue to support and protect our departments, employees, and guests using our services and facilities. Among the highlights:

- The newly revamped Vehicle Accident Review Committee (VARC) will track and monitor vehicle accidents and make recommendations on preventability measures to keep our operators and the public safe.

Strategic Program Area 23: DAS Economic Development / Real Estate Services

Service Provision: **Discretionary**

Strategic Outcome: **Economic Opportunity**

What We Do: Activity				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Develop and increase lease revenue from parking lot and cell tower locations	$593,308	$912,305	$992,000	$1,200,000

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$1,212,528	$2,090,915	$3,073,487	$2,406,775	($666,712)
Revenues	$3,606,686	$360,519	$1,394,400	$1,702,400	$308,000
Tax Levy	($2,394,157)	$1,730,396	$1,679,087	$704,375	($974,712)
FTE Positions	5.00	5.00	5.00	5.00	0.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Climb Maturity Scale -DAS and Parks lease administration.	1	2	3	4

Division Mission: The Economic Development Division (DAS-ED) will foster and participate in collaborations with the public and private sectors as well as other County departments to promote economic growth for Milwaukee County residents and businesses and to plan for the highest and best use of the County's surplus real property.

Strategic Overview: DAS-ED serves as Milwaukee County's real estate division while also leveraging the County's functions for economic growth. In serving its real estate function, DAS-ED manages the County's tax foreclosure inventory which includes the preparation, repair, marketing, and sale of these properties. The Division also represents County Departments in lease transactions whether as the landlord or the tenant, negotiates contracts in collaboration with customer departments, drafts contracts, and monitors lease agreements. DAS-ED also helps lead the Consolidated Facilities Plan Steering Committee which is guiding real estate decision making with a particular focus on total lifecycle costs. DAS-ED manages parking lot leases including those lots under I-794 and the 6th and State lot in Downtown Milwaukee.

The centralization of building and property leasing activity is considered a best practice for the management of government real estate by the US General Services Administration. DAS-ED, in its role as Milwaukee County's real estate services division, has begun instituting a process wherein all leases are standardized, catalogued, and negotiated in collaboration with the customer department. Obligations of lease agreements, which include tracking payments, receipt of insurance certificates, and development of maintenance reserve funds, are monitored in collaboration with other DAS divisions and customer departments. The Baldrige maturity model has been identified as a means of tracking progress of the lease administration program, the following is a summary of the levels of this maturity scale and tasks needed to advance.

Certain projects managed by DAS-ED such as the Couture and the redevelopment of the Park East corridor have successfully leveraged County real estate opportunities for regional economic growth in areas as diverse as increasing transit usage to creating construction employment opportunities. DAS-ED has developed a role in regional coordination between the nineteen municipalities and various economic development efforts within the County, such as workforce, economic cluster development, and regional marketing. DAS-ED focuses on cooperative efforts to encourage economic growth as well as serving on the Joint Review Boards of all active Tax Incremental Financing Districts. DAS-ED also manages the regional workforce development initiative Uplift Milwaukee in collaboration with Employ Milwaukee and the Boys and Girls Club.

Strategic Implementation: In 2018, DAS-ED will advance in the centralization of lease administration and reposition the Land Information Office under DAS-Facilities Management Division which will enable the office to strengthen its focus on true economic development initiatives. Specific efforts to strengthen the regional economy include:

- Expansion of the Uplift Milwaukee program to include an additional allocation of $250,000 for this performance based job placement program in 2018.
- Continue to negotiate for the Office of the Medical Examiner and the Office of Emergency Management in those offices' search for new facilities, potentially leveraging the County's function for the creation of a center of forensic research.
- 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 Funding 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 ($1,155), and UEDA ($350). These memberships are critical to the function of the Economic Development Division and the constituencies it serves.
- Monitor partnership programs – Small Business Loan Program (MEDC), PACE financing program, Near West Side Partners Economic Development Grant program.
- Monitor compliance on real estate and redevelopment projects including City Campus, Huber-Community Correctional Center supportive housing, the Couture, Park East redevelopments, and others to ensure compliance with development agreements and community benefits plans.
- Connect job training and workforce development efforts with County services such as Employ Milwaukee and the Housing Division's Section 8 Homeownership program.
- Devote resources and expertise to the Opportunity Knocks job training and homeownership program.

Strategic Program Area 24: Office for Persons with Disabilities

Service Provision: **Mandated / Discretionary**

Strategic Outcome: **ADA Compliance / Quality of Life**

What We Do: Activity				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Wil-O-Way Rentals	150	157	150	150
Sign Language Interpreter Work Orders	91	67	60	60

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$931,569	$1,067,900	$829,938	$743,359	($86,579)
Revenues	$222,049	$213,665	$187,500	$219,000	$31,500
Tax Levy	$709,520	$854,235	$642,438	$524,359	($118,079)
FTE Positions	3.00	2.00	2.00	2.00	0.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Self-Sufficiency Ratio for Wil-O-Way Facilities	43.13%	43.06%	35%	35%

Division Mission: It is the mission of the Office for Persons with Disabilities (OPD) to effectively employ Milwaukee County and community resources to assure that people with disabilities share equally in programs, services and facilities of the County. The Office will provide high quality, responsive services that enhance self-sufficiency, personal safety, economic opportunity and quality of life for all people with disabilities.

Division Description: OPD performs several functions; ADA Compliance, Accessibility, Disability Recreation, Wil-O-Way Facilities Management, and Information Distribution / Referral.

Changes in FY 2018: OPD will continue to seek ways to do more with less, while also working hard to increase revenues and decrease expenses. New tenant leases will begin in 2018 for Wil-O-Way Grant (Adult Day Services of SE Wisconsin) and Wil-O-Way Underwood (Goodwill). Wil-O-Way rental rates will increase for the first time since 2013 as follows:

Four Hour Rental – Peak Season *(May through September)*

Type of Rental	2017 Fee	Proposed 2018 Fee
Milwaukee County Residents	$350	$365
Non-Milwaukee County Residents	$450	$465
Disability Related Organization	$230	$245

Type of Rental	2017 Fee	Proposed 2018 Fee
Wil-O-Way Key Card Member	$230	$245
Additional Hours	$90	$95

Four Hour Rental – Non-Peak Season *(October through April)*

Type of Rental	2017 Fee	Proposed 2018 Fee
Milwaukee County Residents	$295	$305
Non-Milwaukee County Residents	$400	$410
Disability Related Organization	$200	$210
Wil-O-Way Key Card Member	$200	$210
Additional Hours	$75	$80

Strategic Overview: ADA Compliance (ADA Coordinator, ADA Grievance, Provision of Sign Language Interpreters and Assistive Listening Devices, Departmental Assistance / Consultation, ADA Procedures, ADA Webpage)

Accessibility (Architectural Plan Reviews, Site Surveys / Reviews, Capital Improvement Projects, Accessibility Guides Webpage, On-Line Deficit Reporting Form, Emergency Preparedness Webpage)

Disability Recreation Opportunities (Contract Management for Programming and Summer Camp, Community Programming, Rec on Deck Newsletter, Rec Room Webpage, Recreation Text Blasts)

Wil-O-Way Facilities Management (Weekday Leases with Goodwill and Adult Day Services, Weekend Rentals to the Public, Weeknight Recreation Programming and Daytime Summer Camp, Sunday Church Services, Weeknight Meetings, Special Events, Etc.)

Information Distribution / Referral (Handy-NEWS & NOTES Newsletter, Social Media, Website, General News Text Blasts, Etc.)

Strategic Implementation: Performance measures include attaining the highest self-sufficiency levels as possible at the two Wil-O-Way facilities. To that end, OPD is requesting the following changes:

- Wil-O-Way rental rates will be going up slightly in 2018, for the first time since 2013. OPD will continue to work with tenants and users of the facilities utilizing their volunteer opportunities to enhance and improve the facilities at no / low cost to taxpayers. The summer camp fees will remain the same in 2018.
- New leases will be implemented in 2018 for the tenants at both Wil-O-Way Grant (Adult Day Services of Southeast Wisconsin) and Wil-O-Way Underwood (Goodwill).

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. 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 25: Family Care

Service Provision: **Discretionary**

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

What We Do: Activity				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Activity Data is not yet tracked for this service.				

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$0	$1,747,623	$1,365,547	$0	($1,365,547)
Revenues	$0	$752,167	$1,365,547	$0	($1,365,547)
Tax Levy	$0	$995,456	$0	$0	$0
FTE Positions	0.00	16.00	16.00	0.00	(16.00)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**
Performance measures have not been created for this program area.				

Strategic Overview: In the Fall of 2016, the former Department of Family Care separated from Milwaukee County and continued providing services as a private, non-profit health management organization 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.

It is expected that My Choice Family Care will not exercise its option to renew its contract with Milwaukee County. All positions in this program area are unfunded and abolished upon vacancy.

Department of Administrative Services Budgeted Positions				
Position Title	**2017 Adopted**	**2018 Budgeted**	**Variance**	**Explanation**
Accountant	1.00	1.00	0.00	
Accountant 2	1.00	0.00	(1.00)	Unfund, Abolish Upon Vacancy
Admin Spec - DHS-NR	1.00	1.00	0.00	
Admin Spec - Procurement	1.00	1.00	0.00	
Analyst Account-	1.00	0.25	(1.00)	Abolish on 3/31/18
Analyst Analysis & Strategy	1.00	1.00	0.00	
Analyst App Systems IT	1.00	0.00	(1.00)	Current Year Action
Analyst Appl System IT I	0.00	1.00	1.00	Current Year Action
Analyst Appl System IT II	0.00	1.00	1.00	Current Year Action
Analyst Appl System IT III	0.00	10.00	10.00	Current Year Action
Analyst Appls System IT I	0.00	1.00	1.00	Current Year Action
Analyst Budget and Mgmt	1.00	1.00	0.00	
Analyst Budget and Mgmt-	4.00	4.00	0.00	
Analyst Business Develop IT	5.00	5.00	0.00	
Analyst Business Systems	1.00	1.00	0.00	
Analyst Construction Compli	1.00	1.00	0.00	
Analyst Cost-	1.00	1.00	0.00	
Analyst GIS	1.00	1.00	0.00	
Analyst Procurement Compliance	1.00	1.00	0.00	
Analyst Technical Document IT	1.00	1.00	0.00	
Architect	2.00	2.00	0.00	
Assc Manager Proj Econ Dev	3.00	0.00	(3.00)	Current Year Action
Assc Manager Proj Econ Dev NM	0.00	3.00	3.00	Current Year Action
Assistant Administrative P	2.00	2.00	0.00	
Associate Accountant-	1.00	1.75	1.00	Create on 04/01/2018
Bldg Systems Specialist	1.00	1.00	0.00	
Buyer 2	2.00	2.00	0.00	
Carpenter	5.00	5.00	0.00	
Carpenter Supv	2.00	2.00	0.00	
Chief Information Officer	1.00	1.00	0.00	
Chief Technology Officer	1.00	1.00	0.00	
Claims Technician	1.00	0.00	(1.00)	Abolish
Clerical Spec IMSD	1.00	1.00	0.00	
Clerk Records Management	1.00	1.00	0.00	
Client And Provider Liaison	1.00	0.00	(1.00)	Unfund, Abolish Upon Vacancy
Climate Control Lead	1.00	1.00	0.00	
Contract Serv Coord (CMO)	2.00	0.00	(2.00)	Unfund, Abolish Upon Vacancy
Coordinator Administrative-	2.00	2.00	1.00	
Coordinator Budget Capital	1.00	1.00	0.00	
Coordinator Care Management-	2.00	0.00	(2.00)	Unfund, Abolish Upon Vacancy

Department of Administrative Services Budgeted Positions				
Position Title	**2017 Adopted**	**2018 Budgeted**	**Variance**	**Explanation**
Coordinator Comm and Outreach	1.00	0.00	(1.00)	Unfund, Abolish Upon Vacancy
Coordinator Construction	4.00	5.00	1.00	Create
Coordinator Graphic Svcs-	1.00	1.00	0.00	
Coordinator Maint Services	1.00	1.00	0.00	
Coordinator Medicare	1.00	0.00	(1.00)	Unfund, Abolish Upon Vacancy
Coordinator Quality Assurance-	1.00	0.00	(1.00)	Unfund, Abolish Upon Vacancy
Designer Architectural	1.00	1.00	0.00	
Director Applications IT	1.00	1.00	0.00	
Director Architecture Engineer	1.00	1.00	0.00	
Director Budget and Mgmt	1.00	1.00	0.00	
Director Bus Development	1.00	1.00	0.00	
Director Disability Services	1.00	1.00	0.00	
Director Economic Development	1.00	1.00	0.00	
Director Facilities Management	1.00	1.00	0.00	
Director Facilities Planning U	1.00	1.00	0.00	
Director Governance Strategy IT	1.00	1.00	0.00	
Director Operations U	1.00	1.00	0.00	
Director Project Mgmt Office	1.00	1.00	0.00	
Director Risk Management	1.00	1.00	0.00	
Director Sustainability	1.00	1.00	0.00	
Disabilities Recreation Mgr	1.00	1.00	0.00	
Disribution Assistant-	2.00	2.00	0.00	
DPW Clerical Specialist	0.00	1.00	1.00	Create
Electrical Mech	6.00	6.00	0.00	
Electrical Mech Dot	1.00	1.00	0.00	
Electrical Mech Supv	2.00	2.00	0.00	
Engineer	6.00	0.00	(6.00)	Current Year Action
Engineer NM	0.00	6.00	6.00	Current Year Action
Engineer Administrative	1.00	1.00	0.00	
Engnrng Tech Surveyor	2.00	0.00	(2.00)	Current Year Action
Engnrng Tech Surveyor NM	0.00	2.00	2.00	Current Year Action
Exec Dir Admin Services	1.00	1.00	0.00	
Fac Ground 4 Lead	1.00	0.00	(1.00)	Current Year Action
Facilities Grounds Supv	2.00	2.00	0.00	
Facilities Grounds Worker 1	15.00	0.00	(15.00)	Current Year Action
Facilities Grounds Worker 1 NM	0.00	15.00	15.00	Current Year Action
Facilities Grounds Worker 2	7.00	0.00	(7.00)	Current Year Action
Facilities Grounds Worker 2 NM	0.00	7.00	7.00	Current Year Action
Facilities Wkr Dhhs	3.00	3.00	0.00	
Family Care Ops Manager	1.00	0.00	(1.00)	Unfund, Abolish Upon Vacancy

Department of Administrative Services Budgeted Positions				
Position Title	**2017 Adopted**	**2018 Budgeted**	**Variance**	**Explanation**
GIS Intern	0.00	1.00	1.00	Create
GIS Technician	0.00	1.00	1.00	Create
Health Care Plan Spec 2	1.00	0.00	(1.00)	Unfund, Abolish Upon Vacancy
Human Ser Wkr Fam Care	1.00	0.00	(1.00)	Unfund, Abolish Upon Vacancy
Inspector Electrical	1.00	1.00	0.00	
Inspector Mechanical Systems	1.00	1.00	0.00	
Intern IT	4.00	4.00	0.00	
IT Client Support Spec 2	2.00	2.00	0.00	
IT Manager Service Desk	1.00	1.00	0.00	
Lead Facilities Grounds Worker	0.00	1.00	1.00	Current Year Action
Machinist-	4.00	4.00	0.00	
Machinist Lead-	1.00	1.00	0.00	
Manager - GIS	1.00	1.00	0.00	
Manager Applications IT	1.00	1.00	0.00	
Manager Business Solutions	1.00	1.00	0.00	
Manager Construction Comp CBDP	1.00	1.00	0.00	
Manager Contracts	3.00	3.00	0.00	
Manager Data Center IT	1.00	1.00	0.00	
Manager Environment Compl-	1.00	1.00	0.00	
Manager Facilities Ops Mtc	1.00	1.00	0.00	
Manager Financial CBO-	1.00	1.00	0.00	
Manager Grounds Facilities	1.00	1.00	0.00	
Manager Network IT	1.00	1.00	0.00	
Manager Procurement Comp CBDP	1.00	1.00	0.00	
Manager Program Claims U-	1.00	1.00	0.00	
Manager Proj EconDev-	1.00	1.00	0.00	
Manager Safety-	1.00	1.00	0.00	
Manager Security Continuity IT	1.00	1.00	0.00	
Manager Solution Design Del	1.00	1.00	0.00	
Mechanical Mtce Supt	1.00	1.00	0.00	
Mechanical Service Manager	2.00	1.00	(1.00)	Abolish
Mgr Analysis and Strategy CBDP	1.00	1.00	0.00	
Network Appls Spec 3	1.00	0.00	(1.00)	Current Year Action
Network Appls Spec 4	10.00	0.00	(10.00)	Current Year Action
Network Appls Spec 4	1.00	0.00	(1.00)	Current Year Action
Network Tech Spec 3	2.00	0.00	(2.00)	Current Year Action
Network Tech Spec 4	1.00	0.00	(1.00)	Current Year Action
Network Tech Spec II	1.00	0.00	(1.00)	Current Year Action
Network Tech Specialist 4	0.00	1.00	1.00	Current Year Action
Network Tech Specialist 4	0.00	1.00	1.00	Current Year Action
Network Tech Specialist 4	4.00	4.00	0.00	
Network Tech Specialist 4	0.00	1.00	1.00	Current Year Action

Department of Administrative Services Budgeted Positions				
Position Title	**2017 Adopted**	**2018 Budgeted**	**Variance**	**Explanation**
Office Supp Asst 1	1.00	1.00	0.00	
Office Supp Asst 2 NM	2.00	2.00	0.00	
Painter Bldgs	2.00	2.00	0.00	
Painter Supv	1.00	1.00	0.00	
Park Maint Wrkr Mudmix	1.00	1.00	0.00	
Planner Space	2.00	2.00	0.00	
Plumber	4.00	4.00	0.00	
Plumber Supv	2.00	2.00	0.00	
Principal Architect-	1.00	1.00	0.00	
Principal Engineer Airport-	1.00	1.00	0.00	
Principal Engineer Civil-	1.00	1.00	0.00	
Principal Engineer Environmnt-	1.00	1.00	0.00	
Principal Facilities CA-	1.00	1.00	0.00	
Procurement Director	1.00	1.00	0.00	
Program Safety Manager	2.00	3.00	1.00	Transfer from Parks
Project Manager IT	2.00	2.00	0.00	
Property Assess Program Mngr	1.00	1.00	0.00	
Receptionist	1.00	1.00	0.00	
Refrigeration Mech	2.00	2.00	0.00	
RN 2 - Family Care	1.00	0.00	(1.00)	Unfund, Abolish Upon Vacancy
Secretarial Asst-	1.00	0.00	(1.00)	Unfund, Abolish Upon Vacancy
Sheet Metal Worker	2.00	2.00	0.00	
Specialist Facilities Mgmt	1.00	1.00	0.00	
Specialist POS Zoo	0.00	1.00	1.00	Current Year Action
Specialist Safe and Train Zoo	1.00	1.00	0.00	
Sr Analyst Budget and Mgmt-	2.00	2.00	0.00	
Sr Analyst Financial-	1.00	0.00	(1.00)	Unfund, Abolish Upon Vacancy
Sr Analyst GIS	1.00	1.00	0.00	
Sr Architect-	2.00	2.00	0.00	
Sr Assistant Executive-	1.00	1.00	0.00	
Sr Engineer Civil-	2.00	2.00	0.00	
Sr Engineer Construction-	2.00	2.00	0.00	
Sr Engineer Electrical-	2.00	2.00	0.00	
Sr Engineer Environment-	1.00	1.00	0.00	
Sr Engineer Mechanical-	1.00	1.00	0.00	
Sr Mngr Operations and Budget-	1.00	1.00	0.00	
Steamfitter Supv	1.00	1.00	0.00	
Steamfitter Welder	2.00	2.00	0.00	
Stores And Distrib Asst 1	1.00	1.00	0.00	
Supervisor Accounting-	1.00	1.00	0.00	
Supervisor Office Management-	1.00	1.00	0.00	
Technician Engineering-	1.00	0.00	(1.00)	Unfund
Unit Supervisor - LTS-	1.00	0.00	(1.00)	Unfund, Abolish Upon Vacancy
Writer Specification-	1.00	1.00	0.00	

Department of Administrative Services Budgeted Positions				
Position Title	**2017 Adopted**	**2018 Budgeted**	**Variance**	**Explanation**
Full Time Total	**244.00**	**229.00**	**(15.00)**	
Part Time Total	**4.00**	**5.00**	**1.00**	
Grand Total	**248.00**	**234.00**	**(14.00)**	

Department of Administrative Services Unfunded Positions				
Position Title	**2017 Adopted**	**2018 Budgeted**	**Variance**	**Explanation**
Administrative Assistant	0.00	1.00	1.00	
Administrator Contracts	0.00	1.00	1.00	
Analyst Application System IT I	0.00	1.00	1.00	
Database Administrator	0.00	1.00	1.00	
IT End User Support Analyst Lead	0.00	1.00	1.00	
Security Analyst	0.00	1.00	1.00	

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Courts & Judiciary Function

Agency Budget Narratives

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

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BUDGET SUMMARY

Category	2015 Budget	2016 Actual	2017 Budget	2018 Budget	2018/2017 Variance
Expenditures					
Personnel Costs	$27,512,337	$29,010,785	$21,713,240	$16,254,663	($5,458,577)
Operation Costs	$8,633,380	$9,407,542	$9,816,828	$10,489,865	$673,037
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$49,418	$5,854	$164,200	$6,200	($158,000)
Interdept. Charges	$7,270,599	$8,080,171	($145,197)	($146,416)	($1,219)
Total Expenditures	**$43,465,733**	**$46,504,352**	**$31,549,071**	**$26,604,312**	**($4,944,759)**
Legacy Healthcare/Pension	*$6,524,581*	*$7,722,852*	*$7,602,415*	*$436,884*	*($7,165,531)*
Revenues					
Direct Revenue	$3,127,425	$3,329,546	$3,136,713	$3,368,083	$231,370
Intergov Revenue	$8,116,897	$8,337,675	$8,301,721	$8,142,345	($159,376)
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$11,244,411**	**$11,667,221**	**$11,438,434**	**$11,510,428**	**$71,994**
Tax Levy	**$19,455,511**	**$34,837,131**	**$20,110,637**	**$15,093,884**	**($5,016,753)**
Effective Tax Levy**	**$13,130,556**	**$13,649,681**	**$14,078,373**	**$14,294,456**	**$216,083**
Personnel					
Full-Time Pos. (FTE)*	282.18	284.05	284.11	278.98	(5.13)
Seas/Hourly/Pool Pos.	9.00	9.00	0.00	0.00	0.00
Overtime $	$10,181	$7,266	$0	$0	$0

**The 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2017 Budget, 2016 Actual, and 2015 Budget FTEs are restated to reflect this change. Program Area tables include these changes as well.*
***This Effective Tax Levy excludes interdepartmental charges and fringe benefit costs.*

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 order to address a structural budgetary deficit caused primarily by growing pension and retiree health care costs, as well as reductions in support from the State, the 2018 Budget includes a vacancy and turnover increase of approximately one percent for most County departments for an overall savings of $1,877,496. The increased vacancy and turnover for Combined Court Related Operations is $248,100. In order to ensure that vacancy and

turnover savings are realized, all requests to fill positions shall be reviewed and approved by the Department of Administrative Services before the position may be filled.

An expenditure reduction of $196,283 is included in this department to avoid an increase of the countywide vehicle registration fee of $30. This expenditure reduction shall be managed by the department to achieve a commensurate tax levy savings by seeking efficiencies to minimize the impact on the delivery of programs and services.

Prior to enacting any direct service cuts, departments will work with the Department of Administrative Services – Performance, Strategy, and Budget to identify opportunities to re-organize, streamline, consolidate, eliminate, or otherwise reduce duplication and the cost of administrative expenditures within County government. The initiative shall include a review of prior internal and external audits, consulting reports, workgroup activities, and studies. In addition, the effort should include a critical reassessment of any expenditure of contract funds for non-core services.

Strategic Program Area 1: Administration

Service Provision: **Mandated**

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

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
This Program Area does not have Activity Data				

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$6,389,287	$7,003,433	$5,187,842	$4,158,349	($1,029,493)
Revenues	$40,733	$106,042	$68,883	$68,333	($550)
Tax Levy	$6,438,554	$6,897,391	$5,118,959	$4,090,016	($1,028,943)
FTE Positions	38.68	32.55	29.61	24.48	(5.12)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
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. The 2018 budget largely reflects the cost to continue of existing service levels. In 2017, the Courts will be implementing an equity plan in order to give pay increases to qualified employees. A salary adjustment was added to the 2018 budget to absorb this increase.

Until 2016, Milwaukee County had not replaced courtroom furniture in over 25 years. In addition, in many courtrooms, standard maintenance such as painting and carpet replacement has been deferred for a similar period of time. The result is that a significant number of Milwaukee County courtrooms and courtroom offices are in abysmal condition and fail to provide a dignified and respectful environment for litigants, court employees, jurors, witnesses, victims and other members of the public. In 2018, the courts will continue a phased approach to upgrade furniture in courtrooms where it is in extremely poor condition. In year three of this project, the courts are requesting $200,000 to continue replacing furniture including jury box chairs, jury room furniture, litigant tables and chairs, bailiff work stations, chambers and court reporter office furniture in approximately five courtrooms. Funding in 2018 is reduced from the 2017 budget of $300,000 to partially offset costs associated with the request for funds needed to replace digital audio recording units and video conferencing equipment.

Milwaukee County utilizes eleven Digital Audio Recording (DAR) units in circuit court commissioner operations. DAR units are used to capture a verbatim court hearing record. Currently, DAR units are in use in the following court commissioner operations:

- In-Custody Intake
- Out-of-Custody Intake
- Paternity Hearing 1
- Paternity Hearing 2
- Temporary Restraining Order
- Default Divorce
- Permanency Plan 1
- Permanency Plan 2
- Children's Court-Intake
- Chapter 51 Commitment Hearings
- Probate

The last county purchase to replace aging and failing equipment occurred over ten years ago. Existing equipment is failing on a regular basis, jeopardizing the ability to make an accurate and complete court record. With the age of existing equipment and changing technology, repairs are becoming more expensive, and more difficult, if not impossible. DAR audio recordings are currently stored on compact discs (CDs). A variety of environmental and manufacturing factors can lead to disc failure and loss of audio recordings. To address both equipment and storage needs, the courts are requesting funds to replace four DAR units and to integrate the units with the Consolidated Court Automation Program (CCAP) in order to electronically store DAR audio recordings in the court system's central audio library. Digital Audio Recording units must meet CCAP network and technical specifications.

The use of video conferencing for court hearings continues to increase. In 2008, there were 703 requests for use of video conferencing. By 2016, that number increased 54% to 1,085 requests. An example of the increased use of video conferencing is at Children's Court. In 2008, 126 parties to juvenile case types appeared for court hearings at Children's Court via video conferencing. In 2016 there were 392 appearances in juvenile case types via video conferencing, an increase of over 200%. Additionally, the courts located in the Courthouse Complex made 706 requests for video conferencing in 2016 compared to 577 requests in 2008.

The video conferencing budget has not kept pace with the increased use and aging equipment. Currently there are just three mobile video conferencing units that are shared among the eleven courtrooms at Children's Court and four units shared among all courts located in the Courthouse Complex. The equipment located at Children's Court includes two units purchased in 2008 and one unit purchased in 2015. Because there are only three available units, video conferencing appearances at Children's Court frequently overlap with other scheduled video hearings in other courts which cause a backup and delay in court hearings. Judges must frequently wait for video hearings in other courts to conclude so equipment can be moved and connected in their courtroom. All four Courthouse Complex units were also purchased in 2008. This equipment frequently fails and it has become exceedingly difficult to keep the units operating on the network and meet court demands. Obtaining replacement parts for units that are almost ten years old is almost impossible.

The courts are requesting funds to replace the two failing video conferencing units at Children's Court that were purchased in 2008 and to add two units to address the 200% increase since 2008 in video conferencing hearings. The courts are also requesting funding to replace all four failing Courthouse Complex video conferencing units and to more efficiently meet court demand. Video conferencing unit must meet court technical specifications and requirements.

The following contract is being included in the 2018 Budget in lieu of review and approval by the County Board during the 2018 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 Actual**	**2017 Target**	**2018 Target**
This Program Area does not have Activity Data				

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$10,084,716	$10,964,917	$6,188,505	$4,706,062	($1,482,443)
Revenues	$2,785,937	$2,912,838	$2,424,637	$2,628,958	$204,321
Tax Levy	$7,298,779	$8,052,079	$3,763,868	$2,077,104	($1,686,764)
FTE Positions	81.00	86.00	81.00	79.00	(2.00)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
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.

Strategic Program Area 3: Children's Court

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
This Program Area does not have Activity Data				

How We Do It: Program Budget Summary					
Category	**2016 Budget**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$7,862,649	$7,986,705	$6,079,114	$5,750,349	($328,765)
Revenues	$1,252,745	$1,240,827	$1,361,642	$1,326,276	($35,366)
Tax Levy	$6,609,904	$6,745,878	$4,717,472	$4,424,073	($293,399)
FTE Positions	32.00	33.00	32.00	31.00	(1.00)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
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 Actual**	**2017 Target**	**2018 Target**
This Program Area does not have Activity Data				

How We Do It: Program Budget Summary					
Category	**2016 Budget**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$9,641,822	$10,396,298	$6,681,664	$5,166,548	($1,515,116)
Revenues	$3,202,442	$3,330,547	$3,423,762	$3,611,397	$187,635
Tax Levy	$6,439,380	$7,065,751	$3,257,902	$1,555,151	($1,702,751)
FTE Positions	78.00	83.00	84.00	87.00	3.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
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 Actual**	**2017 Target**	**2018 Target**
This Program Area does not have Activity Data				

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$5,538,803	$5,817,564	$4,349,631	$3,967,632	($381,999)
Revenues	$2,591,559	$2,669,412	$2,931,264	$2,588,690	($342,574)
Tax Levy	$2,947,244	$3,148,151	$1,418,367	$1,378,942	($39,425)
FTE Positions	32.00	30.00	30.00	30.00	0.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
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 2018, 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 2018, a contribution of $32,658 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 Actual**	**2017 Target**	**2018 Target**
This Program Area does not have Activity Data				

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$2,846,163	$3,103,728	$2,059,422	$1,827,971	($231,451)
Revenues	$375,572	$347,979	$356,033	$355,792	($241)
Tax Levy	$2,470,591	$2,755,749	$1,703,389	$1,472,179	($231,210)
FTE Positions	20.00	21.00	19.00	19.00	0.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
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 19.0 FTEs.

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 Actual**	**2017 Target**	**2018 Target**
This Program Area does not have Activity Data				

How We Do It: Program Budget Summary					
Category	**2016 Budget**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$88,480	$105,360	$75,000	$175,000	$100,000
Revenues	$97,903	$177,407	$140,000	$240,000	$100,000
Tax Levy	($9,423)	($72,047)	($65,000)	($65,000)	0
FTE Positions	0.00	0.00	0.00	0.00	0.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
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 overall tax levy remains the same with a revenue offset.

The following contract is included in the 2018 Budget in lieu of separate review and approval from the County Board during the 2018 fiscal year:

Contracts		
Description	**Vendor**	**Amount**
Coordinator	Healthy Kids Healthy Minds, LLC	$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 Actual**	**2017 Target**	**2018 Target**
This Program Area does not have Activity Data				

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$691,375	$760,898	$584,832	$572,063	($12,769)
Revenues	$759,031	$782,377	$632,184	$572,063	($60,121)
Tax Levy	($67,656)	($21,479)	($47,352)	$0	$47,352
FTE Positions	5.50	5.50	5.50	5.50	0.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
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 Bureau of Milwaukee Child Welfare, resulting in no tax levy impact. 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 Actual**	**2017 Target**	**2018 Target**
This Program Area does not have Activity Data				

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$322,439	$365,449	$343,061	$280,338	($62,723)
Revenues	$138,400	$99,792	$100,029	$118,919	$18,890
Tax Levy	$184,038	$265,657	$243,032	$161,419	($81,613)
FTE Positions	2.00	2.00	3.00	3.00	0.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
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 2018 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. Metro Milwaukee Foreclosure Mediation Services, Inc. continues to secure donations from other entities for their services, which has expanded to include eviction services as well.

The following contract is being included in the 2018 Budget in lieu of review and approval by the County Board during the 2018 fiscal year:

Contracts		
Description	**Vendor**	**Amount**
Foreclosure and Eviction Mediations	Metro Milwaukee Mediation Services Inc.	$100,000

Courts Budgeted Positions				
Position Title	**2017 Budget**	**2018 Budget**	**Variance**	**Explanation**
Accountant	3.00	3.00	0.00	
Administrator Justice Center	1.00	1.00	0.00	
Analyst Budget and Mgmt	1.00	1.00	0.00	
Analyst IT-	1.00	1.00	0.00	
Assistant Accounting-	7.00	7.00	0.00	
Assistant Administrative	4.00	4.00	0.00	
Assistant Executive-	2.00	2.00	0.00	
Assistant Legal-	1.00	1.00	0.00	
Assistant Purchasing-	1.00	1.00	0.00	
Associate Accountant-	1.00	1.00	0.00	
Asst Chief DeputyClerk CivAdm	1.00	1.00	0.00	
Asst Chief DeputyClerk DivAdm	2.00	2.00	0.00	
Asst Chief DeputyClerk Probate	1.00	1.00	0.00	
Asst Chief DeputyClerk Sr Adm	1.00	1.00	0.00	
Asst Commissioner Fam Ct	8.00	8.00	0.00	
Chief Deputy CircuitCourtClerk	1.00	1.00	0.00	
Clerk Cash-	3.00	3.00	0.00	
Clerk Circuit Crt	1.00	1.00	0.00	
Clerk Court Services-	9.00	8.00	(1.00)	Current Year Action
Commissioner Cir Ct	10.50	10.50	0.00	
Commissioner Cir Ct Presiding	1.00	1.00	0.00	
Commissioner Cir Ct Probate	1.00	1.00	0.00	
Commissioner Fam Ct	1.00	1.00	0.00	
Coordinator Court	5.00	7.00	2.00	Current Year Action
Coordinator Interpreter	1.00	1.00	0.00	
Coordinator Researcher Ct	1.00	1.00	0.00	
Counsel Legal	5.00	5.00	0.00	
Deputy Administrator Division	5.00	6.00	1.00	Current Year Action
Deputy Clerk Crt Jud Asst	91.00	91.00	0.00	
Deputy Commissioner Fam Ct	1.00	1.00	0.00	
Deputy Register Probate	2.00	2.00	0.00	
Interpreter	1.00	1.00	0.00	
Manager IT U	1.00	1.00	0.00	
Manager Jury Services	1.00	1.00	0.00	
Manager Operations Judicial U	1.00	1.00	0.00	
Paralegal	1.00	1.00	0.00	
Specialist Clerical Cts	31.00	31.00	0.00	
Specialist Court Services	2.00	2.00	0.00	
Sr Assistant Clerical	73.50	71.00	(2.50)	Current Year Action
Sr Manager Financial	1.00	1.00	0.00	
Supervisor Accounting	1.00	1.00	0.00	
Supervisor Operations Ct	5.00	5.00	0.00	
Technician Audiovisual	1.00	1.00	0.00	
Full Time Total	**293.00**	**292.50**	**(0.50)**	

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BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Variance
Expenditures					
Personnel Costs	$128,695	$182,679	$147,654	$110,815	($36,839)
Operation Costs	$4,215,622	$4,002,872	$4,685,707	$4,746,138	$60,431
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$379,028	$282,024	$74,000	$74,000	$0
Total Expenditures	**$4,723,344**	**$4,467,575**	**$4,907,361**	**$4,930,953**	**$23,952**
Legacy Healthcare/Pension	*$29,450*	*$36,298*	*$43,083*	*$0*	*($43,063)*
Revenues					
Direct Revenue	$0	$0	$0	$0	$0
Intergov Revenue	$783,078	$569,631	$333,900	$380,981	$47,081
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$783,078**	**$569,631**	**$333,900**	**$380,981**	$47,081
Tax Levy	**$3,940,266**	**$3,897,944**	**$4,573,461**	**$4,549,972**	**($23,489)**
Effective Tax Levy*	**$3,512,438**	**$3,539,944**	**$4,499,461**	**$4,475,972**	**($23,489)**
Personnel					
Full-Time Pos. (FTE)**	2.00	2.00	2.00	1.98	(0.02)
Seas/Hourly/Pool Pos.	0.00	0.00	0.00	0.00	0.00
Overtime $	$0	$0	$0	$0	$0

***This Effective Tax Levy excludes interdepartmental charges and fringe benefit costs.*
**The 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2017 Budget, 2016 Actual, and 2015 Budget FTEs are restated to reflect this change. Program Area tables include these changes as well.*

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

Department Description: The Chief Judge and the Judicial 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.

In order to address a structural budgetary deficit caused primarily by growing pension and retiree health care costs, as well as reductions in support from the State, the 2018 Budget includes a vacancy and turnover increase of approximately one percent for most County departments for an overall savings of $1,877,496. The increased vacancy and turnover for Pre-Trial Services is $1,704. In order to ensure that vacancy and turnover savings are realized, all requests to fill positions shall be reviewed and approved by the Department of Administrative Services before the position may be filled.

An expenditure reduction of $36,944 is included in this department to avoid an increase of the countywide vehicle registration fee of $30. This expenditure reduction shall be managed by the department to achieve a commensurate tax levy savings by seeking efficiencies to minimize the impact on the delivery of programs and services.

Prior to enacting any direct service cuts, departments will work with the Department of Administrative Services – Performance, Strategy, and Budget to identify opportunities to re-organize, streamline, consolidate, eliminate, or otherwise reduce duplication and the cost of administrative expenditures within County government. The initiative shall include a review of prior internal and external audits, consulting reports, workgroup activities, and studies. In addition, the effort should include a critical reassessment of any expenditure of contract funds for non-core services.

Strategic Program Area 1: Pre-Trial Services

Service Provision: **Discretionary**

Strategic Outcome: **Self-Sufficiency**

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
This Program Area does not have Activity Data.				

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$4,723,344	$4,467,575	$4,907,361	$4,930,953	$23,592
Revenues	$783,078	$569,631	$333,900	$380,981	$47,081
Tax Levy	$3,940,266	$3,897,944	$4,573,461	$4,549,972	($23,489)
FTE Positions	2.00	2.00	2.00	1.98	(0.02)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Performance Measures have not yet been created for this Service.				

Strategic Implementation:
This Division is responsible for Pretrial services and universal screening which are funded in order to reduce unnecessary and costly jail bed utilization, reduce pretrial misconduct, and enhance the efficient operation of the Court System. The goals of the Department are to develop and implement dashboard reporting to demonstrate pretrial services program outcomes and impact of Universal Screening on the jail population and expand pretrial services and drug treatment court capacity by actively seeking state and federal grants, and cooperation with neighboring jurisdictions for program expansion.

Operating costs for 2018 are a cost to continue. The pretrial programs went through a competitive Request for Proposal in 2016 for three year contracts for the period of 1/1/2017 - 12/31/2019 contingent upon annual approval by the County Board. The service providers keep in alignment with the mission of the Department and providing quality services for the Courts.

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 third quarter of 2017. This software system will allow for the Department to track activity and performance measure data, which is expected to be available for the 2019 Budget.

The following contracts are included in the 2018 Budget in lieu of separate review and approval from the County Board during the 2018 fiscal year.

Contracts		
Description	**Vendor**	**Amount**
Universal Screening & Release Planning	Justice Point	$1,307,776
Treatment Alternatives and Diversion (TAD)	Justice Point	$431,631
Repeat Intoxicated Driver Intervention	Justice Point	$377,886
SCRAM	Wisconsin Community Services	$117,759
Pre-Trial Drug Testing	Wisconsin Community Services	$241,505
Pre-Trial Supervision	Justice Point	$1,441,688
Pre-Trial GPS Supervision	Justice Point	$324,139
Early Interventions Central Liaison Unit	Justice Point	$303,461
Trauma Informed Care	Justice Point	$56,462
Cognitive Behavioral Programming	Justice Point	$141,756
TOTAL		**$4,744,063**

Pre-Trial Services Budgeted Positions				
Position Title	**2017 Budget**	**2018 Budget**	**Variance**	**Explanation**
Coordinator Court	1.00	1.00	0.00	
Manager Operations Judicial U	1.00	1.00	0.00	
Grand Total	2.00	2.00	0.00	

BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Variance
Expenditures					
Personnel Costs	$12,368,035	$13,224,250	$13,812,225	$13,602,286	($209,939)
Operation Costs	$2,448,209	$2,707,958	$3,720,085	$3,692,349	($27,736)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$19,345	$0	$10,263	$10,263	$0
Interdept. Charges	$2,862,294	$2,635,987	$2,729,135	$2,503,354	($225,781)
Total Expenditures	**$17,697,883**	**$18,568,195**	**$20,271,708**	**$19,808,252**	**($463,456)**
Legacy Healthcare/Pension	*$3,166,995*	*$3,796,203*	*$3,672,285*	*$3,126,693*	*($545,592)*
Revenues					
Direct Revenue	$746,092	$707,779	$705,846	$660,846	($45,000)
Intergov Revenue	$16,827,107	$16,844,029	$17,727,855	$17,050,133	($677,722)
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$17,573,199**	**$17,551,808**	**$18,433,701**	**$17,710,979**	**($722,722)**
Tax Levy	**$124,685**	**$1,016,387**	**$1,838,007**	**$2,097,273**	**$259,266**
Effective Tax Levy*	**($8,328,789)**	**($7,941,109)**	**($7,278,699)**	**($6,555,733)**	**$722,966**
Personnel					
Full-Time Pos. (FTE)**	143.50	145.04	145.03	144.49	(0.54)
Seas/Hourly/Pool Pos.	0.00	0.00	0.00	0.00	0.00
Overtime $	$3,802	$4,636	$24,852	$22,920	($1,932)

**This Effective Tax Levy excludes interdepartmental charges and fringe benefit costs.*
***The 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2017 Budget, 2016 Actual, and 2015 Actual FTEs are restated to reflect this change. Program Area tables include these changes 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 or those ineligible for full 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 and establishing and enforcing child and medical support orders in local and interstate cases.

Strategic Program Area 1: Child Support Services

Service Provision: **Mandated**

Strategic Outcome: **Self-Sufficiency**

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Total IV-D Cases	124,832	123,744	125,000	124,700
Court Orders Established	9,765	9,049	9,500	9,200
Paternities Established	8,622	7,918	8,600	8,100
Office Walk-Ins	31,560	29,802	31,500	31,500
IV-D Support Collections	$114,821,185	$116,717,399	$114,500,000	$115,000,000

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$17,697,883	$18,568,195	$20,271,708	$19,808,252	($463,456)
Revenues	$17,573,199	$17,551,808	$18,433,701	$17,710,979	($722,722)
Tax Levy	$124,685	$1,016,387	$1,838,007	$2,097,273	$259,266
FTE Positions	143.50	145.04	145.03	144.49	0.54

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**
Paternity Establishment Rate	95.86%	95.54%	80.00+%	90.00% **
Order Establishment Rate	80.95%	80.93%	80.00+%	80.00% **
Current Support Collection Rate	62.20%	63.39%	60.00%	63.40%
Arrears Collection Rate	55.43%	58.36%	50.90%	58.00%

** Full Federal performance funding is available at this level.

Strategic Implementation: 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.

Strategic Overview: CSS has been serving its mission to ensure that children have the support of both parents very well in the past year, and will continue to do so in 2018 with this continuation budget, which maintains our services and strategic initiatives, while reducing expenditures by nearly $200,000. In 2017, CSS has set all-time highs in the collection of current support (CSUP), and the collection of arrears. In 2017, the State of Wisconsin moved up from 4th, to 2nd place nationwide in CSUP, and that growth was driven almost entirely by increased performance in Milwaukee County and our large caseload. Our ZIPS strategic initiative, focusing intensive services on a high poverty caseload in zip code 53206, has exceeded its goals each quarter for the first three quarters of its operation, we expect this budget to continue our track record of performance success, and maintain the ZIPS project going forward.

ZIPS was first implemented in late 2016 and will continue implementation through 2019. ZIPS is a pilot project to implement multiple best practices, including increased resources, a caseload more similar to the statewide average of cases 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.

An expenditure reduction of $84,851 is included in this department to avoid an increase of the countywide vehicle registration fee of $30. This expenditure reduction shall be managed by the department to achieve a commensurate tax levy savings by seeking efficiencies to minimize the impact on the delivery of programs and services.

Prior to enacting any direct service cuts, departments will work with the Department of Administrative Services – Performance, Strategy, and Budget to identify opportunities to re-organize, streamline, consolidate, eliminate, or otherwise reduce duplication and the cost of administrative expenditures within County government. The initiative shall include a review of prior internal and external audits, consulting reports, workgroup activities, and studies. In addition, the effort should include a critical reassessment of any expenditure of contract funds for non-core services.

Child Support Services Budgeted Positions				
Position Title	**2017 Budget**	**2018 Budget**	**Variance**	**Explanation**
Assistant Administrative	2.00	2.00	0.00	
Assistant Executive	1.00	1.00	0.00	
Child Supp Asst	7.00	7.00	0.00	
Child Supp Asst Bl Sp	1.00	1.00	0.00	
Child Supp Coord	3.00	3.00	0.00	
Child Supp Specialist	14.00	14.00	0.00	
Child Supp Splst Bl Sp	1.00	1.00	0.00	
Child Supp Supv	6.00	6.00	0.00	
Clerical Asst 1	12.00	12.00	0.00	
Clerical Asst 2	2.00	2.00	0.00	
Comm Programs & Grants Mgr	1.00	1.00	0.00	
Exec Director Child Support Serv	1.00	1.00	0.00	
Fiscal Asst 1	2.00	2.00	0.00	
Fiscal Asst 2	12.00	12.00	0.00	
Fiscal Coordinator	1.00	1.00	0.00	
Legal Cnsl Chld Supp 1	13.49	13.49	0.00	
Legal Counsel Admin-CSS	1.00	1.00	0.00	
Legal Counsel Asst - Admin	1.00	1.00	0.00	
Mgr Financial Child Support	1.00	1.00	0.00	
Mgr Operations Chld sppr	1.00	1.00	0.00	
Office Supp Asst 1	1.00	1.00	0.00	
Office Supp Asst 2	24.00	24.00	0.00	
Paralegal-Child Sup	32.00	32.00	0.00	
Paralegal-Child Sup B/L SP	1.00	1.00	0.00	
Paralegal-Spec Cse-	1.00	1.00	0.00	
Sr Assistant Clerical	2.00	2.00	0.00	
Full Time Total	144.49	144.49	0.00	
Part Time Total	0.00	0.00	0.00	
Grand Total	**144.49**	**144.49**	**0.00**	

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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BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/17 Variance
Expenditures					
Personnel Costs	$71,067,614	$75,956,145	$55,242,169	$44,186,625	($11,055,544)
Operation Costs	$3,957,084	$4,518,226	$6,982,077	$7,886,752	$904,675
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$104,000	$64,956	$285,750	$385,750	$100,000
Interdept. Charges	$5,633,288	$7,760,542	($9,101,629)	($8,732,327)	$369,302
Cost Abatements	$0	$0	$0	$0	$0
Total Expenditures	**$80,761,985**	**$88,299,869**	**$53,408,367**	**$43,726,800**	**($9,681,567)**
Legacy Healthcare-Pension	*$15,541,496*	*$17,776,570*	*$18,070,565*	*$1,647,090*	*($16,423,475)*
Revenues					
Direct Revenue	$5,042,686	$5,445,562	$5,802,050	$6,760,476	$958,426
Intergov Revenue	$5,030,716	$4,600,374	$4,224,410	$4,146,324	($78,086)
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$10,073,402**	**$10,045,936**	**$10,026,460**	**$10,906,800**	**$880,340**
Tax Levy	**$70,688,583**	**$78,253,934**	**$43,381,907**	**$32,820,000**	**($10,561,907)**
Effective Tax Levy*	**$37,889,351**	**$40,236,341**	**$37,680,421**	**$41,552,327**	**$3,871,906**
Personnel					
Full-Time Pos. (FTE)**	743.27	771.36	693.41	715.29	21.88
Seas/Hourly/Pool Pos.	7.21	8.36	8.35	8.35	0.00
Overtime $	$8,427,904	$9,944,283	$2,013,312	$3,099,204	$1,085,892

** This Effective Tax Levy excludes interdepartmental charges and fringe benefit costs*
*** The 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2017 Budget, 2016 Actual, and 2015 Actual FTEs are restated to reflect this change. Program Area tables include these changes as well*

Department 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.

Department Description: The Office of the Sheriff acts as an arm of the criminal justice system, which consists of carrying out criminal investigations, effecting arrests and warrants, detaining prisoners, providing court security, serving process papers, transporting prisoners and patients and extraditing criminals. 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 including leadership, personnel management, preparation of the annual budget, fiscal monitoring and accounting, 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: Criminal Justice Facility (CJF) inmate housing and property, bailiff services for the County Court system, security screening within the Courthouse Complex, Jail Records, Visitation, Inmate Health, 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, and the Special Weapons and Tactics Division.

2018 Budget Overview
The 2018 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 2018. 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 2018:

- Overtime increases to reflect a balance between fiscal constraints and public safety needs.
- Based on recent changes in regulations by the Federal Communications Commission, rates for inmate phone calls are increased to $0.25/minute for a revenue increase of $1,040,076.
- Vacancy and Turnover is included 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.
- Funds are included in Org Unit 1972 to account for potential increase in wages for the Deputy Sheriffs Union
- 5 Unfunded Deputy Sheriff 1 positions are created for increased continuity when many Deputies are eligible to retire.
- Expenditures decrease due to the centralization of all fringe benefit costs and external crosscharges. Accounting for those changes, tax levy support for the Office of the Sheriff increases $975,283.
- In order to address a structural budgetary deficit caused primarily by growing pension and retiree health care costs, as well as reductions in support from the State, the 2018 Budget includes a vacancy and turnover increase of approximately one percent for most County departments for an overall savings of $1,877,496. The increased vacancy and turnover for the Office of the Sheriff is $100,104. In order to ensure that vacancy and turnover savings are realized, all requests to fill positions shall be reviewed and approved by the Department of Administrative Services before the position may be filled. This adjustment is included in Program Area 1: Administration.
- An expenditure reduction of $371,292 is included in this department to avoid an increase of the countywide vehicle registration fee of $30. This expenditure reduction shall be managed by the department to achieve a commensurate tax levy savings by seeking efficiencies to minimize the impact on the delivery of programs and services.
- Prior to enacting any direct service cuts, departments will work with the Department of Administrative Services – Performance, Strategy, and Budget to identify opportunities to re-organize, streamline, consolidate, eliminate, or otherwise reduce duplication and the cost of administrative expenditures within County government. The initiative shall include a review of prior internal and external audits, consulting reports, workgroup activities, and studies. In addition, the effort should include a critical reassessment of any expenditure of contract funds for non-core services.

Strategic Program Area 1: Administration

Service Provision: **Ancillary to Mandated**

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

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Open Records Requests	2,912	3,185	3,200	3,200

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$8,370,545	$8,607,150	$2,183,726	$1,880,274	($303,452)
Revenues	$481,813	$354,173	$387,000	$341,000	($46,000)
Tax Levy	$7,888,732	$8,252,977	$1,796,726	$1,539,272	($257,452)
FTE Positions	42.71	37.70	18.07	9.35	(8.72)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
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. FTEs decrease due to a countywide increase in Vacancy and Turnover. Expenditures decrease due to an expenditure abatement of $371,292.

Strategic Program Area 2: Training Academy

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Data has not been developed.				

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$1,320,066	$1,977,742	$162,438	$327,219	$164,781
Revenues	$243,276	$394,168	$313,850	$327,219	$13,369
Tax Levy	$1,076,790	$1,583,574	($151,412)	$0	$151,412
FTE Positions	7.33	9.00	5.08	12.73	7.65

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Performance Measures have not been created for this service.				

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. Expenses increase in 2018 due to increases in law enforcement supplies. Five Unfunded positions of Deputy Sheriff 1 are created to alleviate the use of dual-filled positions during the Basic Law Enforcement Training classes.

Strategic Program Area 3: County Jail

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Bookings	33,598	38,000	38,000	38,000
Daily Population	920	940	944	944
Inmates Per Budgeted Correctional Officer	3.51	3.12	3.50	3.50

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$35,527,331	$38,843,603	$25,758,275	$20,414,079	($5,344,196)
Revenues	$2,053,426	$1,997,534	$1,581,200	$2,524,076	942,876
Tax Levy	$33,473,905	$36,846,069	$24,177,075	$17,890,003	($6,287,072)
FTE Positions	343.41	356.95	331.05	333.45	2.40

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
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. Revenue increases in 2018 due to an increase in rates for inmate phone calls.

Strategic Program Area 4: Expressway Patrol

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Traffic Citations	21,738	28,148	29,000	29,000
Auto Accidents Reported/Investigated	4,898	4,796	4,700	4,700

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$9,352,245	$10,565,951	$8,759,442	$7,221,043	($1,538,399)
Revenues	$4,941,023	$4,797,069	$5,049,410	$5,060,444	$11,034
Tax Levy	$4,411,222	$5,768,882	$3,710,032	$2,160,599	($1,549,433)
FTE Positions	85.03	97.00	86.85	94.29	7.44

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Performance Measures have not yet been created for this Service.				

Strategic Implementation: Tax levy support of $2,160,599 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.

Strategic Program Area 5: Court Security

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Number of Bailiff Posts	81	81	81	81

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$13,772,693	$15,055,293	$8,978,364	$6,605,155	($2,373,209)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$13,772,693	$15,055,293	$8,978,364	$6,605,155	($2,373,209)
FTE Positions	140.13	136.00	101.81	96.04	(5.77)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
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.

Strategic Program Area 6: Airport Security/K9

Service Provision: **Discretionary/Committed**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
This Service does not have Activity Data				

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$157,978	$402,551	($83,334)	$217,061	$300,395
Revenues	$236,193	$214,171	$217,000	$217,061	$61
Tax Levy	($78,215)	$188,380	($300,334)	0	$300,334
FTE Positions	62.65	56.95	53.81	62.70	8.89

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
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.

Strategic Program Area 7: Criminal Investigations

Service Provision: **Ancillary to Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Background Checks	456	504	Not Available	Not Available
Criminal Complaints Issued	1,104	3,659	Not Available	Not Available

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$3,524,114	$3,473,753	$1,656,277	$1,459,399	($196,878)
Revenues	$34,230	$74,124	$0	$0	$0
Tax Levy	$3,489,884	$3,399,629	$1,656,277	$1,459,399	($196,878)
FTE Positions	10.00	8.00	7.76	14.00	6.24

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
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.

Strategic Program Area 8: Civil Process/Warrants

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Writs of Restitution (Evictions)	3,674	3,773	Not Available	Not Available
Writs of Assistance (Foreclosures)	509	373	Not Available	Not Available
Temporary Restraining Orders Received	4,580	4,613	Not Available	Not Available
Civil Process Papers Served	14,264	13,848	Not Available	Not Available

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$2,472,374	$2,270,208	$1,875,912	$1,688,203	($187,709)
Revenues	$687,640	$655,781	$662,000	$783,000	$121,000
Tax Levy	$1,784,734	$1,614,427	$1,213,912	$905,203	($308,709)
FTE Positions	11.23	16.60	16.94	19.57	2.63

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Performance Measures have not yet been created for this Service.				

Strategic Implementation: This program area executes service of civil papers in Milwaukee County as required by Wisconsin State Statute 59.27(4). Unit responsibilities include, but are not limited to, the service of evictions, foreclosures, replevins, extraditions, temporary restraining orders (TROs), injunctions, subpoenas, small claims, summons, complaints and Mental Health commitment papers and transportation of individuals to and from other counties for treatment.

In 2016, nearly 4,000 households ended up homeless due to the eviction process in Milwaukee County. To provide more opportunity for families to avoid homelessness, the Office of the Sheriff is requested, as allowed by state statute, to extend the notice given to tenants prior to the removal of their belongings from 24 to 48 hours.

The Office of the Sheriff is also requested to share information with the Housing Stabilization Assistant (HSA) in the DHHS – Housing Division to provide the HSA with additional opportunities to prevent evictions.

Strategic Program Area 9: County Grounds Security

Service Provision: **Discretionary/Committed**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
This Service does not have Activity Data.				

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$2,740,037	$3,212,446	$1,539,971	$1,740,933	$200,962
Revenues	$1,060,567	$1,356,753	$1,546,000	$1,565,500	$19,500
Tax Levy	$1,679,470	$1,855,693	($6,029)	$175,433	$181,462
FTE Positions	11.64	16.50	15.01	14.27	(0.74)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
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.

Strategic Program Area 10: Park/TEU

Service Provision: **Discretionary**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
This Service does not have Activity Data.				

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$2,382,209	$2,991,408	$2,060,267	$1,677,268	($382,999)
Revenues	$106,968	$107,049	$215,000	$33,500	($181,500)
Tax Levy	$2,275,241	$2,884,359	$1,845,267	$1,643,769	($201,499)
FTE Positions	24.52	29.00	20.93	21.52	0.59

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
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 Actual**	**2017 Target**	**2018 Target**
This Service does not have Activity Data.				

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$701,228	$552,590	$239,384	$258,520	$19,136
Revenues	$149,867	$22,413	$0	$0	$0
Tax Levy	$551,361	$530,177	$239,384	$258,520	$19,136
FTE Positions	2.53	4.96	2.04	2.39	0.35

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
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.

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	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
This Service does not have Activity Data.				

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$440,772	$347,174	$277,646	$237,646	($40,000)
Revenues	$78,400	$72,700	$55,000	$55,000	$0
Tax Levy	$362,372	$274,474	$222,646	$182,646	($40,000)
FTE Positions	2.09	2.70	2.70	2.91	0.21

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
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	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
This Service does not have Activity Data.				

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$0	$0	$0	$0	$0
Revenues	$0	$0	$0	$0	$0
Tax Levy	$0	$0	$0	$0	$0
FTE Positions	0	0	31.36	32.09	0.73

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
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	**2017 Adopted**	**2018 Budgeted**	**Variance**	**Explanation**
Accountant 2	1.00	1.00	0.00	
Accountant 3	1.00	1.00	0.00	
Accounting-Manager	1.00	1.00	0.00	
Adm Asst	0.00	2.00	2.00	Current Year Action
Administrator FAC	1.00	1.00	0.00	
Administrator Sheriffs	1.00	1.00	0.00	
Clerical Asst 2	4.00	0.00	(4.00)	Current Year Action
ClericalAsst1NM	0.00	1.00	1.00	Current Year Action
ClericalAsst2NM	0.00	3.00	3.00	Current Year Action
Corr Offcr 1 Sheriff	1.00	0.00	(1.00)	Current Year Action
CorrOffcr1SheriffNM	0.00	6.00	6.00	Current Year Action/Transfer
Dep Sheriff 1	6.00	6.00	0.00	
Dep Sheriff Lt	2.00	3.00	1.00	Transfer
Dep Sheriff Sgt	1.00	1.00	0.00	Transfer
Deputy Director Sheriff	5.00	5.00	0.00	
Fiscal Asst 1	1.00	0.00	(1.00)	Current Year Action
Fiscal Asst 2	1.00	0.00	(1.00)	Current Year Action
FiscalAsst1NM	0.00	1.00	1.00	Current Year Action
FiscalAsst2NM	0.00	1.00	1.00	Current Year Action
Fiscal Spec	2.00	2.00	0.00	
Office Coord Sheriff	1.00	1.00	0.00	
Public Safety Fis Admin	1.00	1.00	0.00	
Public Safety Fisc Anls	2.00	2.00	0.00	
Sheriff	1.00	1.00	0.00	
Sheriff Sales Coordinator	1.00	1.00	0.00	
Sheriffs Dept Captain	6.00	5.00	(1.00)	Transfer
Stores Clerk 3	1.00	1.00	0.00	
Supervisor Office Mgmt	1.00	1.00	0.00	
Training Academy Assistant	1.00	1.00	0.00	
TOTAL	**43.00**	**50.00**	**7.00**	

Police Services Bureau Budgeted Positions				
Position Title	**2017 Adopted**	**2018 Budgeted**	**Variance**	**Explanation**
Adm Asst	3.00	3.00	0.00	
Clerical Asst 1	4.00	0.00	(4.00)	Current Year Action
Clerical Asst 2	1.00	0.00	(1.00)	Current Year Action
Clerical Asst 2 Nr	1.00	1.00	0.00	
ClericalAsst1NM	0.00	4.00	4.00	Current Year Action
CorrOffcr1SheriffNM	0.00	1.00	1.00	Transfer
Dep Sheriff 1	167.00	175.00	8.00	Transfer
Dep Sheriff 1 Bl Sp	2.00	2.00	0.00	
Dep Sheriff Lt	6.00	5.00	(1.00)	Transfer
Dep Sheriff Sgt	9.00	10.00	1.00	Transfer
Sheriffs Dept Captain	3.00	4.00	1.00	Transfer
Supervisor Office Management	1.00	1.00	0.00	
Parking Checker Hrly	1.30	1.30	0.00	
Investigator Hr	3.35	3.35	0.00	
Full-Time Total	197.00	206.00	9.00	
Part-Time Total	4.65	4.65	0.00	
TOTAL	**201.65**	**210.65**	**9.00**	

Detention Service Bureau Budgeted Positions				
Title Code	**2017 Adopted**	**2018 Budgeted**	**Variance**	**Explanation**
Assistant Office Supervisor	0.00	1.00	1.00	Current Year Action
Clerical Asst 1	1.00	0.00	(1.00)	Current Year Action
Clerical Asst 2	28.00	0.00	(28.00)	Current Year Action
Clerical Spec Sheriff	2.00	2.00	0.00	
ClericalAsst1NM	0.00	1.00	1.00	Current Year Action
ClericalAsst2NM	0.00	27.00	27.00	Current Year Action
Coor Transportation Sheriff	1.00	0.00	(1.00)	Current Year Action
Corr Manager	4.00	4.00	0.00	
CorrOffcr1DOTNM	0.00	10.00	10.00	
Corr Offcr 1 DOT	2.00	0.00	(2.00)	Current Year Action
Corr Offcr 1 Sheriff	259.00	0.00	(259.00)	Current Year Action
CorrOffcr1SheriffNM	0.00	245.00	245.00	Current Year Action/Transfer
Corr Offcr Lt	15.00	15.00	0.00	
Dep Sheriff 1	96.00	88.00	(8.00)	Transfer
Dep Sheriff 1 Bl Sp	1.00	1.00	0.00	
Dep Sheriff Lt	1.00	1.00	0.00	
Dep Sheriff Sgt	4.00	3.00	(1.00)	Transfer
Facilities Wrkr Secur	31.00	31.00	0.00	
Fiscal Asst 1	6.00	0.00	(6.00)	Current Year Action
FiscalAsst1NM	0.00	6.00	6.00	Current Year Action
Sheriffs Dept Captain	2.00	2.00	0.00	
Stores Clerk 1 Sheriff	9.00	9.00	0.00	
Stores Clerk 2	1.00	1.00	0.00	
Supervisor Office Management	3.00	3.00	0.00	
Supervisor Public Safety	1.00	1.00	0.00	
Clerical Asst 2 Hrly	3.70	3.70	0.00	
TOTAL	**470.70**	**454.70**	**(16.00)**	

Unfunded Positions				
Title Code	**2017 Adopted**	**2018 Budgeted**	**Variance**	**Explanation**
Dep Sheriff 1	0.00	5.00	5.00	Create
TOTAL	**0.00**	**5.00**	**5.00**	

BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Variance
Expenditures					
Personnel Costs**	$35,095,405	$33,513,396	$25,298,574	$18,815,585	($6,482,989)
Operation Costs	$23,134,559	$24,043,510	$25,056,802	$25,823,203	$766,401
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$476,197	$258,238	$277,147	$220,147	($57,000)
Interdept. Charges	$3,381,222	$3,725,083	$4,082,180	$65,442	($4,016,738)
Total Expenditures	**$62,087,383**	**$61,540,227**	**$54,714,703**	**$44,924,377**	**($9,790,326)**
Legacy Healthcare/Pension	*$9,982,897*	*$8,358,431*	*$9,282,150*	*$0*	*($9,282,150)*
Direct Revenue	$3,773,396	$3,982,829	$3,681,273	$4,538,315	$857,042
Intergov Revenue	$2,581,465	$2,119,177	$2,200,000	$3,177,000	$977,000
Indirect Revenue	$107,371	$92,950	$0	$0	$0
Total Revenues	**$6,462,232**	**$6,194,956**	**$5,881,273**	**$7,715,315**	**$1,834,042**
Tax Levy	**$55,625,151**	**$55,345,271**	**$48,833,430**	**$37,209,062**	**($11,624,368)**
Effective Tax Levy*	**$36,409,633**	**$37,408,755**	**$38,292,324**	**$37,143,620**	**($1,148,704)**
Full-Time Pos. (FTE)**	379.27	386.20	396.11	394.59	(1.52)
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$2,616,886	$2,839,519	$1,836,276	$2,642,820	$806,544

**This Effective Tax Levy excludes interdepartmental charges and fringe benefit costs.*
***The 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2017 Budget, 2016 Actual, and 2015 Actual FTEs are restated to reflect this change. Program Area tables include these changes as well.*

Department Mission: The mission of the Milwaukee County House of Correction (HOC) is to provide a safe and secure jail/correctional operation for inmates and workplace for staff while also ensuring all persons in our custody are treated with dignity, respect and given the opportunity and encouragement to reach their full potential. The HOC is a supportive resource providing services, labor and product to help reduce the cost of incarceration while minimizing expenses for other County Departments, the public and non-for-profit entities.

Department Description: The functions of the HOC are defined in Chapters 302, 303, 304 and 973 of the Wisconsin Statutes. The HOC receives and maintains custody of all sentenced inmates in Milwaukee County and other jurisdictions as authorized by County ordinance, for periods not to exceed one year per conviction. HOC then releases inmates upon expiration of sentence, upon orders of the courts or other recognized authorities. Statutes allow this institution to receive and maintain custody of pretrial inmates (meaning those awaiting a court date) at the request of the Milwaukee County Sheriff.

For those in custody, the HOC provides:

- Programs of work release (generally called Huber privileges) to inmates allowed to work outside of the HOC
- Training programs which help inmates in matters such as personal growth, education, work readiness, job training/certification, Alcohol & Other Drug Abuse (AODA), and other types of therapy and treatment
- A program of home detention using electronic surveillance (ES) equipment
- The HOC is one of only twenty correctional facilities in the nation to house an American Job Center which provides employment services within our facility to help inmates prepare for job search

The HOC also:

- Oversees the medical contract that provides medical, dental, and other necessary services to inmates at both the HOC and the Milwaukee County Jail
- Oversees the food services contract that provides meals to inmates at the HOC and County Jail
- Manages the Day Reporting Center (DRC) contract which allows inmates and individuals under Deferred Prosecution Agreements to obtain a GED, enhanced education skills, personal growth, job training and services, as well as take part in AODA treatment/services

The HOC is organized into the following program areas: Administration, House of Correction (secure inmate housing units and dormitories), Inmate Medical and Mental Health, and Inmate Programming

The Administration Program Area is responsible for the day-to-day functions of the department including finance, accounting, and budgeting. This area consists of:

- Central Administration (Superintendents, Captains, Internal Affairs)
- The Business Office (Finance, Budgeting and Purchasing)
- Inmate Accounts (Support Services for Inmates)
- The Maintenance Department (about 560,000 square feet of building areas plus grounds)

The HOC Program Area oversees the inmate facilities. The State of Wisconsin Department of Correction approved rated inmate capacity for the HOC is 1,766. 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 (FML) building. The HOC program area includes:

- Inmate housing units
- Training department
- The dog handler (K9) unit
- The power plant

Inmate Medical and Mental Health consists of the medical units and psychiatric services. These services are provided through a contract with Armor Correctional Health Services, Inc. This agreement is managed by the HOC and serves both the County Jail and the HOC.

Inmate Programming provides basic education, training programs and work experience for inmates in the HOC's print shop, laundry and kitchen/bakery, as well as offsite work opportunities. This area offsets some expenses by providing products and services to other departments, the public and not-for-profit agencies. The DRC expands HOC's role in inmate programming and facilitates 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. Currently, this Program Area includes:

- Huber/ES
- Programming (including the American Job Center)

- Laundry
- Kitchen/Bakery
- Graphics Shop (which supports the entire County and some community non-profit agencies)
- The Day Reporting Center (DRC)

Major Changes in FY 2018:

A workgroup is created to explore for the creation of Alcohol and Other Drug Abuse (AODA) treatment pods. The workgroup will include a representative from the HOC, a representative from the Office of the Comptroller, a medical doctor, a psychologist, and representatives from Justice Point and the Benedict Center. It is requested that a representative from Combined Court Related Operations and the Office of the Sheriff also participate in the workgroup. The AODA pods will be treatment focused and include robust services, such as individualized counseling, group counseling, AA meetings, healthy living classes, education, resources, stress reduction therapies/classes, and Vivatrol injections upon release. The workgroup will provide a written report to the County Board by the June 2018 cycle. The written report should include estimates of the cost of operating a pilot program.

Revenues increase approximately $1,000,000 due to a new contract to house more Department of Correction (DOC) inmates. The 2018 budget anticipates that sixty (60) more DOC inmates will be housed at the HOC. The DOC pays the HOC a daily rate to house each inmate.

Revenues also increase by approximately $754,285 based on a change in inmate calling rates from $0.14 per minute to $0.25 per minute to allow the HOC to recover costs associated with managing the phone system.

In order to address a structural budgetary deficit caused primarily by growing pension and retiree health care costs, as well as reductions in support from the State, the 2018 Budget includes a vacancy and turnover increase of approximately one percent for most County departments for an overall savings of $1,877,496. The increased vacancy and turnover for House of Correction is $53,448. In order to ensure that vacancy and turnover savings are realized, all requests to fill positions shall be reviewed and approved by the Department of Administrative Services before the position may be filled.

An expenditure reduction of $340,100 is included in this department to avoid an increase of the countywide vehicle registration fee of $30. This expenditure reduction shall be managed by the department to achieve a commensurate tax levy savings by seeking efficiencies to minimize the impact on the delivery of programs and services.

Prior to enacting any direct service cuts, departments will work with the Department of Administrative Services – Performance, Strategy, and Budget to identify opportunities to re-organize, streamline, consolidate, eliminate, or otherwise reduce duplication and the cost of administrative expenditures within County government. The initiative shall include a review of prior internal and external audits, consulting reports, workgroup activities, and studies. In addition, the effort should include a critical reassessment of any expenditure of contract funds for non-core services.

Strategic Program Area 1: Administration

Service Provision: **Administrative**

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

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
The HOC is moving to electronic grievance system which will allow detailed tracking activities related to number of grievances by type, e.g. food.				

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$6,093,778	$6,571,691	$6,197,497	$3,092,760	($3,104,737)
Revenues	$2,731	$4,775	$420	$3,420	$3,000
Tax Levy	$6,091,407	$6,566,916	$6,197,077	$3,089,340	($3,107,737)
FTE Positions*	40.32	40.15	39.94	37.88	(2.06)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Ave Number of Overtime Hours Worked by Correctional Officer per Pay Period	10.84	13.21	<12 hours	<12 hours
The HOC is developing a measure of total number of grievances submitted to proportion sustained or dismissed.				

**Determined that 14.25 hours in 2014 was too much, as staff begins to experience burnout when mandatory overtime is over 12 hours per pay period, as that means they have to work more than one 8-hour shift when they should have been off work. Performance measure is closely related to ability to hire adequate number of security staff.*

Strategic Overview: The Administrative Program Area of the House of Correction (HOC) oversees the day to day operation and management of the facility including finance, purchasing, and budgeting for the HOC. The Program area also includes the HOC's Maintenance Department and Inmate Accounting, which provides support services to inmates.

Strategic Implementation: Expenditures decrease due to centralization of healthcare and cross charges, as well as some cost cuts. All planned salary increases by the County are included in this Program Area for proper tracking and management.

One vacant position (Fiscal 2) in Inmate Accounts is abolished due to efficiencies generated from an upgrade of the commissary and accounting system.

Strategic Program Area 2: House of Correction

Service Provision: **Discretionary**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
K9 Responses to Non-Compliant Inmates	1177	1162	1145	1170
K9 Responses to Combative Inmates	166	164	150	155
K9 Escorts	631	690	600	700
K9 Crowd Control Responses	915	920	1000	970
K9 Presence Tours (formerly Building & Area Searches)	1165	1150	1250	1250
K9 Narcotics Searches	1307	1290	1350	135
K9 Public Demonstrations (Shows)	121	131	150	145
K9 Responses with Correctional Emergency Response Team (CERT)	0	3	5	5
Number of Shakedowns per year	266	312	>200	>200
Average Daily Population	1406	1328	1409	<1400
Average Inmates Per Budgeted Correctional Officer	5.21	4.92	5.22	The 5.00

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$29,865,601	$30,316,044	$24,055,260	$17,707,426	($6,347,834)
Revenues	$4,924,762	$4,511,873	$4,062,634	$6,063,047	$2,000,413
Tax Levy	$24,940,840	$25,804,170	$19,992,626	$11,644,379	($8,348,247)
FTE Positions	291.43	294.85	300.98	298.35	(2.63)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Hours Giving Back*	347,143	338,251	357,557	368,284
The HOC plans to develop measure of proportion of shakedowns that identified and removed illegal contraband.				

Strategic Overview: 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. The main focus in this area is to provide a safe and secure environment for inmates, staff and visitors.

Strategic Implementation: Revenues increase due to a new contract with the DOC housing additional inmates. Expenses are increased for overtime costs due to security staff shortages despite numerous, ongoing hiring initiatives.

The department is requesting that all employees at the HOC who have completed the 56-hour Wisconsin Department of Justice Law Enforcement Standards Board Firearms curriculum and continue to be certified for firearms as outlined by the State of Wisconsin and also have a Commercial Driver's License (CDL), shall receive in addition to salary, a lump sum of five hundred dollars ($500) the first payroll period in December. Any employee who does not have all the proper certifications for the entire year shall be paid on a prorated basis for the duration of the year.

**Performance Measure Highlights:*
This area tracks the hours that inmates are performing work inside the HOC (kitchen, laundry, etc.) as well as outside activities which support other agencies (e.g., supervised inmate work crew to clean up Summerfest grounds). We call these "hours giving back" to the community, and the long-term goal is to sustain a 15% increase above the total hours in 2015, when we began tracking. The HOC finished just below our target on hours giving back in 2016.

Strategic Program Area 3: Inmate Medical & Mental Health

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Activity Data is not yet available for this Program Area.				

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$16,485,103	$15,481,358	$16,037,543	$16,598,450	$560,907
Revenues	$1,417	$1,834	$37,114	$37,114	$0
Tax Levy	$16,483,686	$15,479,524	$16,000,429	$16,561,336	$560,907
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Number of Inmates participating in formal AODA as a percentage of total inmate population	19 inmates per month average / 1406 ADP = 1%	52 inmates per month average / 1328 ADP = 4%	>5%	>5%

AODA – Alcohol & Other Drug Addiction class

Strategic Overview: The HOC is responsible under state statute for the medical and mental health of the inmates at the HOC. The Sheriff is responsible for the inmates at the jail. The HOC oversees the medical contract for 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, the courts require Armor to provide specific personnel to adequately staff the inmate medical and mental health programs.

Strategic Implementation: In 2018, 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. Expenses are up because the contract is adjusted upward for increased costs (based on Consumer Price Index). The HOC absorbs the increase for both facilities because, as in 2016-17, the budget does not include any crosscharges from the HOC to the Office of the Sheriff for the County Jail portion of inmate medical care 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 Actual**	**2017 Target**	**2018 Target**
Number of Inmates out on Electronic Monitoring (ES & GPS)*	135	122	135	>100
Number of Inmates Reporting to Day Reporting Center	208	331	250	>300

**There has been a decline in number of inmates at the HOC resulting in fewer that can take part in Electronic Monitoring (EM).*

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$9,642,901	$9,171,135	$8,424,402	$7,525,741	($898,661)
Revenues	$1,533,323	$1,676,475	$1,781,105	$1,611,734	($169,371)
Tax Levy	$8,109,578	$7,494,660	$6,643,297	$5,914,007	($729,290)
FTE Positions	47.48	51.20	55.19	58.36	3.17

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Percentage of Employed Huber Inmates	51 of 196 eligible* = 26%	79 of 214 eligible = 37%	38%	45%
Percentage of Inmates Participating in at least one Programming Activity	78% (of approx. 950 inmates [as excludes pre-trial])	78% (of approx. 901 inmates [as excludes pre-trial])	100%	100%

**Eligible count is those eligible for Huber privileges less those on EM (as they are often already employed).*

Strategic Overview: This program area is responsible for providing inmates with opportunities and encouragement to take part in basic education, other training, and work experience in the HOC's graphics shop, laundry, kitchen/bakery, as well as some offsite work activities. The laundry plant continues to charge both the Behavioral Health Division and the Department of Health and Human Services for laundry services provided to their facilities. The laundry plant will continue not to charge the Office of the Sheriff for its share of inmate laundry per County Board file number 12-987. The HOC also oversees the food service contract for both facilities and does not charge the Sheriff's Office for their share.

Strategic Implementation: Excluding personnel cost changes from consolidation of healthcare and cross charges, expenses are approximately the same for this program area as in 2017. Revenues are down slightly due to decline in ADP resulting in fewer inmates being eligible to participate and pay for Huber/EM privileges.

The HOC is one of twenty correctional facilities in the nation to house and manage an American Job Center (AJC). The HOC and Employ Milwaukee (formerly MAWIB) partnered for a US Department of Labor grant. This effort provides

incarcerated offenders with employability skills by providing said offenders 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 to 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 HOC's AJC program. While this started in the fall of 2016, it will continue to be a predominant initiative in 2018.

Performance Measure Highlights:
The HOC continues to assist inmates who have offsite work privileges (called Huber) to find employment. Based on market research, a benchmark employment rate of 45% of those eligible to work has been set. That is our goal by 2023. We believe the HOC is on track to reach this goal since current attainment is 38%.

Part of our mission is also to help inmates reach their full potential by participating in programming. Our goal is to have 100% of inmates take part in at least one programming course. We ended last year with about a 78% participation rate and hope to achieve 100% by 2019.

Continuing Contracts		
Description	**Vendor**	**Amount***
Food Service Contract	ARAMARK Correctional Services, LLC	$3,200,000

**Estimated, as the amount is variable based on Average Daily Population / number of inmate meals served.*

House of Correction Budgeted Positions				
Position Title	**2017 Adopted**	**2018 Budgeted**	**Variance**	**Explanation**
Adm Asst NR Non-Exempt	1.00	1.00	0.00	
Admin Spec - HOC	1.00	1.00	0.00	
Analyst Budget and Mgmt	1.00	1.00	0.00	
Assistant Superintendent	2.00	2.00	0.00	
Auto and Eq Mech	1.00	1.00	0.00	
Clerical Asst 1	2.00	2.00	0.00	
Clerical Asst 2	3.00	3.00	0.00	
Clerical Spec HOC	3.00	3.00	0.00	
Corr Manager	6.00	6.00	0.00	
Corr Offcr 1	243.00	266.00	23.00	Current Year Action
Corr Offcr 1 DOT	23.00	0.00	(23.00)	Current Year Action
Corr Offcr Lt	23.00	23.00	0.00	
Corr Offcr Lt - Prog Facl	1.00	1.00	0.00	
Corr Offcr Truck Driver	1.00	1.00	0.00	
Distribution Assistant	1.00	1.00	0.00	
Electrical Mech	1.00	1.00	0.00	
Executive Assistant HOC	1.00	1.00	0.00	
Facilities Mtce Wrkr-Ho	7.00	7.00	0.00	
Fiscal Asst 1	1.00	1.00	0.00	
Fiscal Asst 2	3.00	2.00	(1.00)	Abolish
Fiscal Operations Mgr HOC	1.00	1.00	0.00	
Fiscal Spec	1.00	1.00	0.00	
Graphic Designer	1.00	1.00	0.00	
Graphic Services Coord	1.00	1.00	0.00	
Graphics Asst	1.00	1.00	0.00	
Graphics Supervisor	1.00	1.00	0.00	
Heating Equip Mech	1.00	1.00	0.00	
Laundry Cloth Prod Asst Sup	5.00	5.00	0.00	
Laundry Cloth Prod Sup	2.00	2.00	0.00	
Laundry Sup	1.00	1.00	0.00	
Maintenance Foreman	1.00	1.00	0.00	

House of Correction Budgeted Positions				
Position Title	**2017 Adopted**	**2018 Budgeted**	**Variance**	**Explanation**
Mechanical Mtce Supt HOC	1.00	1.00	0.00	
Plumber	1.00	1.00	0.00	
Power Plant Oper In Charge	1.00	1.00	0.00	
Power Plant Operator	7.00	7.00	0.00	
Print Shop Tech HOC	1.00	1.00	0.00	
RC-Corr Offcr 1	3.00	3.00	0.00	
Stores Clerk 1	6.00	6.00	0.00	
Stores Clerk 3	1.00	1.00	0.00	
Superintendent House Correction	1.00	1.00	0.00	
Supervisor Accounting	1.00	1.00	0.00	
Grand Total	**364.00**	**363.00**	**(1.00)**	

House of Correction Unfunded Positions				
Position Title	**2016 Budget**	**2017 Budget**	**Variance**	**Explanation**
Facilities Mtce Wrkr-HOC	1.00	1.00	0.00	
Corr Offcr 1	10.00	10.00	0.00	
Corr Offcr Lt	5.00	5.00	0.00	
Grand Total	**16.00**	**16.00**	**0.00**	

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BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2017/2018 Variance
Expenditures					
Personnel Costs	$13,484,773	$14,648,109	$11,179,028	$8,588,847	($2,590,181)
Operation Costs	$3,179,145	$3,165,224	$3,359,607	$3,122,516	($237,092)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$19,353	$34,516	$59,018	$0	($59,018)
Interdept. Charges	$1,881,701	$2,240,626	($364,900)	($407,675)	($42,775)
Total Expenditures	**$18,564,972**	**$20,088,475**	**$14,232,753**	**$11,303,688**	**($2,929,066)**
Legacy Healthcare/Pension	*$3,220,314*	*$3,865,609*	*$3,860,188*	*$0*	*($3,860,188)*
Revenues					
Direct Revenue	$73,982	$96,295	$79,158	$76,418	($2,740)
Intergov Revenue	$6,228,563	$6,091,664	$5,731,228	$5,387,435	($343,793)
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$6,302,545**	**$6,187,959**	**$5,810,386**	**$5,463,853**	**($346,533)**
Tax Levy	**$12,262,427**	**$13,900,516**	**$8,422,367**	**$5,839,835**	**($2,582,533)**
Effective Tax Levy*	**$4,517,125**	**$5,134,125**	**$5,927,352**	**$6,247,510**	**$320,158**
Personnel					
Full-Time Pos. (FTE)**	160.09	165.32	165.30	162.54	(2.76)
Seas/Hourly/Pool Pos.	8.46	8.46	8.46	7.46	(1.00)
Overtime $	$153,254	$218,729	$225,960	$275,256	$49,296

**This Effective Tax Levy excludes interdepartmental charges and fringe benefit costs.*
*** The 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2017 Budget, 2016 Actual, and 2015 Actual FTEs are restated to reflect this change. Program Area tables include these changes as well.*

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 team 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 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 Division of Milwaukee Child Protective Services 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.

Major Changes in FY 2018: One investigator position is authorized but unfunded. Offsetting revenue for this position in 2018 will come from the John D. and Catherine T. MacArthur grant administered by the Courts. Creation of this position was approved under CB resolution 17-404 and has no tax levy impact due to the offsetting revenue.

Prior to enacting any direct service cuts, departments will work with the Department of Administrative Services – Performance, Strategy, and Budget to identify opportunities to re-organize, streamline, consolidate, eliminate, or otherwise reduce duplication and the cost of administrative expenditures within County government. The initiative shall include a review of prior internal and external audits, consulting reports, workgroup activities, and studies. In addition, the effort should include a critical reassessment of any expenditure of contract funds for non-core services.

Departmental Program Description: In order to address a structural budgetary deficit caused primarily by growing pension and retiree health care costs, as well as reductions in support from the State, the 2018 Budget includes a vacancy and turnover increase of approximately one percent for most County departments for an overall savings of $1,877,496. The increased vacancy and turnover for the District Attorney is $137,232. In order to ensure that vacancy and turnover savings are realized, all requests to fill positions shall be reviewed and approved by the Department of Administrative Services before the position may be filled.

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

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

District Attorney	1
Chief Deputy District Attorney	1
County Staff	5
Assistance District Attorneys	10.25

MILWAUKEE COUNTY DISTRICT ATTORNEY'S OFFICE CASELOAD STATISTICS -- FILINGS

Workload Statistics	***2014***	***2015***	***2016***	***2015/16 Change***
Felony	*5,550*	5,514	*5,532*	*18*
Misdemeanor	*5,179*	4,489	*4,078*	*(411)*
Criminal Traffic	*2,577*	2,490	*2,460*	*(30)*
Children in Need of Protective Services (CHIPS)	*1,266*	1,132	*1,035*	*(97)*
Juvenile Delinquency	*1,343*	1,253	*1,282*	*29*
TPR (Termination of Parental Rights)	*266*	359	*380*	*21*

Community Prosecution and General Crimes Division: The community prosecution division consists of the community prosecutors, who serve Milwaukee police districts and the near west side of Milwaukee. 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. In 2017 the office assigned an existing investigator position to the drug treatment and veterans' treatment courts to partner with an officer provided by the Milwaukee Police Department to provide dedicated law enforcement services to defendants in those courts in order to enhance the success of alternatives to incarceration in those programs. This investigator is involved in all phases of the program, including initial screening of defendants, home visits, ongoing monitoring and compliance

investigation as needed, and apprehension of defendants who fail to comply. Throughout 2016, there were approximately 65 participating defendants in the drug treatment initiative and 30 successfully completed the program. There were 60 participating defendants in the veterans' treatment court and 28 successfully completed the program. Others participants continued in both programs in 2017.

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. In 2016, the witness protection unit handled 415 case referrals, of which 52.8% involved domestic violence. The unit made 131 arrests for crimes related to witness intimidation. Based on the first five months of 2017, the projected case referrals will reach an all-time record 510, with domestic violence accounting for a slightly increased proportion of the total. The witness protection unit also 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. In 2016, the work of these investigators contributed to the recovery of over $226,982 in connection with criminal and civil child support cases. This initiative began in 2014 and has been renewed for 2018 by mutual agreement with the Department of Child Support Services. 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*:**

Deputy District Attorney	1
Assistant District Attorney	1
County Staff	27

Investigator Division Personnel	
Chief Investigator	1
County Staff	23.5

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 present evidence, argue motions, negotiate cases, and conduct jury and court trials for all felony violations in the specialized felony Milwaukee County felony courts. The division, which consists of the homicide, sensitive crimes, sensitive crimes

victim witness services, violent crimes – drug, and violent crimes – firearms units, staffs seven specialized felony courts in Milwaukee County circuit court and strives to ensure application of uniform negotiation policies in violent crimes' cases, and to develop and maintain systems to ensure the highest quality of prosecution and speedy disposition of violent crimes' cases. The sensitive crimes division includes the domestic violence unit, sensitive crimes unit, and child abuse and protection unit.

Deputy District Attorney	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.

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.

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 Coordinator	1
County Staff	42.5

State Prosecutors and the County Payroll and Benefit System: The district attorney's budget includes 2 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 6 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 23.5 FTE assistant district attorneys, down from 29.5 FTE in 2017, decrease by $175,329. 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	**2018 ADA FTE**	**2017 Budget**	**2018 Budget**	**2017/18 Variance**
WIDOJ Byrne JAG DOJ MMDEG Task Force	4.0	$ 253,910	$ 254,548	$ 638
Byrne JAG Local Milwaukee County	0	190,150	0	(190,150)
CSS Child Support Prosecutor	1.0	83,750	85,635	1,885
State DCF CHIPS TPR Contract	8.5	743,875	768,289	24,414
WIDOJ Early Intervention General Crimes	0	33,325	0	(33,325)
WIDOJ Violence Against Women Act (VAWA RRP)	1.0	98,980	99,500	520
High Intensity Drug Trafficking Area (HIDTA)	6.0	507,200	521,339	14,139
WIDOJ Sexual Assault Kit Initiative (SAKI)	1.0	93,950	86,500	(7,450)
Federal VAWA Domestic Violence	2.0	166,000	180,000	14,000
TOTAL	23.5	$ 2,171,140	$ 1,995,811	$ (175,329)

Revenue from state grants for 2018 is comprised of the five programs detailed in the following table:

STATE GRANTS			
State Revenue Programs	**2017 Budget**	**2018 Budget**	**2017/18 Variance**
Victim/Witness Program	$ 1,382,000	$ 1,430,000	$ 48,000
Victim of Crimes Act (VOCA)	317,000	435,675	118,675
Special Prosecution Courts' Clerks	270,000	280,000	10,000
State DCF CHIPS-TPR Contract	1,279,605	1,303,470	23,865
STOP VAWA Regional Resource Prosecutor	100,980	101,500	520
TOTAL	$ 3,349,585	$ 3,550,645	$ 201,060

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: 1.0 victim/witness director, 3.5 victim/witness supervisors, 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 may reimburse counties for up to 90 percent of costs of their victim/witness programs. The district attorney's adopted 2017 budget estimates a reimbursement rate of 50 percent for the victim/witness program. For 2018, we are estimating a reimbursement rate of approximately 49 percent of programs costs, primarily because of the significant increase in program costs resulting from County Board Resolution 16-555, which increased the annual salary of a victim/witness advocate to the "market minimum" of $47,595 from the previous range of $38,424 to $46,459.

Victims Of Crime Act (VOCA) funding from the Wisconsin Department of Justice, Office of Crime Victim Services (OCVS), will provide funding for 8 FTE positions next year: two victim/witness advocates assigned to the crisis response unit, four assistant sensitive crimes victim advocates in the sensitive crimes victim services unit, and two victim/witness advocates for domestic violence cases assigned to the Sojourner Family Justice Center. VOCA funding for these 8 FTE positions will provide reimbursement for approximately 70 percent of personnel costs, down from the usual 80/20 VOCA/local match split because of the significant increase in program costs resulting from County Board Resolution 16-555, which increased the annual salary of victim/witness advocates and sensitive crime victim advocates to the "market minimum" of $47,595 from the previous range of $38,424 to $46,459.

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 were $265,825 in state fiscal year 2016 and $282,628 in state fiscal year 2017.

The CHIPS-Termination of Parental Rights (TPR) 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) for CHIPS and TPR cases in the juvenile division.

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 2018 is comprised of the four programs detailed in the following table:

FEDERAL GRANTS	2017 Budget	2018 Budget	2017/18 Variance
HIDTA	577,150	549,800	(27,350)
DOJ Bryne JAG MMDEG Task Force	543,365	543,365	0
Bryne JAG Local Milwaukee County	190,150	-	(190,150)
WIDOJ Early Intervention General Crimes	33,325	-	(33,325)
DOJ Sexual Assault Kit Initiative (SAKI)	93,950	86,500	(7,450)
Federal VAWA Domestic Violence	283,000	296,750	13,750
.	$ 1,720,940	$ 1,476,415	$ (244,525)

The North Central High Intensity Drug Trafficking Area (HIDTA) grant will provide funding in 2018 from the federal Office of National Drug Control Policy (ONDCP) for six assistant district attorneys and one paralegal, for approximately three months, in the district attorney's violent crimes and HIDTA units. We have increased vacancy and turnover by three-quarters of the paralegal's salary to offset the loss of HIDTA funding for the paralegal on or about April 1, 2018.

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. Funding for these positions from the 2016 Byrne JAG Local grant will run out on July 22, 2017. As of September of 2017 the Department of Administrative services has applied for the 2017 JAG grant, but is unaware if the application has been accepted.

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 $288,817 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 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 $115,000 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 Sexual Assault Kit Initiative (SAKI) grant 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				
	2018 CROSSCHARGES	2017	2018	2017/18
Department	Program	Budget	Budget	Change
Child Support Services	Child Support Investigation and Prosecution	364,900	407,675	(42,775)
	TOTAL	364,900	407,675	(42,775)

Child Support Services
Wis. Stat. § 948.22 provides criminal penalties for failure to support a child. The Department of Child Support Services (CSS) refers the most egregious cases to the district attorney for criminal prosecution. The district attorney cross-charges CSS for 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
In 2015 the county board added two investigators to work on a Violent Crimes Task Force initiative. This section updates their continuing accomplishments.

The unit maintained its membership in the Milwaukee County Violent Crimes Taskforce which seeks to reduce violent crimes including armed robbery and carjacking. The Milwaukee Police Department recently recognized the task force for successfully reducing armed carjackings in Milwaukee County by over 50% in 2016 versus the previous year.

The unit continued to support multi-agency investigations throughout Milwaukee County providing investigative case management, investigative resources, and investigative support to law enforcement partners throughout Milwaukee County. The unit remains a resource for local departments to augment investigative capability when confronted with increases in violent criminal acts.

The unit's computerized forensic investigations capability processed over 300 items of evidence in support of local investigations throughout Milwaukee County. This countywide service is highly valued by smaller Milwaukee County agencies which lack the training and equipment to conduct such investigations locally.

Strategic Program Area 1: Investigations & Criminal Prosecutions

Strategic Outcome: **Personal Safety Service**

Provision: **Mandated**

What We Do: Activity Data			
Activity	**2016 Actual**	**2017 Budget**	**2018 Budget**
This service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2017/18 Variance**
Expenditures	$18,564,972	$20,088,475	$14,232,753	$11,303,688	($2,929,066)
Revenues	$6,302,545	$6,187,958	$5,810,386	$5,463,853	($346,533)
Tax Levy	$12,262,427	$13,900,516	$8,422,367	$5,839,835	($2,582,533)
FTE Positions	160.09	160	164	167	3

How Well We Do It: Performance Measures				
Performance Measure	**2016 Budget**	**2016 Actual**	**2017 Budget**	**2018 Budget**
Performance Measures have not yet been created for this service				

Strategic Overview: 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 2018 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.

Strategic Implementation: 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. The office also hopes to continue the district attorney's record of 25 consecutive years of budget surplus and fiscal discipline, which is unprecedented among county criminal justice agencies.

There are no new positions in the district attorney's 2018 budget other than the MacArthur grant-funded CART investigator position that is discussed below. Salaries and wages in account 5199 increase by approximately 10 percent for four principal reasons: (1) County Board Resolution 16-555, which increased various classifications in the district attorney's office to market minimums; (2) County Board Resolution 17-301, which created new positions of financial manager, management assistant, and witness protection analyst; (3) mid-year 2017 pay adjustments for district attorney investigators, accountants, office managers, the director of victim/witness services, and the information technology manager; and (4) a 2 percent base salary increase for employees resulting from a 1 percent

raise mid-year 2017 and a 1 percent raise mid-year 2018. Overtime in account 5201 also increases to account for the higher base salaries and wages.

The projected 2018 North Central HIDTA budget in account 2699 includes only approximately four months of funding for the HIDTA paralegal position. Vacancy and Turnover increases by the amount of the paralegal's salary for the last eight months of 2018 to offset the revenue loss in account 2699. The position will be vacated when outside funding ends.

Crisis Assessment Response Team (CART) Investigator (NR)
County Board Resolution 17-320, adopted on April 20, 2017, approved funding in the courts' budget, with the consent of the chief judge under the John D. and Catherine T. MacArthur Safety and Justice Challenge Phase II Implementation grant award, for the creation of 1.0 FTE position of district attorney investigator. The MacArthur grant funding is for 18 months, with the option to extend if additional MacArthur grant award funds are available, in the amount of $150,000 for the investigator's salary and fringe benefits.

The Safety and Justice Challenge Phase II Implementation MacArthur grant award includes funding to enhance Crisis Assessment Response Teams (CART) for county residents experiencing mental health crises. The district attorney investigator funded by the MacArthur grant will serve as the law enforcement professional on the first countywide CART team to respond with a behavioral health clinician to emergency calls of county residents suffering mental health crises.

The CART district attorney investigator will work closely with mental and behavioral health crisis response workers to respond as a team to law enforcement incidents in which citizens are in need of emergency mental health services, and to provide direct services to citizens in need as a potential alternative to incarceration. The service area will be primarily in the suburban jurisdictions of the county, which are currently underserved. The position requires a specially-equipped larger model law enforcement sport utility vehicle with emergency lights, siren, and police radio, in addition to special equipment to allow for the safe, secure, and sanitary transport of persons experiencing a mental health crisis. No such specially-equipped vehicle exists in the current district attorney fleet. This Investigator position is authorized but unfunded for 2018. Funding received should come from the John D. and Catherine T. MacArthur grant administered by the Courts and should have no tax levy impact.

District Attorney Budgeted Positions				
Position Title	**2017 Adopted**	**2018 Budgeted**	**Variance**	**Explanation**
Accountant 3 - DA	1	1	0	
Accountant 4 - DA	1	1	0	
Administrative Intern (Hrly)	3.8	2.8	(1)	Amendment 1A-001
Analyst Crime	1	1	0	
Analyst Witness Protection	1	2	1	Current Year Action
Asst Sensitive Crimes Victim Advocate	5	6	1	Current Year Action
Chief Investigator	1	1	0	
Clerical Asst 1	30	30	0	
Clerical Asst 2	3	3	0	
Deputy Chief Investigator	2	2	0	
Deputy District Attorney	2	1	(1)	Unfund
Director Victim Witness Services	1	1	0	
Fiscal Asst 2	1	1	0	
Investigator District Attorney	16	16	0	
Legal Secretary	1	1	0	
Management Asst – DA	2	2	0	
Manager Financial	0	1	1	Current Year Action
Manager IT	1	1	0	
Network Tech Spec DA	2	2	0	
Office Manager	1	1	0	
Office Manager – Juvenile	1	1	0	
Office Support Asst 1	3	3	0	
Office Support Asst 2	3	3	0	
Paralegal	22	22	0	
Process Server (Hrly)	4.7	4.7	0	
Secretarial Asst	18	18	0	
Secretary NR	2	2	0	
Senior Asst District Attorney	2	1	(1)	Unfund
Senior Executive Asst - DA	1	1	0	
Sensitive Crimes Victim Advocate	1	1	0	
Supervisor Victim Witness Services	3	3	0	
Victim Witness Advocate	26	27	1	Current Year Action
Victim Witness Advocate Bl Sp	1	1	0	
Full Time Total	**155**	**157**	**2**	
Part Time Total	**8.46**	**7.46**	**(1)**	
Grand Total	**163.46**	**164.46**	**1**	

District Attorney Unfunded Positions				
Position Title	**2017 Adopted**	**2018 Budgeted**	**Variance**	**Explanation**
Investigator*	0	1	1	File 17-404

*Position is authorized but unfunded. Position may be filled upon award of MacArthur Foundation grant funding by the Combined Courts.

BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Variance
Expenditures					
Personnel Costs	$5,628,045	$5,389,539	$4,767,077	$3,389,667	($1,377,410)
Operation Costs	$3,270,483	$3,772,391	$3,833,509	$3,861,062	$27,553
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$63,385	$1,000	$0	($1,000)
Interdept. Charges	$1,509,729	$1,144,907	$1,337,687	($43,015)	($1,380,702)
Total Expenditures	**$10,408,258**	**$10,370,223**	**$9,939,274**	**$7,207,714**	**($2,731,560)**
Legacy Healthcare-Pension	*$1,291,242*	*$1,204,662*	*$1,465,869*	*$0*	*($1,465,869)*
Revenues					
Direct Revenue	$414,601	$501,283	$664,862	$709,688	$44,826
Intergov Revenue	$413,902	$518,725	$577,876	$528,230	($49,646)
Indirect Revenue	$1,231,612	$1,581,570	$1,014,245	$0	($1,014,245)
Total Revenues	**$2,060,115**	**$2,601,577**	**$2,256,983**	**$1,237,918**	**($1,019,066)**
Tax Levy	**$8,348,143**	**$7,768,645**	**$7,682,291**	**$5,969,796**	**($1,712,495)**
Effective Tax Levy*	**$5,772,969**	**$6,086,398**	**$6,230,307**	**$6,012,811**	**($217,496)**
Personnel					
Full-Time Pos. (FTE)**	60.00	62.00	60.98	54.78	(6.20)
Seas/Hourly/Pool Pos.	7.60	8.00	4.98	5.28	0.30
Overtime $	233,716	189,688	159,072	178,992	19,920

**This Effective Tax Levy excludes interdepartmental charges and fringe benefit costs.*
***The 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2017 Budget, 2016 Actual, and 2015 Actual FTEs are restated to reflect this change. Program Area tables include these changes as well.*

Department Mission: The Office of Emergency Management (OEM) mission is the protection of lives and property through exacting communications to decision-makers, with the total coordination of resources, on-location and on-time, not only during a crisis but daily. OEM uses the "whole community" approach, meaning collaborative preparedness activities among public and private entities that are data-driven, thereby sustaining a local alliance of partners that offer unique contributions to resiliency.

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 these public safety services, which allows for the fusion of data, assets, monies and staff to sustain healthy and productive localities within our County.

In order to address a structural budgetary deficit caused primarily by growing pension and retiree health care costs, as well as reductions in support from the State, the 2018 Budget includes a vacancy and turnover increase of

approximately one percent for most County departments for an overall savings of $1,877,496. The increased vacancy and turnover for the Office of Emergency Management is $40,692. In order to ensure that vacancy and turnover savings are realized, all requests to fill positions shall be reviewed and approved by the Department of Administrative Services before the position may be filled.

Major Changes in FY 2018:

- In 2018 OEM EMS will coordinate with the Milwaukee Bucks to provide continued paramedic service to the new multi-purpose arena, replacing a private contract, while bringing superior service to over 17,500 patrons.

- 2018 will also mark the first year that the County distributes $1.5 million in support of paramedic services that participate in a countywide EMS system via a new formula based on municipal population, geographic square miles, and paramedic call volume.

- OEM EMS will also begin its first full year of cadet clinical training in partnership with MATC technical college.

- The Radio Services Division will complete the transition from analog to digital radio service for Milwaukee County and the 18 participating communities within the County, bringing all participants into full compliance with federal communications standards and leaving only the City of Milwaukee outside the OASIS Radio agreement. Further, the agreement establishes a fee-for-service for over 4,000 public safety users, and starting in 2018, service fees will be directed to the OASIS Capital Improvement Fund (Fund) at $2 per radio, per month. This paves the way for cost-sharing of countywide services, with the Fund monies solely reserved for a replacement public safety radio system within the next ten to fifteen years.

- In 2018, OEM 911 will continue to reallocate funds previously included in the EMS municipality distribution budget, to instead implement new technologies improving interjurisdictional cooperation and delivering faster response times to residents. This Capital Project will increase mutual aid between municipal jurisdictions while also fostering a collaborative maintenance agreement of large technology projects among all participating cities and villages.

- In 2018, the Emergency Management Division will launch a countywide knowledge management system for emergency managers. This repository of individual resource plans will not only speed the positioning of critical equipment and manning during an emergency, but it will cultivate the sharing of assets through memorandums of agreements, increasing community resiliency.

- Additionally, a Command Duty Officer role will provide tactical oversight to new mobile device app technology, while also taking on numerous emergency response tasks that are currently required of the overloaded dispatchers. This will be created by reclassifying former 911 EMS Communicator positions. Over time, these new duty officers will serve as the eyes and ears of Milwaukee County, responsible 24/7 for initial coordination and emergency messaging among departments and agencies county- and region-wide.

- In order to reduce tax levy funding requirements, five vacant positions are abolished: one EMS Communicator, one EMS Program Director, one MedRechTec2, one MedRecAdm2, and one QualAssurSpecEMS.

- OEM reclassified five additional positions in 2017. These are long overdue advances in responsibilities that will match the talents of our diverse staff while also meeting technology requirements of the 21st century. Positions include: 1) previous Senior Executive Assistant will become the OEM Communications Manager whose public service includes complex media coordination as well as communications during any crisis; 2) previous EMS Program Coordinator will become the EMS Clinical Education and Quality Assurance Manager whose responsibility includes the education of over 500 paramedics, but will expand to the critical

implementation of quality improvement in EMS provider performance; 3) previous Med Rec Tech 2 will become the Health Data Analytics Specialist who will now maintain and analyze vast amounts of data that will significantly impact policy decisions and improve patient outcome; 4) previous Lead EMS Communicator will become Lead Command Duty Officer providing critical leadership and direction; 5) previous seven EMS Communicators will become four Command Duty Officers, one will become a 911 QA Coordinator, one will become 911 Training Coordinator, and one is abolished.

An expenditure reduction of $55,089 is included in this department to avoid an increase of the countywide vehicle registration fee of $30. This expenditure reduction shall be managed by the department to achieve a commensurate tax levy savings by seeking efficiencies to minimize the impact on the delivery of programs and services.

Prior to enacting any direct service cuts, departments will work with the Department of Administrative Services – Performance, Strategy, and Budget to identify opportunities to re-organize, streamline, consolidate, eliminate, or otherwise reduce duplication and the cost of administrative expenditures within County government. The initiative shall include a review of prior internal and external audits, consulting reports, workgroup activities, and studies. In addition, the effort should include a critical reassessment of any expenditure of contract funds for non-core services.

Strategic Program Area 1: OEM Director's Office

Service Provision: **Mandated**

Outcome: **Personal Safety**

What We Do: Activity				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
911 Dispatcher Positions Filled	N/A	21/24 88%	22/24 90%	23/24 95%
Command Duty Officer Positions Filled	N/A	N/A	4/5 80%	4.75/5 95%
Intergovernmental Agreements for OASIS Radio	N/A	17/19 89%	18/19 95%	18/19 95%
MOUs for Naloxone Administration by local Police Departments	N/A	4/19 21%	10/19 50%	17/19 90%
EMS Contracts for Paramedic Service	N/A	7/12 62%	12/12 100%	12/12 100%
County Departmental Continuity Plans	N/A	20/29 70%	26/29 86%	29/29 100%

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$0	$489,026	$700,427	$139,085	($561,342)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$0	$489,026	$700,427	$139,085	($561,342)
FTE Positions	1.00	1.50	1.92	1.27	(0.65)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
MC Ordinances Adopted Defining OEM's authorities and better care for 911 callers, EMS patients, and OASIS users	N/A	N/A	1/2 50% MCO 97 update	2/2 100% MCO 91, 99 update
AMOPs Adopted MC Administrative Manual of Operating Procedures	N/A	N/A	3/5 60%	5/5 100%
City-County Heroin Opioid Cocaine Task Force Strategic Work plan goals accomplished	N/A	N/A	5/13 38%	13/13 100%
WIS. State Interoperability Council 911 Strategic Plan goals accomplished in statewide communications	N/A	N/A	1/2 50%	2/2 100%
LEPC **Local Emergency Planning Committee** Adoption of Emergency Plans for reporting hazardous materials	56/56 100% Grant-mandated goal	45/45 100% Grant-mandated goal	56/56 100% Grant-mandated goal	62/62 100% Grant-mandated goal
OASIS Radio Governance Board Standards/Policies adopted	N/A	5/5 100%	3/3 100%	3/3 100%

Strategic Overview: The Director's Office has a critical role in large scale change within the department of OEM. This includes overseeing collaborative preparedness activities that are data-driven and focused on multi-jurisdictional mutual aid and exploring the consolidation of public safety assets and data. OEM is a demonstrated leader of shared resources and shared cost through multiple inter-governmental agreements that allows data-sharing across all realms of public safety. Such collaboration not only saves costs, but also provides comprehensive analytics to ensure policy makers and researchers are making informed decisions.

The Director's Office drives the goals of the entire department, while also supporting ongoing updates through County Ordinance adoption, Administrative Manual of Operating Procedures and various task forces, councils and boards, which create compliance and regulatory structure that ensure personal safety for all citizens.

Note: OEM was established with the adoption of the 2015 Budget. Therefore, goals were not created until the year 2016, allowing one full year of operations.

Strategic Implementation: The Director's Office sets direction and leads change. Transformation of operations and adjustments to our complex society require motivation from the top of the organizational chart, a clear vision and implementation of those goals.

OEM fulfills multiple Wisconsin State Statutes and Milwaukee County Ordinances (MCO) through ensuring a fully staffed response mechanism, namely critical positions in the OEM 911/EMS Communications Center. Of additional significance are established and evolving inter-governmental agreements, memorandums of understanding, contracts, and plans which ensure compliance to federal, state and local laws.

Specifically, OEM Director's Office fulfills Wisconsin State Statue 323 and MCO 99 by coordinating emergency management plans, directing and coordinating activities during training and exercises, and by serving as the emergency management director during a county declaration of a state of emergency. Additionally, OEM meets the obligations of Wisconsin State Statue Chapter 256, Wisconsin Administrative Code Department of Human Services (DHS) 110, and MCO 97 for emergency medical services throughout the County. OEM simultaneously provides public safety communications in accordance with MCO 91, 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, coordinating shared interests to bring data-driven improvements into the public safety environment. Significant efforts are put forth towards data integration and sharing to accurately analyze local trends to find gaps in responder services. This includes developing partnerships with academic institutions to implement and maintain bona fide quality assurance and improvement processes, including modern curriculums across OEM and with our municipal partners.

In 2017, OEM reclassified the Senior Executive Assistant position into the OEM Communications Manager. This allows the entire department to double down on our efforts of outreach with the local communities in implementing a strategic branding plan that will bring OEM to the doorstep of individuals in the way of preparedness activities. Social media will be the critical link in providing a resource for neighborhoods to learn the how-tos of resiliency when facing a crisis. The OEM Communications Manager will be the point on media relations of which we are currently inundated with on a weekly basis, whether it's the Weather Channel or TMJ4 querying on Summerfest tornado procedures or research trials conducted with the Medical College of Wisconsin, this position is imperative for OEM progress and advancement into a model department.

Strategic Program Area 2: Emergency Management

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
MC Exercises	N/A	2/2 100%	2/2 100%	2/2 100%
Municipal Exercises	N/A	4/4 100%	5/5 100%	4/4 100%
Private Partner Exercises	N/A	5/5 100%	5/5 100%	5/5 100%
Inter-governmental Exercises	N/A	5/5 100%	5/5 100%	5/5 100%
MC Plans Updated	N/A	20/29 70%	26/29 86%	29/29 100%
Municipal Plans Updated	N/A	7/19 37%	12/19 63%	19/19 100%
Private Partner Plans Assistance	N/A	3/8 38%	4/8 50%	7/8 88%
New Grant Initiatives	N/A	2/2 100%	1/1 100%	1/1 100%

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$899,486	$705,669	$646,200	$346,513	($299,687)
Revenues	$343,678	$502,944	$577,876	$528,230	($49,646)
Tax Levy	$555,808	$202,725	$68,324	($181,717)	($113,393)
FTE Positions	6.80	6.00	5.21	4.06	(1.15)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Percentage of Cities & Villages w/Resource Plans 19 of 19 Cities & Villages in the County have an operational Resource Plan	N/A	N/A	8/19 42% Procurement Fuel/Power Shelter/Transportation	9/19 47% Procurement Fuel/Power Shelter/Transportation
Percentage w/Emergency Training County Departments (29) have conducted OEM online training	N/A	N/A	26/29, 90% Active Shooter 10/29, 33% Emergency Action Plan 7/29, 25% FEMA Incident Command	26/29, 90% Active Shooter 23/29, 80% Emergency Action Plan 20/29, 70% FEMA Incident Command

Compliance Percentage w/Emergency Drills & Exercises County Departments (29) have participated in drills/exercises	N/A	N/A	26/29, 90% Active Shooter 10/29, 33% Emergency Action Plan 7/29, 25% Business Continuity	26/29, 90% Active Shooter 23/29, 80% Emergency Action Plan 20/29, 70% Business Continuity
Compliance Percentage w/ FEMA guidelines on Business Continuity County Departments (29) have a score that meets or exceeds FEMA	N/A	N/A	10/29 34%	20/29 69%
Registration #'s for Emergency Alerting County Employees (4,300) have signed up for alerts	N/A	N/A	1,800/3,000 60%	2,400/3,000 80%

Strategic Overview: 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 to collaborate across government and private entities. Specifically, this requires an in-depth exercise and drill regiment to ensure consistent preparedness across all levels of government.

Additionally, comprehensive Emergency Management planning with our municipal partners is a strong focus with emphasis on mutual aid and/or compacts that allow for shared resources and efficiencies. These activities meet the statutory obligations of Wis. Chapter 323 and MCO 99 for emergency management duties and powers during a declared disaster, as well as preparatory mandates related to coordination with each municipality within the County.

Note: OEM was established with the adoption of the 2015 Budget. Therefore, goals were not created until the year 2016, allowing one full year of operations.

Strategic Implementation: The Emergency Management Division has set goals that are structured to baseline emergency planning and training throughout the county. The external focus is on resource planning among our 19 cities and villages ensuring self-reliance by establishing clear avenues of procurement, fuel, power, shelter and transportation. These critical elements will also be shared through a countywide knowledge management system allowing municipalities to reach across borders for mutual aid.

Concurrently, Emergency Management anticipates 100% compliance with both online training and real-world exercises and drills. These activities will create a solid foundation upon which to build complexity in FEMA and Homeland Security training in future years.

Lastly, OEM understands the importance of personal safety and is striving for maximum registration in the County employee alerting tool while also balancing everyone's right to a reasonable expectation of privacy.

In 2018, Emergency Management has 4 FTE positions. The reduction of 1 FTE is due to a position transfer to the OEM EMS Division. This relocation allows for greater focus on quality assurance, to include sustained grant efforts in the way of providing dispatcher-assisted CPR to 911 callers. The introduction of automated tracking of emergency management hazardous material plans allowed for this position to transfer.

Strategic Program Area 3: 911 Communications

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
911 CPR Calls Received	N/A	169	200	200
Calls Needing CPR	N/A	63	N/A	N/A
Calls Received CPR	N/A	23	N/A	N/A
Victims Survived to ED	N/A	12	50%	50%
Victims Survived Discharge	N/A	4	25%	25%
Admin Calls	N/A	78,927	79,000	79,000
911 Calls	N/A	89,350	89,000	89,000
Abandoned Calls	N/A	16,366	16,000	16,000
Outgoing Calls	N/A	88,843	89,000	89,000
TOTAL CALL VOLUME	N/A	273,48	273,000	273,000
TOTAL Open Records Requests Fulfilled	N/A	125	125	125

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$3,060,790	$2,808,353	$3,002,264	$2,035,950	($966,314)
Revenues	$90,224	$28,353	$20,000	$20,000	$0
Tax Levy	$2,970,566	$2,780,000	$2,982,264	$2,015,950	($966,314)
FTE Positions	29.40	26.00	38.18	37.60	(0.58)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
# APCO credentialed dispatchers Association of Public Safety Communications Officials	N/A	0/24 0%	13/24 54%	24/24 100%
# APCO Certification Standards completed for the 911 Center	N/A	111/148 75%	129/148 87%	141/148 95%
911 virtual connections made to adjacent 911 Centers	N/A	0/12 0%	Fire Dept. 2/10, 20% Police Dept. 2/12, 17%	Fire Dept. 6/10, 60% Police Dept. 4/12, 33%
Call answering times within 10 seconds	N/A	N/A	90%	90%
Queue wait time for dispatching is <90 seconds	N/A	N/A	85%	90%
Abandoned Call Rate	N/A	N/A	<10%	<10%

Strategic Overview: The OEM 911 and EMS Communications are 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. Additionally, the 911/EMS activity reflects the life-saving measures of providing CPR instructions to callers witnessing cardiac arrest.

The county's 911 Communications Center dispatches Sheriff Deputies, Parks Rangers, District Attorney staff, municipal law enforcement officers, Medical Examiner Forensic Investigators, HOC transports, and the Highway Department. Additionally, the center is responsible for dispatch of officers on extradition, civil process, and warrants.

The 911 and EMS communications centers were consolidated in June of 2016, moving EMS from the Froedtert Trauma Center to the consolidated dispatch center in the Safety Building. This consolidation caused an increase in the number of FTEs (8) in 2017, and an increase in its budget, to the 911 Communications Division. The combined 911 and EMS Communications Center has been able to leverage the talent of the EMS communicators in cross-training during the past year allowing for career development in the field of communications.

Today, the EMS Communicators are responsible for transferring data received from EMS field providers to receiving hospitals. This includes vital patient code alerting to ensure optimal care immediately upon patient entry to the emergency department.

In 2018, the consolidated OEM center will fully implement new mobile device app technology allowing for an expanded role from an EMS Communicator to a Command Duty Officer as the technology automates previous duties, allowing for greater responsibilities. These watch officers will be the eyes and ears of the County pulling sources from new technology and virtual connections with partnering 911 centers.

Note: OEM was established with the adoption of the 2015 Budget. Therefore, goals were not created until the year 2016, allowing one full year of operations.

Strategic Implementation: The 911 Communications Division is focusing for the first time on national standard compliance through, the Association of Public Safety Communications Officials (APCO). The first step is for each dispatcher to attain APCO credentials, creating the foundation for the entire communications center to receive certification. The center must create clear and concise standards in the APCO format, and then have these evaluated through a rigid protocol process. OEM is optimistic that this standard can be fully achieved by 2019.

Performance measures also include dispatcher response times to 911 callers. A properly staffed 911 center will have minimum wait times and a lower abandoned call rate.

Additionally, 911 seeks to continue implementation of technology to allow adjacent 911 centers to dispatch squads, fire rigs and ambulances across municipal borders. This virtual sharing of resources will be a major step towards consolidation as next generation 911 technology may very well be cost prohibitive for smaller communities in the next five to ten years.

In 2017, OEM 911 will reclassify a total of six positions. 2017 had 7 EMS Communicator positions, a vacancy is being abolished, and the six remaining are reclassifying to: 1) 4 EMS Communicators will become Command Duty Officers that are responsible for tactical oversight of new mobile app technology as well as numerous roles to include tornado sirens, mass notifications, social media monitoring and crisis communications. 2) 1 EMS Communicator will become the 911 Training Coordinator responsible for training the dispatchers and implementing national standards to meet our division goals of becoming an APCO certified dispatch center. 3) 1 EMS Communicator will transition into the 911 Quality Assurance Coordinator that will maximize our new telephony technology which tracks in-depth metrics on call response and dispatch times making quality improvements based on evidence and data to meet national standards.

In 2018, this program area has 37.60 FTE positions, a decrease of 0.58 due to the abolishing of one vacant EMS Communicator position, salary adjustments, variances in overtime, vacancies and turnover, and a reduction in the need for hourly staff.

Strategic Program Area 4: Radio Services

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Call Volume of Radio Push-to-Talks per Municipal Subscriber				
Bayside	N/A	1,081,331	1,081,000	1,081,000
Cudahy	N/A	462,068	462,000	462,000
Franklin	N/A	736,633	737,000	737,000
Greendale	N/A	421,898	422,000	422,000
Hales Corners	N/A	422,987	423,000	423,000
Northshore Fire Dept	N/A	161,224	161,000	161,000
Oak Creek	N/A	879,704	880,000	880,000
South Milwaukee	N/A	377,985	378,000	378,000
St. Francis	N/A	303,475	303,000	303,000
Wauwatosa	N/`A	855,556	856,000	856,000
West Allis	N/A	1,663,281	1,663,000	1,663,000
West Milwaukee	N/A	267,533	268,000	268,000
MADACC	N/A	70,234	70,000	70,000
HIDTA	N/A	68,076	68,000	68,000
VA Police	N/A	1,721	1,700	1,700
Mayfair Mall	N/A	984,909	985,000	985,000
Total Municipal and Mutual Aid Call Volume	N/A	8,917,239	8,900,000	8,900,000

What We Do: Activity				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Call Volume on Radio Push-to-Talks per Milwaukee Co. Dept				
MCSO (Sheriff)	N/A	2,929,492	2,930,000	2,930,000
MCTS (Transit)	N/A	1,165,548	1,165,000	1,165,000
HOC (House of Corr.)	N/A	1,079,646	1,080,000	1,080,000
OEM	N/A	677,315	677,300	677,300
GMIA (Airport)	N/A	379,412	379,000	379,000
Children's Court	N/A	255,049	255,000	255,000
Facilities Maintenance	N/A	204,974	205,000	205,000
BHD (Behavioral HD)	N/A	204,013	204,000	204,000

Southridge Mall	N/A	141,859	142,000	142,000
Highway	N/A	122,957	123,000	123,000
District Attorney	N/A	43,957	44,000	44,000
General Mitchell International Fire Dept.	N/A	23,280	23,300	23,300
Greenfield Police Back-up	N/A	11,809	11,800	11,800
128th Air Refueling Wing	N/A	3,501	3,500	3,500
FireBell, volunteer fire support	N/A	1,348	1,300	1,300
Parks	N/A	133	100	100
ARES, volunteer HAM radio operators	N/A	11	11	11
Total Milwaukee County Call Volume	N/A	7,054,338	7,054,000	7,054,000

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$923,625	$967,954	$1,701,100	$1,545,026	($156,074)
Revenues	$1,245,292	$1,735,849	$1,239,857	$320,688	($919,169)
Tax Levy	($321,667)	($767,895)	$461,243	$1,224,338	$763,095
FTE Positions	1.00	3.75	3.10	3.12	0.02

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Radio Downtime	N/A	0 minutes	<5.26 minutes	<5.26 minutes
Number of Service Reductions	N/A	1	<10 Major digital upgrade project underway	<4
System Busies (Managing capacity)	N/A	0.29/1,500 100%	<1.3/1,500 70%	<1/1,500 100%
Interoperability to State Radio and City of Milwaukee Radio	N/A	0/2 0%	1/2 50%	2/2 100%
Training of Regional Communications Specialists FEMA COM(L)	N/A	2/15 13%	15/15 100%	15/15 100%
Communications Planning FEMA ICS 205	N/A	N/A	100% Compliance	100% Compliance

Strategic Overview: Milwaukee County is responsible for the public safety radio network used by 18 of 19 municipalities within the County borders, with the exception being the City of Milwaukee. These users, plus mutual aid users to include Mayfair Mall, the High Intensity Drug Trafficking Area, and the Veterans Affairs Police Department, to name a few, comprise a total of over 7 million keys on a radio microphone. The very work of these police officers, firefighters, paramedics, and others, requires a tolerance of zero interruption of service on this critical network, thereby establishing the OEM baseline performance measures.

The performance of the radio system is wholly dependent on its supporting infrastructure, which is transitioning from

analog to digital in 2018. This transition requires an increase in professional services to maintain and operate the technology, ergo, resulting in the increase in tax levy. This increase is offset by municipal revenue, collected as user fees per joint intergovernmental agreements between the County and each participating municipality.

Additionally, training in communications planning has shown to be a significant hurdle and is evident in many public after-action reports to any crisis or even exercise. For this reason, OEM has highlighted specialist training and planning as a key goal.

Note: OEM was established with the adoption of the 2015 Budget. Therefore, goals were not created until the year 2016, allowing one full year of operations.

Strategic Implementation: To allow the high call volume for both municipal partners and County departments, push-to-talks (defined as a single radio transmission) are enabled by the analog and digital infrastructure of the Radio Services Division. This includes ten radio tower sites located throughout the County. Half of these sites are leased and half are owned by the County with each at varying heights, up to 500 feet, and various supporting groundwork to include back-up generators, batteries, fiber-optics, and microwave links.

2018 marks the inaugural year of 100% operations on the new digital system, known as OASIS. OASIS stands for the Organization of Affiliated Secure Interoperable RF Systems. This network will meet the P25 national standard for security and interoperability. Among the efforts of OEM in this strategic overhaul, is the implementation of encrypted communications for critical agencies such as SWAT. This digital backbone will enhance the safety of all emergency responders within Milwaukee County with users in law enforcement, fire service, EMS, transportation, public works, hospitals, and private shopping malls.

All operating costs continue to be charged to subscribers, including County departments and outside agencies.

Strategic Program Area 5: Emergency Medical Services (EMS)

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
New Paramedics Trained	N/A	42	40	40
Advanced EMTs Trained	N/A	11	10	10
MC Parks Aquatics Trained	N/A	125	125	125
Paramedics Received Continuing Education	N/A	479	480	480
Paramedics Received Refresher Training	N/A	60	60	60
Advanced EMTs Received Refresher Training	N/A	17	15	15
EMT-Basics Received Refresher Training	N/A	126	125	125
Total EMS Providers (EMTs and Paramedics) Trained	N/A	860	860	860

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$5,524,357	$5,399,221	$3,889,283	$3,141,140	($748,143)
Revenues	$380,921	$334,431	$419,250	$369,000	($50,250)
Tax Levy	$5,143,436	$5,064,790	$3,470,033	$2,772,140	($697,893)
FTE Positions	29.4	29	17.55	14.01	(3.54)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
CARES Registry Cardiac Arrest Registry to Enhance Survival	N/A	N/A	Match 5 data sets to 5 like-minded EMS Systems Establish a national EMS Consortium	Rank OEM against the EMS Consortium 2019 target is a #2 ranking of 5
NEMSIS Cube Registry National EMS Information System	N/A	N/A	Match 5 data sets to 5 like-minded EMS Systems Establish a national EMS Consortium	Rank OEM against the EMS Consortium 2019 target is a #2 ranking of 5
AHA Registry American Heart Association	N/A	N/A	Match 5 data sets to 5 like-minded EMS Systems Establish a national EMS Consortium	Rank OEM against the EMS Consortium 2019target is a #2 ranking of 5
Modern Application Technology for EMS Providers	N/A	N/A	42/42 Ambulances	14/14 Hospitals
Modern Application Technology for Hospital Alerting	N/A	N/A	14/14 Hospitals	14/14 Hospitals
Modern Medical Supplies and Pharmaceuticals Ordering (For Fire Departments)	N/A	N/A	10/10 Fire Departments	10/10 Fire Departments

* Consortium to include Pittsburgh, Houston, Columbus, Charlotte and Seattle.

Strategic Overview: OEM's Emergency Medical Services Division is responsible for the protocols and standards of care of over 500 paramedics. A contract with the Medical College of Wisconsin (MCW) provides 24/7 medical control and direction for the countywide EMS system ensuring paramedics have immediate access to physician assistance for the best possible patient outcome in a pre-hospital setting.

The OEM EMS education section is responsible for the cadet training and continuing education of every EMT and paramedic in Milwaukee County. This training is the core of the EMS providers' field work when responding to a 911 call for assistance. Beginning in 2018, cadet training will be hosted by MATC, following the guidelines and training center requirements of OEM EMS.

Inherent in maintaining this education, is the task of assured quality improvement of which OEM conducts non-punitive randomized checks. Quality checks are also conducted on paramedic to physician conversations that occur while in the field and on-scene with a patient. This includes ensuring a clean and quality data repository that contains HIPAA-compliant patient care records which are used nationally in research and analytics for improvements in patient outcomes.

The paramedic services of OEM EMS will continue supporting the BMO Harris Bradley Center while transitioning to the Bucks Arena, as well as the Milwaukee County Zoo and the Panther Arena, maximizing the expertise of medical staff at these large special events.

Strategic Implementation: The OEM Emergency Medical Services (EMS) Division is embarking on an exciting goal of establishing a true consortium among EMS departments nationwide that represent an apples-to-apples comparison of services. This includes comparing population and paramedic volume, while also considering whether an area's hospitals

are private or public, how many agencies employ paramedics in the field and whether there is unity among jurisdictional policies and procedures.

Milwaukee County has identified six similar cities and counties that compare equitably and in 2017 will begin signing mutual data use agreements, which allow sharing information. This is a complex process, requiring the protection of patient identification in accordance with HIPAA, much of which will involve attorney review. In 2018, OEM EMS will establish bona fide ranking among these partners and in 2019, seek to incrementally increase our ranking through clearer policies and strong quality assurance program.

In 2018, OEM EMS and OEM 911 will begin sustainment of services related to the 911 bystander assisted CPR program as the Healthier Wisconsin Partnership Program grant will have come to full closure. This includes the in-house continuation of protocols and quality assurance checks, collaborating with the MCW in research, all of which has already saved over 14 lives since 2016. This additional responsibility is shared between OEM EMS and OEM 911, yet does not increase tax levy. Rather, the introduction of new application technology automates current responsibilities, allowing for the continuation of this CPR service.

OEM EMS will also continue our partnership with local law enforcement agencies in the administration of naloxone for opioid victims, through training and agreements.

In 2017, there are two reclassifications. As a result of innovation in technology and automation, some duties have decreased, while others have increased, the MedRecTech2 will transition to the Health Data Analytics Specialist and be focused heavily on data analysis, affecting policy change to improve patient outcome. The EMS Program Coord (formerly known as the Education Manager) will transition to the Clinical Education and Quality Assurance Manager. This restructuring is imperative in order to keep a reasonable span of control for managing leadership. This Manager will now have four direct reports. The EMS Division Director will also have four, creating adequate time to lead each staff member. The Manager's added responsibilities of quality assurance put a strong emphasis on OEM's dedication to quality improvement using the analytical efforts OEM EMS to measure outcomes and implement stronger operational procedures to improve patient outcome. These efforts include significant advances made through research partnerships with local academia to include MCW and the local University system.

In 2018, there are 14.01 FTEs, a reduction in 3.03 FTE due to the abolishing of two vacancies, the MedRecAdm2 and also the QualAssurSpecEMS. The additional 0.51 reduction is due to salary adjustments and variances in overtime, vacancy and turnover, and the reduction in need of hourly instructor time due to the partnership with the Milwaukee Area Technical College.

OEM Director's Office Budgeted Positions				
Position Title	**2017 Adopted**	**2018 Adopted**	**Variance**	**Explanation**
911 QA Assurance Coordinator	0.00	1.00	1.00	Current Year Action
911 Training Coordinator	0.00	1.00	1.00	Current Year Action
Asst Dir Emerg Mgmnt	1.00	1.00	0.00	
Clinical Education and QA	0.00	1.00	1.00	Current Year Action
Command Duty Officer	0.00	4.00	4.00	Current Year Action
Communications Manager	0.00	1.00	1.00	Current Year Action
Coordinator Analytics OEM	0.00	1.00	1.00	Current Year Action
Coordinator Emergency Mgmt	0.00	3.00	3.00	2016 Action
Coordinator Radio Services-	1.00	1.00	0.00	
Director Radio Services	1.00	1.00	0.00	
DirectorEmergencyManagement	1.00	1.00	0.00	
DirectorEMS	1.00	1.00	0.00	
Dispatcher	21.00	21.00	0.00	
Emer Govrmnt Coord SARA	1.00	0.00	(1.00)	Current Year Action
EMS Communicator	7.00	0.00	(7.00)	Current Year Action
EMS InstructorNE	3.00	3.00	0.00	
EMS Program Coord	1.00	0.00	(1.00)	Current Year Action
EMS Program Director	1.00	0.00	(1.00)	Abolish
GIS Specialist	0.00	1.00	1.00	Current Year Action
Health Data Analytics Specialist	0.00	1.00	1.00	Current Year Action
Lead Command Duty Officer	0.00	1.00	1.00	Current Year Action
Lead Dispatcher-	3.00	3.00	0.00	
Lead EMS Communicator-	1.00	0.00	(1.00)	Current Year Action
ManagerCommunications911-	1.00	1.00	0.00	
ManagerCommunications911-	1.00	1.00	0.00	
MappingSystemSplst	1.00	0.00	(1.00)	Current Year Action
MedRecAdm2	1.00	0.00	(1.00)	Abolish
MedRecTech2	2.00	0.00	(2.00)	One abolish; one current year action
Municp Emerg Serv Coord	3.00	0.00	(3.00)	2016 Action
ParamedicAndTrainer	0.50	0.50	0.00	

OEM Director's Office Budgeted Positions				
Position Title	**2017 Adopted**	**2018 Adopted**	**Variance**	**Explanation**
Qual Assur Coord - EMS	1.00	0.00	(1.00)	Current Year Action
QualAssurSpecEMS	2.00	1.00	(1.00)	Abolish
Secretarial Asst-	0.50	0.00	(0.50)	Current Year Action
Secretarial Asst-NM	0.00	0.50	0.50	Current Year Action
Specialist Radio System-	1.00	1.00	0.00	
Sr Assistant Executive-	1.00	0.00	(1.00)	Current Year Action
Supervisor Civilian Com Center-	1.00	1.00	0.00	
Supervisor Quality Assurance	0.00	1.00	1.00	Current Year Action
EMS Communicator Hourly	0.75	1.08	(0.33)	Unfund
EMS Instructor- Hourly	0.60	0.68	0.08	Fund
Ems Supv Hr	0.63	0.79	0.16	Fund
Paramed Train & Paramed (Hrly)	3.00	2.73	(0.27)	Unfund
Full Time Total	**59.00**	**54.00**	**(5.00)**	
Part Time Total	**4.98**	**5.28**	**0.30**	
Grand Total	**63.98**	**59.28**	**(4.70)**	

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BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Variance
Expenditures					
Personnel Costs	$3,615,359	$3,540,295	$2,595,449	$2,855,842	$260,393
Operation Costs	$695,687	$587,099	$625,150	$686,105	$60,954
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$112,084	$64,312	$0	$404,000	$404,000
Interdept. Charges	$565,550	$680,123	$713,211	$20,857	($692,354)
Total Expenditures	**$4,988,679**	**$4,871,829**	**$3,933,810**	**$3,966,804**	**$32,994**
Legacy Healthcare/Pension	*$771,152*	*$941,539*	*$956,853*	*$0*	*($956,853)*
Revenues					
Direct Revenue	$2,088,301	$2,371,595	$2,532,000	$2,609,243	$77,243
Intergov Revenue	$7,928	$7,487	$7,500	$6,000	($1,500)
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$2,096,229**	**$2,379,082**	**$2,539,500**	**$2,615,243**	**$75,743**
Tax Levy	**$2,892,450**	**$2,492,747**	**$1,394,310**	**$1,351,561**	**($42,749)**
Effective Tax Levy*	**$970,741**	**$871,085**	**$681,549**	**$1,330,704**	**$649,155**
Personnel					
Full-Time Pos. (FTE)**	**27.45**	**31.19**	**29.89**	**31.59**	**1.70**
Seas/Hourly/Pool Pos.	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Overtime $	**$50,506**	**$58,328**	**$74,592**	**$73,704**	**($888)**

*The Effective Tax Levy excludes interdepartmental charges and fringe benefit costs.
** The 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2017 Budget, 2016 Actual, and 2015 Actual FTEs are restated to reflect this change. Program Area tables include these changes as well.

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, protect the interests of deceased individuals and their families, and serve the community.

Department Description: The Milwaukee County Medical Examiner's Office (MCMEO) is the agency designated by law to investigate deaths from injury, homicide, suicide, deaths under unusual or suspicious circumstances, or when a person is not attended by a physician. Along with the medicolegal responsibility to determine cause and manner of death, the MCMEO serves a critical public health role by identifying injury trends or potential infectious diseases that may pose a risk to the public. The MCMEO also provides educational and training opportunities, and offers a 2-day forensic science education program.

In order to address a structural budgetary deficit caused primarily by growing pension and retiree health care costs, as well as reductions in support from the State, the 2018 Budget includes a vacancy and turnover increase of

approximately one percent for most County departments for an overall savings of $1,877,496. The increased vacancy and turnover for the Medical Examiner is $27,144. In order to ensure that vacancy and turnover savings are realized, all requests to fill positions shall be reviewed and approved by the Department of Administrative Services before the position may be filled.

Major Changes in FY 2018: The Milwaukee County Medical Examiner's annual Forensic Science Seminar was shifted from the fall of 2017 to early spring 2018. This change reflects an increase in revenue of approximately $30,000 with a corresponding increase in expenditure of $15,000.

Due to the overwhelming number of opioid-related deaths, one additional Forensic Chemist lead position is created to keep up with the increasing autopsy workload, and remain in compliance with the National Association of Medical Examiner (NAME) standards regarding ratios of autopsies to doctors. Additionally, in response to the opioid epidemic the ME office is adding one additional Forensic Assistant – Med Examiner. Expenses also increase $200,000 in order to purchase a new liquid-chromatograph/mass spectrometer with time flight detector that will be assist in the investigation of opioid cases. This $200,000 represents roughly half of the cost of the equipment. The other rough half of the funding will come from a 2018 amended Milwaukee County Byrne Justice Assistance grant agreed upon by the City of Milwaukee. The equipment tests for biological materials recovered during an autopsy to determine what/if any drugs or toxins are present in the body at time of death. Purchase of the equipment will allow drug screening times to be reduced by up to 80% allowing for law enforcement agencies, including Milwaukee Police Department, to more quickly investigate, apprehend appropriate suspects, and identify new drugs are in the community.

Referral autopsies are projected to increase slightly, resulting in additional revenue of $24,080. Fees for death certificates and cremation permits are increased 2.1 % for additional revenue of $23,163. The 2.1 % increase reflects 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 December 31, 2016 (https://www.bls.gov/cpi/cpid1612.pdf). The amount of this increase is constrained by Wisconsin State Statute 59.365 enacted in June 2015.

Expenses increase $60,000 in part due to the needed replacement of five autopsy stations, including replacement of spray hoses and water aspirators. The autopsy stations are original to the 1987 retrofit of our current facility. The current spray hoses and water respirators have exceeded their life expectancy, and replacement parts have become obsolete.

Expenses also increase $130,000 due to the need to replace five aged microscopes used by the Forensic Pathologists to diagnose disease and injury. The current microscopes were manufactured in the 1980's, and are not equipped with polarizing filters and other advancements in technology.

Expenses also increase $14,000 due to the need to replace ten autopsy saws. The purchase of additional saws will allow staff to rotate saws between uses, and replace existing saws with models that utilize blades with arbors. Manufacturers recommend 8 – 24 hours of downtime between uses as excess heat may damage the saw and diminish its operating lifespan. Additionally, current saws must be entirely replaced when integrated component that secures the blade becomes worn; saws with arbor fitting address design issues by allowing staff to simply replace the blade (rather than entire saw), if similar malfunctions occur.

Expenses also increase $37,400 due to a new service contract on the LCMSMS instrument purchased in 2014 used to conduct drug screens and quantifications. The instrument's three-year warranty expires this year.

The contract with Randal Schneider, PhD, LLC continues at an annual cost of $75,000. Dr. Schneider provides oversight of the Forensic Laboratory as per accrediting standards of both the National Association of Medical Examiner's, and by the American Board of Forensic Toxicology (ABFT).

An expenditure reduction of $30,015 is included in this department to avoid an increase of the countywide vehicle registration fee of $30. This expenditure reduction shall be managed by the department to achieve a commensurate tax levy savings by seeking efficiencies to minimize the impact on the delivery of programs and services.

Prior to enacting any direct service cuts, departments will work with the Department of Administrative Services – Performance, Strategy, and Budget to identify opportunities to re-organize, streamline, consolidate, eliminate, or otherwise reduce duplication and the cost of administrative expenditures within County government. The initiative shall include a review of prior internal and external audits, consulting reports, workgroup activities, and studies. In addition, the effort should include a critical reassessment of any expenditure of contract funds for non-core services.

Strategic Program Area 1: Medical Examiner

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Autopsies	1,348	1,399	1,472	1,548
Referral Autopsies	360	348	416	416
Death Certificates	1,703	1,813	1,918	1,850
Cremation Permits	4,364	4,679	5,000	5,000
Deaths Investigated	6,266	6,675	6,984	7,000

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$4,988,679	$4,871,829	$3,933,810	$3,966,804	$32,994
Revenues	$2,096,229	$2,379,082	$2,539,500	$2,615,243	$75,743
Tax Levy	$2,892,450	$2,492,747	$1,394,310	$1,381,561	($42,749)
FTE Positions	27.45	31.19	29.89	31.59	1.70

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Pass Rate for Forensic Board Exam	100%	100%	n/a *	n/a *
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

* *Forensic fellowship is vacant for 2016/2017 and 2017/2018.*

Autopsy Numbers By Pathologist					
Doctor	**Recommended**	**Maximum**	**2016 Actual**	**2017 Projected**	**2018 Projected**
Dr. Peterson	125	325	232	310	250
Dr. Tlomak	250	325	252	337	329
Dr. Linert	250	325	244	329	337
Dr. Smith	250	325	244	297	316
Dr. Lelinski	250	325	253	199	316

Strategic Overview: The Milwaukee County Medical Examiner's Office is committed to providing professional services to other Wisconsin counties through the performance of forensic autopsies; assistance with training and education, and consultation on medicolegal issues. It is a goal of the office to be an active force in standardizing, improving and professionalizing death investigation in the State of Wisconsin. The Medical Examiner's Office is actively participating in various work groups to construct a Forensic Science Seminar, with the goal of expanding medicolegal services to a greater regional area.

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.

National Association of Medical Examiner (NAME) guidelines dictate the number of autopsies that can be performed to remain in compliance for continued accreditation. Under those guidelines, case numbers forcing pathologists to perform over 250 autopsies per year generate a "Phase I deficiency" – accreditation can be maintained, but a plan for amelioration must be in place. Once that number exceeds 325 per year, a "Phase II deficiency" means that full accreditation is lost, and, again, a plan must be in place to address the deficiency. At least four offices nationwide have lost accreditation in 2016 by exceeding the maximum number of allowable autopsies, and some have simply abandoned the quest for accreditation due to overwhelming case load and difficulty in recruiting additional staff. Loss of accreditation could result in loss of federal grant monies, difficulty in recruiting, and issues with credibility of courtroom testimony. The addition of one Forensic Pathologist would alleviate this issue.

Medical Examiner Budgeted Positions				
Position Title	**2017 Budget**	**2018 Budget**	**Variance**	**Explanation**
Forensic Asst-Med Examr	4.00	4.00	0.00	
Forensic Chemist	3.00	3.00	0.00	
Forensic Chemist Lead	0.00	1.00	1.00	Create
Investigator Forensic	11.00	11.00	0.00	
Lead Forensic Investigator	2.00	2.00	0.00	
Manager Toxicology	1.00	1.00	0.00	
Med Rec Coord (ME)	1.00	1.00	0.00	
Medexdir-Asstmedexam	3.00	4.00	1.00	Create
Medexdir-Deputy Chief Med Exam	1.00	1.00	0.00	
Medexdir-Med Examiner	1.00	1.00	0.00	
Mgmt Asst - ME	1.00	1.00	0.00	
Operations Mgr Med Examiner	1.00	1.00	0.00	
Supervisor Forensic	1.00	1.00	0.00	
Grand Total	**30.00**	**32.00**	**2.00**	

Transportation Function

Agency Budget Narratives

- Airport
- Highway Maintenance
- Fleet Management
- Transit/Paratransit System
- DOT Director's Office

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BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Variance
Expenditures					
Personnel Costs	$24,255,127	$27,201,690	$28,222,713	$26,353,527	($1,869,186)
Operation Costs	$25,182,186	$23,129,105	$25,418,739	$25,841,677	$422,938
Debt & Depreciation	$23,887,360	$24,195,798	$25,529,975	$24,046,697	($1,483,278)
Capital Outlay	$907,234	$207,275	$430,000	$898,308	$468,308
Interdept. Charges	$10,636,162	$11,133,916	$10,914,919	$11,160,977	$246,058
Total Expenditures	**$84,868,069**	**$85,867,784**	**$90,516,346**	**$88,301,186**	**($2,215,160)**
Legacy Healthcare/Pension	*$6,035,106*	*$7,207,579*	*$6,973,294*	*$4,070,222*	*($2,903,072)*
Revenues					
Direct Revenue	$84,193,596	$85,089,998	$89,905,601	$87,671,461	($2,234,140)
Intergov Revenue	$182,520	$203,800	$195,000	$210,000	$15,000
Indirect Revenue	$491,953	$573,986	$415,745	$419,725	$3,980
Total Revenues	**$84,868,069**	**$85,867,874**	**$90,516,346**	**$88,301,186**	**($2,215,160)**
Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Personnel					
Full-Time Pos. (FTE)*	277.34	277.50	278.57	284.40	5.83
Seas/Hourly/Pool Pos.	5.70	5.70	5.70	5.70	0.00
Overtime $	$1,055,222	$956,361	$952,068	$950,640	($1,428)

NOTE: Actual revenues have been restated to remove the year-end entries made by the Comptroller's Office for the annual CAFR.
**The 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2017 Budget, 2016 Actual, and 2015 Actual 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 administration and manages all activities necessary for the efficient day-to-day operation of General Mitchell International Airport (GMIA or the Airport) and Lawrence J. Timmerman Field (LJT or Timmerman). Airport operations are divided into the following strategic program areas: GMIA, MKE Regional Business Park, and LJT.

An expenditure reduction of $359,876 is included in this department to avoid an increase of the countywide vehicle registration fee of $30. This expenditure reduction shall be managed by the department to achieve a commensurate tax levy savings by seeking efficiencies to minimize the impact on the delivery of programs and services.

Prior to enacting any direct service cuts, departments will work with the Department of Administrative Services – Performance, Strategy, and Budget to identify opportunities to re-organize, streamline, consolidate, eliminate, or otherwise reduce duplication and the cost of administrative expenditures within County government. The initiative

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.

shall include a review of prior internal and external audits, consulting reports, workgroup activities, and studies. In addition, the effort should include a critical reassessment of any expenditure of contract funds for non-core services.

The Airport Director, working in conjunction with the Director of Human Resources, shall submit a pay equity plan for Airport maintenance workers at General Mitchell International Airport (GMIA) for consideration by the County Board in the January 2018 cycle.

Strategic Program Area 1: General Mitchell International Airport

Service Provision: **Discretionary**

Strategic Outcome: **Economic Opportunity**

What We Do: Activity				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Airport Cost Per Enplanement	$25.89	$25.38	$26.40	$26.28
Enplanements[1]	3,277,356	3,383,271	3,375,677	3,450,936
Total Passengers	6,549,353	6,757,357	6,745,834	6,885,125
Landed Weight (total) 000 lb. unit	4,429,448	4,629,896	4,862,331	4,997,386

[1] Enplanement means "a person boarding in the United States in scheduled or nonscheduled commercial service on aircraft in intrastate, interstate, or foreign air transportation."

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$83,446,234	$84,488,481	$88,811,661	$86,303,647	($2,508,014)
Revenues	$83,713,301	$84,727,596	$89,240,027	$87,021,574	($2,218,453)
Tax Levy*	($267,067)	($239,115)	($428,366)	($717,927)	($289,561)
FTE Positions	274.70	280.43	281.58	287.62	6.04

**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 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Customer Satisfaction Survey	3.98	4.10	4.22	4.25
Non-Airline Revenue as a % of Airport Revenue	64.5%	63.2%	63.5%	64.0%

Major Changes in FY 2018:
For 2018 there are a number of Capital Projects that will have a direct effect on operations in the future these include:

- An International Terminal Redevelopment project partially financed by a 2018 Passenger Facility Charge (PFC) backed bond issue in the amount of $30,000,000. Construction of the project will begin sometime in 2018 and is planned to be completed by early 2020.
- A new Central Security Checkpoint and Concessions program; RFP in 2017 planned construction to begin in 2018.
- Three jet bridges will be replaced in 2018 for $1,500,000; as a continuing effort to replace aging bridges.
- Planning and design in 2018 for a new 19R Deicer Pad.
- The aging electrical infrastructure at MKE Business Park will be replaced in 2018.

- GMIA airfield pavement replacement and safety improvements of $2,800,000 to be completed in 2018.
- Parking pavement replacement and structure repairs totaling $1,200,000 to be completed in 2018.
- Timmerman improvements of $500,000 for 2018 - Security/Wildlife Fencing and Pavement Repairs and Replacement.
- Airport Operations Control Center (AOCC) and Emergency Operations Center (EOC) to move from terminal mezzanine to MKE Business Park Bldg. 220 in 2018. Planning and design costs for 2018 total $210,000.

For 2018, the staffing levels increase as follows:

- Two Carpenter positions are added to the Maintenance Department to be utilized throughout the Airport. This will lower overall costs for carpentry and related services paid by the Airport.
- Two Public Safety and Security Coordinators are added to provide appropriate staffing coverage, compliance with federal security regulations and to develop necessary programs to ensure that all Airport users and employees remain safe.
- One General Aviation (GA) Properties Specialist will be added whose duties will encompass interaction with the GA Fixed Base Operators (FBO), the implementation and administration of lease agreements, contract and operating permits. This position will also act as the liaison to the local community, and supervise two airport maintenance workers.

Strategic Overview: GMIA 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: Consolidation in the airline industry has resulted in fewer air carriers in the commercial air service market. The remaining carriers have cut back flight operations and consequently are flying with higher load factors. While the results have been profitable for the airlines, airports have been experiencing relatively flat air service and revenue growth. GMIA's goal is to be a cost effective airport that will attract additional air service from existing and new airlines. In 2018 $60,000 is budgeted for GMIA to study and begin the planning stages for the creation of a new Airline lease agreement to take effect after the current lease expires in 2020. The purpose of the study and planning is to develop a lease structure that better aligns GMIA with current industry trends. GMIA seeks to attract additional international air service by developing a state-of-the-art international concourse, to introduce an industry-leading concession program, and to expand Timmerman's role as Milwaukee County's leading General Aviation (GA) airport facility. The Airport moved United Airlines and Air Canada from Concourse E to Concourse C in 2017 as part of the major re-development to transform Concourse E into an international concourse; construction is scheduled to commence in 2018. The overall budget reduction from 2017 to 2018 reflects the Airport's on-going cost-reduction efforts.

Revenue enhancements:
The new parking operator is currently introducing new marketing initiatives including an online reservation system and a parking rewards program projected to increase parking revenue in 2018. In addition, parking revenue is expected to increase in 2018 as a result of proceeds from a full year of operation of the valet parking program which is set to begin in fall 2017. It is estimated that the total of these initiatives will result in net additional parking revenue to the Airport of $2,000,000 over 2016.

Continuation of 2017 revenue enhancement initiatives include the off airport parking privilege fees change to 6% of gross sales, TNC pick-up fees of $3 per trip, increase of taxi per trip pick-up fees to $3 and CFC collection of .50 per day fee for the purpose of parking structure repairs and maintenance. Using first quarter 2017 data it is estimated that these initiatives will contribute the following revenue in 2018:

- Off Airport parking fees: $450,000 from $147,000 in 2016 which was calculated per space.
- TNC pick-up fees: $420,000 new: pilot 2016, first full year 2017.
- CFC collection fees: $360,000 new: reserve addition for parking garage operations and maintenance.
- Taxi pick-up fee change: $120,000 from change $1 to $3 per pick-up.

The MKE Fuel rental fee agreement will generate revenue in 2018 in the amount of $64,456. In early 2017 a LLC was formed to own and operate the airline fueling system. By agreement, MKE Fuel Company LLC will pay rent to operate on the Airport.

The Clear Channel in terminal display advertising program has a contract minimum annual guarantee of $350,000 with projected gross revenues of $500,000.

Passenger Facility Charge (PFC) Amendment Authorization:
In 2018, the Airport is anticipating the approval of PFC Amendments by the Federal Aviation Administration (FAA) for applications 14-17 submitted in mid-2017 allowing for PFC collections levels at the current rate of $4.50 until 2028. A new application, PFC18, will be submitted in early 2018 with approval expected in late 2018. PFC18 when approved authorizes use of PFC funds for local spending on past, current, and future projects, and also provides the authorization to use PFC funds for the 2018 Bond debt service.

Expense Management Initiatives:
In April 2018, the performance-based parking operator, Interflight, will be in its second year of operation. Expected cost savings of $728,000 less than the 2016 actual expenses are planned in 2018.

Expense management controls initiated by the Airport will continue in 2018 with review of all account lines.

The Airport continues to coordinate with the Milwaukee County Fleet Management Division for the purchase of Airport-specific vehicles and/or equipment. The Airport continues to coordinate with the Milwaukee County Highways Division for street and curb repairs. These partnerships have proven effective in managing costs.

Budgeted cross-charges from other Milwaukee County departments for services provided to the Airport increased 2.3% from 2017 ($10,914,919) to 2018 ($11,160,977). The Sheriff provides security services in accordance with a Memorandum of Understanding (MOU) proposed between the Sheriff's Office and the Airport in order to maximize efficiency.

Strategic Program Area 2: MKE Regional Business Park

Service Provision: **Committed**

Strategic Outcome: **Economic Opportunity**

What We Do: Activity				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Leased Buildings	23	23	25	26
Occupied Buildings	44	45	47	48
Vacant Buildings	17	16	14	11*
Vacancy Percentage	27.9%	26.2%	23.0%	18.6%

*For the 2018 Target the Vacant building change includes two demolitions scheduled to occur in 2017. MKE Regional Business Park buildings contain 358,740 square feet of which 103,610 square feet are vacant.

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$1,064,828	$806,855	$1,234,911	$1,404,579	$169,668
Revenues	$901,922	$888,041	$1,035,000	$1,035,000	$0
Tax Levy*	$162,906	($81,186)	$199,911	$369,579	$169,668
FTE Positions	0.96	0.95	0.96	0.95	(0.01)

*"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 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Occupancy Rate	72.1%	73.8%	77.0%	81.4%

Strategic Overview: The MKE Regional Business Park is the former 440th Air Reserve Base; consists of 61 buildings on 102 acres. The property is located in the City of Milwaukee adjacent to the GMIA, at the intersection of South Howell Avenue and East College Avenue. The MKE Regional Business Park Service Area is responsible for the rental and maintenance of existing facilities for aviation, Airport use and related business services.

Strategic Implementation: In 2018, the estimated airline subsidy for this service area is $369,612. The airlines subsidize all operations of the Airport per the Airline Use and Lease Agreement (AULA). The expected increase in operating costs includes a partial year calculation for depreciation of $35,000 on the electrical infrastructure upgrade. Efficient and stable electric service should aid in increasing occupancy rates. This strategic initiative is expected to increase rental revenue throughout the next several years. In 2018, rental revenue will remain at the 2017 budgeted level of $1,035,000.

Strategic Program Area 3: LJ Timmerman General Aviation

Service Provision: **Committed**

Strategic Outcome: **Economic Opportunity**

What We Do: Activity				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Number of Based Aircraft	69	74	89	96

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$357,007	$572,630	$469,774	$592,960	$123,186
Revenues	$252,846	$252,329	$241,319	$244,612	$3,293
Tax Levy*	$104,161	$320,301	$228,455	$348,348	$119,893
FTE Positions	2.64	2.77	2.69	2.48	(0.21)

*"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 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Aircraft Takeoffs/Landings	26,751	24,875	26,000	27,000

Strategic Overview: Timmerman is located on the northwest side of Milwaukee and is the General Aviation (GA) reliever airport in Milwaukee County's airport system. Airline lease agreements govern revenues and expenditures associated with the operation of LJT.

Strategic Implementation: While the 2017 business plan has yet to be completed, an effort to transform Timmerman as the County's and region's principal GA airport is underway. This commitment to invest in the future of LJT and its operations (instead of reducing expenses and keeping revenues flat) will decrease future operating and repair cost escalations. The goal is to attract additional aircraft to Timmerman which will increase revenue and further relieve GA traffic at GMIA. The 2018 budget will result in a subsidy of $348,348 from airlines serving GMIA.

One additional full-time employee (FTE) in is created in Properties (Program Area 1) as an Administrator/Specialist. The duties of the position will include the implementation and administration of lease agreements, contract and operating permits, act as the liaison to the local community, and supervision of two airport maintenance workers located at Timmerman.

DOT-Airport Budgeted Positions				
Position Title	**2017 Budget**	**2018 Budget**	**Variance**	**Explanation**
Accountant 2	2.00	2.00	0.00	
Accountant 3	3.00	3.00	0.00	
Accountant 4-NR	2.00	2.00	0.00	
Accting Manager Airport	1.00	1.00	0.00	
Airport Business Mgr	1.00	1.00	0.00	
Airport Cont Ctr Op	9.00	9.00	0.00	
Airport Emerg Mgmt Coord	1.00	1.00	0.00	
Airport Maint Manager	1.00	1.00	0.00	
Airport Marketing & PR Coord	1.00	1.00	0.00	
Airport Mktg & Pub Rel Mgr	1.00	1.00	0.00	
Airport Mtce Asst Supt	2.00	2.00	0.00	
Airport Mtce Wkr	61.00	0.00	(61.00)	Current Year Action
Airport Mtce Wkr Asst	37.00	0.00	(37.00)	Current Year Action
Airport Mtce Wkr Asst IC	3.00	3.00	0.00	
Airport Mtce Wkr IC	5.00	0.00	(5.00)	Current Year Action
Airport Oper Coord	6.00	6.00	0.00	
Airport Oper Coord 2	11.00	11.00	0.00	
Airport Operations Manager	1.00	0.00	(1.00)	Current Year Action
Airport Opers Mgr Landside	1.00	0.00	(1.00)	Current Year Action
Airport Planner	1.00	0.00	(1.00)	Current year Action
Airport Properties Mgr	1.00	0.00	(1.00)	Current Year Action
Airport Properties Mgr NR	1.00	1.00	0.00	
Airport Pub Saf & Sec Coord 2	2.00	4.00	2.00	Create
Airport Pub Saf & Secur Manage	1.00	1.00	0.00	
Airport Security Operator	2.00	2.00	0.00	
AirportMtceWkrAsstNM	0.00	37.00	37.00	Current Year Action
AirportMtceWkrICNM	0.00	5.00	5.00	Current Year Action
AirportMtceWkrNM	0.00	61.00	61.00	Current Year Action
AirportPropertiesManager	0.00	1.00	1.00	Current Year Action
AssistantAdministrative-	0.00	2.00	2.00	Current Year Action
AssistantExecutive-	0.00	1.00	1.00	Current Year Action
AssistantParts	0.00	1.00	1.00	Current Year Action
Asst Airport Oper Mgr Landside	1.00	1.00	0.00	
Asst Airport Pub Safe/Sec Mgr	1.00	1.00	0.00	
Asst Airpt Maint Supv	6.00	6.00	0.00	

Asst Airpt Oper Mgr	2.00	2.00	0.00	
Asst Chief of Air Res & Firefg	6.50	6.70	0.20	Current Year Action
Asst Facilities Supv	3.00	3.00	0.00	
Auto And Eq Parts Tech	1.00	0.00	(1.00)	Current Year Action
Auto And Eq Serv Supv DOT	1.00	0.00	(1.00)	Current Year Action
Auto And Eq Serv Tech DOT	9.00	0.00	(9.00)	Current Year Action
Auto And Eq Svs Tech I-C DOT	1.00	0.00	(1.00)	Current Year Action
Carpenter	0.00	2.00	2.00	Create
Chief of Airpt Res & Fire Figh	1.00	1.00	0.00	
Clerical Asst 1	1.00	0.00	(1.00)	Current Year Action
Clerical Asst 1 Nr	1.00	1.00	0.00	
ClericalAsst1NM	0.00	1.00	1.00	Current Year Action
Contract Payment Spec	1.00	0.00	(1.00)	Current Year Action
Deputy Director Bus Comm Dev	1.00	1.00	0.00	
Director Finance and Admin	1.00	1.00	0.00	
Director Maintenance Operation	1.00	1.00	0.00	
Director Marketing Commun-	1.00	1.00	0.00	
Electrical Mech	1.00	1.00	0.00	
Electrical Mech Dot	8.00	6.00	(2.00)	Current Year Action
Electrical Mech Supv	2.00	2.00	0.00	
Electronic Mechanic	1.00	1.00	0.00	
Exec Dir Airport	1.00	1.00	0.00	
Executive Assistant Airport-	1.00	0.00	(1.00)	Current Year Action
Facilities Supv	1.00	1.00	0.00	
Firefighter Equip Oper	25.90	25.90	0.00	
Fiscal Asst 2	1.00	0.00	(1.00)	Current Year Action
FiscalAsst2NM	0.00	1.00	1.00	Current Year Action
GIS Specialist-	1.00	1.00	0.00	
Heating And Vent Mech 1	8.00	8.00	0.00	
Heating And Vent Mech 2	2.00	2.00	0.00	
HighVoltageElectrician	0.00	2.00	2.00	Current Year Action
Lead Mechanic-	0.00	1.00	1.00	Current Year Action
Maintenance Supv Airport	1.00	1.00	0.00	
Manager Environmental-	1.00	1.00	0.00	
Manager GIS-	1.00	1.00	0.00	
Manager IT U	1.00	1.00	0.00	
ManagerAirportOperations	0.00	1.00	1.00	Current Year Action
ManagerParkingProgram	0.00	1.00	1.00	Current Year Action
Mechanic-	0.00	9.00	9.00	Current Year Action

Mgmt Asst - TPW	1.00	1.00	0.00	
Network Tech Spec 2	1.00	0.00	(1.00)	Current Year Action
Network Tech Spec IV Airport	3.00	4.00	1.00	Current Year Action
Noise Program Manager	1.00	1.00	0.00	
Operating and Mtce Supv	1.00	1.00	0.00	
Plumber	2.00	2.00	0.00	
-RC-Admin Asst DOT	0.00	1.00	(1.00)	Current Year Action
-RC-Admin Asst DOT 2	0.00	1.00	(1.00)	Current Year Action
Secretarial Asst-	1.00	0.00	(1.00)	Current Year Action
Secretarial Asst Nr	1.00	0.00	(1.00)	Current Year Action
Secretary Nr	1.00	0.00	(1.00)	Current Year Action
Senior Exec Asst DPW NR	1.00	0.00	(1.00)	Current Year Action
SpecialistAirportProperties	0.00	2.00	2.00	1 Current Year Action; 1 Create
Steamfitter Temp Contrl	2.00	2.00	0.00	
Stores Clerk 1	1.00	1.00	0.00	
Supervisor Fleet-	0.00	1.00	1.00	Current Year Action
SupervisorAirportPlanner	0.00	1.00	1.00	Current Year Action
Airport Ground Wrkr Sea	1.40	1.40	0.00	
Airport Intern	3.40	3.40	0.00	
Airport Worker - Seasonal	0.30	0.30	0.00	
Student Intern	0.60	0.60	0.00	
Full Time Total	**269.40**	**274.60**	**5.20**	
Part Time Total	**5.70**	**5.70**	**0.00**	
Grand Total	**275.10**	**280.30**	**5.20**	

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BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Variance
Expenditures					
Personnel Costs	$11,783,242	$12,611,594	$13,361,962	$13,343,439	($18,523)
Operation Costs	$2,380,737	$1,791,458	$2,446,344	$2,181,883	($264,461)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$18,116	$74,941	$36,076	$36,670	$594
Interdept. Charges	$6,733,205	$7,386,245	$7,130,661	$7,207,096	$76,435
Total Expenditures	**$20,915,300**	**$21,864,239**	**$22,975,042**	**$22,769,088**	**($205,954)**
Legacy Healthcare/Pension	*$2,774,373*	*$3,366,185*	*$3,263,090*	*$2,821,805*	*($441,285)*
Revenues					
Direct Revenue	$309,769	$302,449	$246,650	$1,272,273	$1,025,623
Intergov Revenue	$18,505,530	$19,190,653	$19,623,833	$20,108,879	$485,046
Indirect Revenue	$1,320,616	$1,122,775	$1,944,299	$1,462,744	($481,555)
Total Revenues	**$20,135,914**	**$20,615,878**	**$21,814,782**	**$22,843,896**	**$1,029,114**
Tax Levy	**$779,385**	**$1,248,361**	**$1,160,260**	**($74,808)**	**($1,235,068)**
Effective Tax Levy*	**($9,589,817)**	**($10,532,803)**	**($9,743,153)**	**($11,546,307)**	**($1,803,154)**
Personnel					
Full-Time Pos. (FTE)**	127.50	127.50	133.46	129.47	(3.99)
Seas/Hourly/Pool Pos.	1.50	1.50	1.50	1.50	0.00
Overtime $	$414,362	$555,287	$415,332	$415,656	$324

**The Effective Tax Levy excludes interdepartmental charges and fringe benefit costs.*
***The 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2017 Budget, 2016 Actual, and 2015 Actual 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. The Highway Maintenance section maintains County Trunk Highways, State Trunk Highways and Expressways. Transportation Services provides planning, design, and construction management for capital projects on County Trunk Highways (CTH) and County-owned bridges. These respective sections are described in Strategic Program Area 1 and Strategic Program Area 2.

In order to address a structural budgetary deficit caused primarily by growing pension and retiree health care costs, as well as reductions in support from the State, the 2018 Budget includes a vacancy and turnover increase of approximately one percent for most County departments for an overall savings of $1,877,496. The increased vacancy and turnover for DOT-Highway Maintenance is $109,032. In order to ensure that vacancy and turnover

savings are realized, all requests to fill positions shall be reviewed and approved by the Department of Administrative Services before the position may be filled.

Major Changes in FY 2018: There are no major programmatic changes for 2018. Overall expenditures decrease $205,954 due to increases in salaries and fringe benefits for existing personnel. This is partially offset by reduction in professional services and commodities.

$1,025,273 of revenue from the current $30 Vehicle Registration Fee (VRF) is budgeted in Highway Maintenance.

An expenditure reduction of $74,808 is included in this department to avoid an increase of the countywide vehicle registration fee of $30. This expenditure reduction shall be managed by the department to achieve a commensurate tax levy savings by seeking efficiencies to minimize the impact on the delivery of programs and services.

Prior to enacting any direct service cuts, departments will work with the Department of Administrative Services – Performance, Strategy, and Budget to identify opportunities to re-organize, streamline, consolidate, eliminate, or otherwise reduce duplication and the cost of administrative expenditures within County government. The initiative shall include a review of prior internal and external audits, consulting reports, workgroup activities, and studies. In addition, the effort should include a critical reassessment of any expenditure of contract funds for non-core services.

Strategic Program Area 1: Highway Maintenance

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Highway Lane Miles Maintained				
County Trunk Highways Maintained (Lane Miles)	403	399	399	399
State Trunk Highways Maintained (Lane Miles)	785	785	785	785
Expressways Maintained (Lane Miles)	1,112	1,126	1,126	1,126
Winter Maintenance Operation				
Major winter event (defined as requiring 100 tons or more of salt)	24	15	22	22

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$19,238,895	$20,096,305	$20,693,108	$20,950,000	$256,892
Revenues	$18,663,113	$19,309,404	$19,789,483	$21,300,152	$1,510,669
Tax Levy	$575,782	$786,901	$903,625	($350,152)	($1,253,777)
FTE Positions	117.00	117.00	122.89	121.15	(1.74)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Cost per Lane Mile of Maintaining County Trunk Highways [1]	$8,086	$8,372	$8,135	$8,566
Cost per Lane Mile of Maintaining State Highways[2]	$9,867	$9,388	$9,392	$9,431

[1] Calculated by dividing the total cost of maintaining Milwaukee County Trunk Highways by the number of Milwaukee County Trunk Highway lane miles maintained.
[2] Calculated by dividing the total cost of maintaining State Trunk Highways and Expressways located in Milwaukee County by the number of State lane miles maintained.

Strategic Overview: 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. State highway maintenance costs are currently fully reimbursed pursuant to agreements with the State of Wisconsin Department of Transportation. The reimbursement program is based on 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 also 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, snow and ice control, traffic signal maintenance, highway signing, and pavement marking. County funding levels determine the amount of maintenance on County Trunk Highways and over time also impacts the level of State General Transportation Aid that partially offsets the costs for these services. In other words, fewer County dollars spent on County Trunk Highways over time also means the County is eligible for less State GTA funding. In general, higher funding levels would allow a more proactive and less reactive maintenance methodology.

Strategic Implementation: There are no major programmatic changes for 2018. Service and staffing service levels remain consistent with the prior year.

Strategic Program Area 2: Transportation Services

Service Provision: **Administrative**

Strategic Outcome: **Personal Safety**

What We Do: Activity				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Number of CTH projects completed	N/A	2 ($4,734,180)	3 ($11,184,490)	3 ($7,334,910)
Number of bridge projects completed	N/A	2 ($1,766,730)	2 ($1,434,640)	0 ($0)
Number of traffic projects completed	N/A	1 ($934,250)	4 ($3,003,540)	4 ($2,795,180)
Total Number of Projects Completed	N/A	5 ($7,435,160)	9 ($15,622,670)	7 ($10,130,090)

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$1,676,404	$1,767,934	$2,281,934	$1,819,088	($462,846)
Revenues	$1,472,801	$1,306,474	$2,025,299	$1,543,744	($481,555)
Tax Levy	$203,603	$461,460	$256,635	$275,344	$18,709
FTE Positions	12.00	12.00	12.07	9.82	(2.25)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Percentage of County-owned vehicular bridges rated fair or above[3]	N/A	98%	95%	95%
Percentage of CTH pavement rated fair or above[4]	N/A	87%	90%	90%
Percentage of projects completed on time	N/A	100%	100%	100%

Strategic Overview: Transportation Services provides planning, design, and construction management for capital projects on County Trunk Highways (CTH) and County-owned bridges. Transportation Services consists of the following four engineering areas:

- Highway Engineering provides planning, operation and design for Highway Capital Improvement Projects and Local Road Improvement Projects as required by state law.

[3] Sufficiency rating is based on bridge inspections provided to WisDOT. A bridge rated under 50 on a 100 point scale would qualify as a bridge in less than fair condition requiring replacement.
[4] Pavement rating is based on pavement condition rating according to WisDOT specifications. A rate of 3 or less on a 10 point scale is less than fair condition.

- Bridge Engineering provides planning, operation, and design of rehabilitation or replacement 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 in the, Congestion Mitigation and Air Quality Program (CMAQ), and Highway Safety Improvement Program (HSIP).

- Construction Engineering is responsible for field inspection, construction management, and contract administration of highway, bridge, and traffic projects.

Strategic Implementation: For 2018, there are no overall staffing or service level changes.

DOT-Highway Maintenance Budgeted Positions				
Position Title	**2017 Budget**	**2018 Budget**	**Variance**	**Explanation**
Asst Highway Maint Manager	1.00	1.00	0.00	
Asst Hiway Mtce Supv	4.00	4.00	0.00	
Cement Mason	3.00	3.00	0.00	
Construction Coordinator	2.00	2.00	0.00	
Coordinator Administrative	0.00	1.00	1.00	Current Year Action
Dir of Highway Operations	1.00	1.00	0.00	
Electrical Mech\ Electrical MechDot	3.00	3.00	0.00	
Electrical Mech Suphiwa	1.00	1.00	0.00	
Engineer	3.00	4.00	1.00	Current Year Action
Engnrng Technician	1.00	0.00	(1.00)	Current Year Action
Engineering Project Manager	0.00	3.00	3.00	Current Year Action
Fiscal Analyst	1.00	1.00	0.00	
Fiscal Asst 2	1.00	1.00	0.00	
Highway Maint Manager	1.00	1.00	0.00	
Highway Mtce Supv	5.00	5.00	0.00	
Highway Mtce Wkr 1-3	92.50	92.50	0.00	
Manager Financial	1.00	1.00	0.00	
Managing Eng Constr	1.00	0.00	(1.00)	Current Year Action
Managing Eng Traf Des & Const	1.00	0.00	(1.00)	Current Year Action
Res Cont Mgr Highway	1.00	0.00	(1.00)	Current Year Action
Secretarial Asst Nr	1.00	0.00	(1.00)	Current Year Action
Sr Analyst Financial Capital	1.00	1.00	0.00	
Transpor Design & Cons Eng Mgr	1.00	1.00	0.00	
Transpor & Hiway Maint Supv	1.00	1.00	0.00	
Dispatch Clerk Seas	0.50	0.50	0.00	
Student Intern	1.00	1.00	0.00	
Part Time Total	**1.50**	**1.50**	**0.00**	
Full Time Total	**127.50**	**127.50**	**0.00**	
Grand Total	**129.00**	**129.00**	**0.00**	

DOT-Highway Maintenance Unfunded Positions				
Position Title	**2017 Adopted**	**2018 Budgeted**	**Variance**	**Explanation**
Highway Mtce Wkr 3	**7.44**	**7.44**	**0.00**	
Grand Total	**7.44**	**7.44**	**0.00**	

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BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Variance
Expenditures					
Personnel Costs	$3,063,211	$3,286,901	$3,333,418	$3,610,453	$277,035
Operation Costs	$2,084,439	$2,145,168	$2,029,389	$2,105,004	$75,615
Debt for Vehicles	$4,000,000	$3,780,000	$3,691,836	$3,791,825	$99,989
Capital Outlay	$198,679	$360,936	$115,798	$115,798	$0
Interdept. Charges	$1,713,041	$1,805,254	$1,643,663	$1,686,113	$42,250
Total Expenditures	**$11,059,370**	**$11,378,259**	**$10,814,103**	**$11,309,193**	**$495,089**
Legacy Healthcare/Pension	*$751,206*	*$890,232*	*$864,192*	*$1,101,818*	*$237,626*
Revenues					
Direct Revenue	$132,116	$112,634	$15,100	$90,000	$74,900
Intergov Revenue	$17,924	$18,202	$16,000	$16,000	$0
Indirect Revenue	$11,708,461	$12,384,342	$10,263,525	$12,236,169	$1,972,644
Total Revenues	**$11,858,501**	**$12,515,178**	**$10,294,625**	**$12,342,169**	**$2,047,544**
Tax Levy	**($799,131)**	**($1,136,919)**	**$519,478**	**($1,032,976)**	**($1,552,455)**
Effective Tax Levy*	**$7,843,148**	**$7,914,954**	**$7,630,844**	**$7,711,262**	**$80,418**
Personnel					
Full-Time Pos. (FTE)**	34.45	34.00	33.68	33.43	(0.25)
Seas/Hourly/Pool Pos.	0.50	0.50	0.50	0.50	0.00
Overtime $	$21,485	$57,938	$24,324	$49,092	$24,768

**The Effective Tax Levy excludes interdepartmental charges and fringe benefit costs.*
***The 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2017 Budget, 2016 Actual, and 2015 Actual 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 that use the vehicles and equipment provided by Fleet Management.

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 trucks that are used in operations like snow removal.

- **Inventory Management** maintains and manages a repair parts inventory for all Milwaukee County vehicles. Inventory Management operates four conveniently located fueling sites, supplying over 800,000 gallons of fuel annually.

- **Equipment Coordination** researches and develops the specifications for purchasing new vehicles and equipment, and works with user departments to ensure the correct piece of equipment is purchased. Fleet Management hosts and coordinates a semi-annual public auction of used equipment for Milwaukee County and other surrounding municipalities

In order to address a structural budgetary deficit caused primarily by growing pension and retiree health care costs, as well as reductions in support from the State, the 2018 Budget includes a vacancy and turnover increase of approximately one percent for most County departments for an overall savings of $1,877,496. The increased vacancy and turnover for Fleet Management is $28,860. In order to ensure that vacancy and turnover savings are realized, all requests to fill positions shall be reviewed and approved by the Department of Administrative Services before the position may be filled.

An expenditure reduction of $30,471 is included in this department to avoid an increase of the countywide vehicle registration fee of $30. This expenditure reduction shall be managed by the department to achieve a commensurate tax levy savings by seeking efficiencies to minimize the impact on the delivery of programs and services.

Prior to enacting any direct service cuts, departments will work with the Department of Administrative Services – Performance, Strategy, and Budget to identify opportunities to re-organize, streamline, consolidate, eliminate, or otherwise reduce duplication and the cost of administrative expenditures within County government. The initiative shall include a review of prior internal and external audits, consulting reports, workgroup activities, and studies. In addition, the effort should include a critical reassessment of any expenditure of contract funds for non-core services.

Strategic Program Area 1: County Fleet Maintenance

Service Provision: **Administrative, Discretionary**

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

What We Do: Activity				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Repair Work Orders	8,290	8,478	N/A	8,300
Preventative Maintenance Work Orders	1,228	1,170	N/A	1,250
Vehicles / Equipment replaced	20	104	95	150

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$11,059,370	$11,378,259	$10,814,103	$11,309,193	$495,089
Revenues	$11,858,501	$12,515,178	$10,294,625	$12,342,169	$2,047,544
Tax Levy	($799,131)	($1,136,919)	$519,478	($1,032,976)	($1,552,455)
FTE Positions	34.45	34.00	33.68	33.43	(0.25)

What We Do: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Weekly Ready For Use (RFU)	94%	94%	N/A	95%
Monthly On Time Scheduled Maintenance Completion	51%	47%	65%	70%
Vehicles Exceeding Replacement Criteria[2, 3,4]	147	143	135	130
Vehicles Underutilized[1, 2,4]	121	107	100	95

[1] Criteria for the use of Fleet vehicles can be found in the Milwaukee County Ordinance Chapter 56.22.
[2] This number excludes specialized vehicles which will be retained.
[3] The replacement schedule is 4 yrs. for Sheriff marked squads, 7 yrs. for sedans and light duty vehicles, and 12 yrs. for large equipment and mowing equipment.
[4] The vehicles that are exceeding replacement criteria and also fall under the vehicles underutilized will be considered for possible removal from the fleet

Strategic Overview: Fleet Managements long term goal is to have a readily available, right sized fleet for all County user departments.

Strategic Implementation: Overall, expenditures rise by just under $500,000 due primarily to a combination of increases related to fringe benefits for existing personnel (approximately $297,000), debt service (just under $100,000) and cross charges from other departments (just over $42,000). Debt service on vehicles is budgeted at just under $3,800,000 for 2018 and reflects the debt repayment for equipment previously purchased.

In 2018, there are no staffing or service level changes.

Milwaukee County Fleet Management was recognized as a "100 Best Fleet" in the Americas for 2016 and 2017 by the 100 Best Fleets of North America.

2018 VEHICLE ROLLING STOCK ON & OFF ROAD ALLOTMENT PER DEPARTMENT	
DEPARTMENT	TOTAL
Behavioral Health Division (BHD)	10
District Attorney (DA)	17
Office of Emergency Management	2
DAS A&E Environmental Services	1
Information Management Services Division (IMSD)	3
DAS-Facilities Management **	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

DOT-Fleet Maintenance Budgeted Positions				
Position Title	**2017 Budget**	**2018 Budget**	**Variance**	**Explanation**
Analyst, Financial	1.00	1.00	0.00	
Assistant, Fleet	1.00	1.00	0.00	
Assistant Mechanic	2.00	2.00	0.00	
Assistant Parts	3.00	3.00	0.00	
Director Fleet	1.00	1.00	0.00	
Ironworker DPW	2.00	2.00	0.00	
Ironworker Seasonal	0.50	0.50	0.00	
Lead Mechanic	4.00	4.00	0.00	
Manager, Fleet	1.00	1.00	0.00	
Manager, Parts	1.00	1.00	0.00	
Mechanic	15.00	15.00	0.00	
Supervisor, Fleet	2.00	2.00	0.00	
Worker Maintenance Fleet	1.00	1.00	0.00	
Full Time Total	**34.00**	**34.00**	0.00	
Part Time Total	**0.50**	**0.50**	0.00	
Grand Total	**34.50**	**34.50**	0.00	

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BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Variance
Expenditures					
Personnel Costs	$0	$0	$0	($882,586)	($882,586)
Operation Costs	$145,011,202	$149,812,087	$153,857,157	$153,298,389	($558,768)
Debt & Depreciation	$2,211,563	$3,019,719	$3,187,051	$3,328,997	$141,946
Capital Outlay	$337,002	$705,554	$150,000	$156,250	$6,250
Interdept. Charges	$2,224,498	$2,563,541	$3,307,915	$2,714,165	($593,750)
Total Expenditures	**$149,784,265**	**$156,100,901**	**$160,502,123**	**$158,615,215**	**($3,046,611)**
Revenues					
Direct Revenue	$43,045,780	$39,292,655	$40,813,624	$41,951,915	$20,982
Intergov Revenue	$87,850,512	$94,167,792	$94,220,023	$92,065,007	($2,155,016)
Indirect Revenue	$0	$0	$9,000	$9,000	$0
Local VRF Revenues	$0	$0	$11,497,964	$14,659,727	$3,161,763
Total Revenues	**$130,896,292**	**$133,460,447**	**$146,540,611**	**148,685,649**	**$2,145,038**
Tax Levy	**$18,887,973**	**$22,640,453**	**$13,961,512**	**$9,929,566**	**($4,031,946)**
Effective Tax Levy	**$16,663,475**	**$20,076,912**	**$10,653,597**	**$7,215,101**	**($3,438,496)**
Personnel **					
Full-Time Pos. (FTE)	0.00	0.00	0.00	0.00	0.00
Seas/Hourly/Pool Pos.	0.00	0.00	0.00	0.00	0.00
Overtime $	$0	$0	$0	$0	$0

**The Effective Tax Levy excludes interdepartmental charges and fringe benefit costs.*
***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.

Major Changes in FY 2018: In 2018 MCTS will continue to operate similar levels of transit services as in 2017. Changes to fares are recorded in the fare table on page 8 and in strategic program areas: Paratransit and Fixed Route. The 2017 adopted budget included revenue allocated from a $30 County Vehicle Registration Fee (VRF).

Route Redesign Study
MCTS passengers per bus hour is lower than the national average. In 2018, MCTS will examine a multi-year route redesign intended to increase the proportion of frequent services from 40% to 60% through a reallocation of bus hours from low performing routes to corridors where there is greater demand for transit.

Fare Increases
In order to partially offset long-term revenue losses resulting from reduced ridership, MCTS will implement an increase in passenger fares estimated to produce $1,508,726 in fare revenue annually improving the financial sustainability of the transit system.

An expenditure reduction of $882,586 is included in this department to avoid an increase of the countywide vehicle registration fee of $30. This expenditure reduction shall be managed by the department to achieve a commensurate tax levy savings by seeking efficiencies to minimize the impact on the delivery of programs and services.

Prior to enacting any direct service cuts, departments will work with the Department of Administrative Services – Performance, Strategy, and Budget to identify opportunities to re-organize, streamline, consolidate, eliminate, or otherwise reduce duplication and the cost of administrative expenditures within County government. The initiative shall include a review of prior internal and external audits, consulting reports, workgroup activities, and studies. In addition, the effort should include a critical reassessment of any expenditure of contract funds for non-core services.

Strategic Program Area 1: Paratransit

Strategic Outcome: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Van Trips per Hour	1.93	1.90	1.93	1.90
Van Ridership	421,924	433,986	424,033	438,325
Agency Ridership	20,954	19,056	21,000	18,500
Taxi Ridership	80,528	77,947	82,944	82,944
Total Ridership	523,406	530,989	527,977	539,769
Individualized Travel Training	36	65	50	60

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$15,675,884	$15,991,865	$16,274,032	$17,119,007	$844,975
Revenues	$14,682,089	$14,550,039	$14,719,655	$14,661,256	($58,399)
Tax Levy	$993,795	$1,441,826	$1,554,377	$2,457,751	$903,374
FTE Positions	0.00	0.00	0.00	0.00	0.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 National Average[1]**	**2016 Actual**	**2017 Target**	**2018 Target**
Van Service On-Time Performance	n/a	94.2%	95%	95%
Van Cost per Ride *(provider)*	$33.55	$27.45	$28.21	$28.97
Agency Cost per Ride (*provider)*	n/a	$10.21	$10.40	$10.06
Taxi Cost per Ride *(provider)*	$25.82	$12.19	$12.25	$11.75
Total Cost per Ride *(incl. admin.)*	n/a	$29.69	$30.29	$31.22

Strategic Overview: MCTS contracts with paratransit van service companies to provide demand responsive transportation services nearly 24-hours each day, 7-days per week, year-round as a complement to the fixed-route services. Paratransit rides are available to those who are Americans with Disabilities Act (ADA) Paratransit eligible. Paratransit is provided border-to-border in Milwaukee County. There are over 19,000 registered Transit Plus program participants.

Strategic Implementation: In 2018, ridership is projected to increase 2% based on 2016 actuals. Increases in paratransit costs of about $845,000 are consistent with this ridership increase and reflect scheduled increases built into the existing contracts with paratransit service providers. Paratransit van cost per ride target and taxi cost per ride target are lower than national averages.

The tax levy support included in Paratransit is fully offset by revenue in Fixed Route Service.

[1] NTD (National Transit Database) – 2015 National Transit Summary and Trends, Office of Budget and Policy, October 2016

Grant Opportunities
MCTS will seek Federal Transit Administration (FTA) Section 5310 program grant funds to provide paratransit passenger amenities similar to technologies available to fixed route passengers. If grant funding is obtained:

- MCTS will replace paper tickets for paratransit rides with an account-based electronic ticketing system.
- Paratransit van riders will be alerted to estimated pick-up time by a real-time outreach and call system.

MCTS will also seek funding under Section 5310 to continue mobility management activities that help orient older adults and persons with disabilities to fixed route transit. Mobility management activities include individual and group travel training, community outreach and education, mobility device training, bus operator ADA sensitivity and passenger assistance training.

Fare Increases
Since 2009, MCTS has offered free local transit bus rides through the New Freedom bus pass program to persons who are eligible for paratransit, but who also have the ability, depending upon conditions, to ride regular fixed-route services. In 2018, MCTS will change the free fare to a $1 per day fare to be consistent with the GO Pass program fare. In addition, the paratransit cash fare is increased from $3.50 to $4.00 per one-way trip in 2018, as shown on the fare table on page 6. As such, the trip subsidy paid by Managed Care Organizations (MCOs) will also increase from $20.05 to $20.55 (subsidy of $16.55 plus the $4.00 per one-way trip fare).

Strategic Program Area 2: Fixed Route

Strategic Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Buses in Fleet	412	401	405	405
Buses Operated in Peak Hour	343	337	337	337
Annual Bus Miles	18,437,783	18,579,209	18,483,527	18,769,305
Annual Miles per Bus	44,752	46,332	45,638	46,344
Annual Bus Hours	1,396,012	1,407,841	1,398,929	1,406,181
Total Passengers	34,473,760	34,308,917	33,065,000	33,065,000
Passenger Revenue	$34,892,296	$31,710,797	$33,339,363	$34,157,848
Revenue per Passenger	$1.01	$0.92	$1.01	$1.03

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$134,108,381	$140,109,035	$144,229,091	$141,496,208	($2,732,883)
Revenues	$116,214,204	$118,910,408	$120,322,992	$119,364,666	($958,326)
Local Vehicle Registration Fee Revenues	$0	$0	$11,497,964	$14,659,727	$3,161,763
Tax Levy	$17,894,178	$21,198,627	$12,407,135	$7,471,815	($4,935,320)
FTE Positions	0.00	0.00	0.00	0.00	0.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 National Average[2]**	**2016 Actual**	**2017 Target**	**2018 Target**
Farebox Recovery Ratio*	25.7%	23.7%	24.5%	25.3%
Passengers per Bus Hour	32.4	24.4	23.6	23.5
Cost per Bus Hour – MCTS	$130.83	$94.37	$97.25	$96.05
Cost per Passenger – MCTS	$4.04	$3.87	$4.11	$4.08
Psngr. Trips per Capita**	26.3	35.9	34.6	34.6

Definitions: * Farebox Recovery Ratio is calculated as the ratio of total expenses covered by total passenger fares
** Passenger trips per capita is calculated by dividing annual passenger trips by the population of Milwaukee County (service area)

Strategic Overview:

Types of Fixed Route Services Offered

[2] NTD (National Transit Database) – 2015 National Transit Summary and Trends, Office of Budget and Policy, October 2016

MCTS operates one of the largest urban public transportation systems in the United States. MCTS operations include several different types of transit services:

- Local fixed route bus services
- Shuttles focused on business or industrial parks
- School-day based services to MPS and suburban School Districts
- University Bus (UBUS) services to the University of Wisconsin – Milwaukee and Milwaukee Area Technical College (MATC)
- Freeway Flyer services from park-ride lots into Downtown Milwaukee
- Summer services to festivals, baseball games, and state fair.

Strategic Implementation: MCTS will continue both routes, but CMAQ funding in 2018 will decrease from $4 million to $2.4 million. A new CMAQ grant will continue to provide $2.4 million in funding annually in 2019 and 2020.

Performance Overview:

Benchmarking to National Standards

- MCTS farebox recovery ratio target (25.3%) is similar to the national average (25.7%). Fare increases in 2017 and again in 2018 are helping to reverse a downward trend that began a decade ago, but has accelerated since 2014.
- MCTS passengers per bus hour target (23.5) is lower than the national average (32.4). MCTS will examine a multi-year route redesign intended to increase the proportion of frequent services from 40% to 60% through a reallocation of bus hours from low performing routes to corridors where there is greater demand for transit.
- MCTS cost per bus hour target ($96.05) is significantly lower than the national average ($130.83), and has been holding relatively steady due in part to administrative reductions and efficiencies in operations.
- MCTS cost per passenger target ($4.08) is consistent with the national average ($4.04).
- MCTS passenger trips per capita target (34.6) is substantially higher than the national average (26.3) for urbanized areas larger than 1 million.

Cost Controls

Each year Transit faces inflation, rising healthcare costs, increases in the cost of bus parts, fluctuations in fuel pricing, variable pension charges based on market performance, and increases in wages as specified in Collective Bargaining Agreements. Despite the increases, Federal and State transit funding has remained relatively flat to declining, which puts additional pressure on local funding sources such as passenger fares, Vehicle Registration Fee (VRF) revenues, and tax levy. To aid in efforts towards future sustainability, MCTS needs to also seek out administrative and operational changes that can lower costs today and/or generate future efficiencies.

To prevent future operating cost increases from overwhelming limited sources of local funding, MCTS will finalize research into consolidation of garage/station facilities from three to two and begin the consolidation process in 2018, if feasible. MCTS will seek to close its smallest location (Fiebrantz garage/station) and shift staff and equipment to the Fond du Lac and Kinnickinnic garage/station locations. In part, this change is dependent upon infrastructure improvements at Fond du Lac and Kinnickinnic garages/stations that are requested in the 2018 Capital Improvements Budget needed to bring the facilities to capacity for added staff and equipment.

Service Changes

Fixed-route service levels change less than 1% from 2017 levels. MCTS continues to seek to connect riders to employment opportunities in Milwaukee County:

- The Purple Line (27th Street) will be extended south mid-year to provide daily service to a new IKEA store scheduled to open near Drexel Avenue in June 2018. IKEA plans to hire 250 employees and attract 1 million visitors annually.
- Route 17 (Canal Street) service hours will be expanded to cover more shift change times of employers in Menomonee Valley.

Routes 6 and 61 will be discontinued in December 2018 when the Zoo Interchange litigation settlement funds that support operations of these routes are exhausted. These routes primarily serve destinations outside of the County and operate at 11 passengers per bus hour (PBH), and 10.1 PBH respectively, which is much lower than the 2018 PBH target of 23.5.

The Bus Rapid Transit (BRT) project is currently in the (Federal Transit Administration) FTA project development phase, focused upon design, preliminary engineering, and environmental work. In September 2017, Milwaukee County Transit System (MCTS) submitted an updated application to the Small Starts grant, which includes a route design with dedicated bus-only lanes along 53% of the route and up to 19 BRT stations. Milwaukee County will be notified in early 2018 of FTA's decision. MCTS will update the Milwaukee County Board of Supervisors as to status of the application, and will provide a written report to the County Board as soon as practicable following the decision of the FTA. There are no funds requested for the BRT project in the 2018 Budget.

Fare Increases
Adult fares paid with an M-Card increase from $1.75 to $2.00. Similarly, UPASS charges increase from $45 to $50 per semester (beginning in Fall 2018). M-Card Lite disposable smart card fares for eligible social service agencies/non-profits increase from $2.00 to $2.25 for a single-ride ticket, and $4.00 to $4.25 for a two-ride ticket. See amended fare table on page 6. These fare increases will produce an estimated $1,508,726 in revenue, partially offsetting revenue losses from reduced ridership.

Finally, in accordance with Wisconsin Statue 59.52(31), and in accordance with Milwaukee County Ordinance 56.06, the Department of Transportation Director is authorized to apply for and accept mass transit operating and capital grants in accordance with the adopted budget. The Department will provide public notice for all applicable grants at the Transportation, Public Works and Transit Committee.

FARE TABLE

FARE NAME	CURRENT FARE	PROPOSED FARE	COMMENT
Cash Fares			
Adult	$2.25	$2.25	No change
Premium	$3.50	$3.50	No change
Concession (Half-Fare)	$1.10	$1.10	No change
M-Card/Stored Value Fares			
Adult Single Ride	$1.75	$2.00	$0.25 increase
Premium Single Ride	$2.50	$2.50	No change
Concession (Half-Fare)	$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 farebox
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	$19.50	$19.50	No change
7-Day Premium Pass	$27.00	$27.00	No change
7-Day Concession Pass	$11.00	$11.00	No change
31-Day Adult Pass	$72.00	$72.00	No change
31-Day Premium Pass	$96.00	$96.00	No change
31-Day Concession Pass	$32.00	$32.00	No change
Other Special Fares			
Student 5-Day Pass	$16.50	$16.50	Valid weekdays, only for schools; No change
U-PASS Semester Pass	$45.00	$50.00	$5 increase per semester;
Commuter Value Pass	$220.00	$220.00	No change; per three months (quarter)
New Freedom Pass	Free	$1.00/day	$1 / day for eligible paratransit clients
Transfer	Free	Free	Encoded on rider's M-Card; No change
M-Card Lite: One 90 minute pass	$2.00	$2.25	$0.25 increase; Fare form for eligible social service agencies/non-profits
M-Card Lite: Two 90 min. passes	$4.00	$4.25	$0.25 increase; Fare form for eligible social service agencies/non-profits
Mobile App Fares	$2.00 for 2 hours	$2.00 for 2 hours	No change; new fares under development will be consistent with pass fares
Paratransit Fare	$3.50	$4.00	$0.50 increase per one-way trip;
GO Pass	$1.00/day	$1.00/day	No change

BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Variance
Expenditures					
Personnel Costs	$964,772	$1,167,718	$1,271,979	$1,126,260	($145,719)
Operation Costs	$692,180	$667,774	$77,986	$94,945	$16,959
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	($766,048)	($881,584)	($1,064,334)	($938,106)	$126,228
Total Expenditures	**$890,904**	**$953,908**	**$285,631**	**$283,099**	**($2,532)**
Legacy Healthcare/Pension	*$203,287*	*$251,835*	*$259,561*	*$90,823*	*($168,738)*
Revenues					
Direct Revenue	$384,156	$632,751	$285,631	$290,000	$4,369
Intergov Revenue	$621,881	$120,590	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$1,006,037**	**$753,341**	**$285,631**	**$290,000**	**$4,369**
Tax Levy	**($115,133)**	**$200,567**	**$0**	**($6,901)**	**($6,901)**
Effective Tax Levy*	**$297,748**	**$640,059**	**$599,134**	**$617,284**	**$18,150**
Personnel					
Full-Time Pos. (FTE)**	7.00	8.00	8.00	8.00	0.00
Seas/Hourly/Pool Pos.	0.00	0.00	0.00	0.00	0.00
Overtime $	$972	$4,603	$0	$0	$0

**This Effective Tax Levy excludes interdepartmental charges and fringe benefit costs.*
***The 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2017 Budget, 2016 Actual, and 2015 Actual 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.

The DOT consists of the following Divisions: Transit/Paratransit, Fleet Management, Airport, and Highway.

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
- General public information services

The Transportation Planning section provides technical and professional expertise for multimodal and transit planning and coordination, as well as transit system development and 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.

An expenditure reduction of $6,901 is included in this department to avoid an increase of the countywide vehicle registration fee of $30. This expenditure reduction shall be managed by the department to achieve a commensurate tax levy savings by seeking efficiencies to minimize the impact on the delivery of programs and services.

Prior to enacting any direct service cuts, departments will work with the Department of Administrative Services – Performance, Strategy, and Budget to identify opportunities to re-organize, streamline, consolidate, eliminate, or otherwise reduce duplication and the cost of administrative expenditures within County government. The initiative shall include a review of prior internal and external audits, consulting reports, workgroup activities, and studies. In addition, the effort should include a critical reassessment of any expenditure of contract funds for non-core services.

Strategic Program Area 1: Director of Transportation

Service Provision: **Administrative**

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

What We Do: Activity				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
This service does not have activity data.				

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$890,904	$953,908	$285,631	$283,099	($2,532)
Revenues	$1,006,037	$753,341	$285,631	$290,000	$4,369
Tax Levy	($115,133)	$200,567	$0	($6,901)	($6,901)
FTE Positions	7.00	8.00	8.00	8.00	0.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
This service does not have performance measures.				

Strategic Overview: 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 just over $4,000 from approximately $286,000 to $290,000 in 2018.

Strategic Implementation: For 2018, there are no staffing or service level changes.

DOT-Director's Office Budgeted Positions				
Position Title	**2017 Budget**	**2018 Budget**	**Variance**	**Explanation**
Analyst Transportation	1.00	1.00	0.00	
Deputy Director Transportation	1.00	1.00	0.00	
Ex Director Transportation	1.00	1.00	0.00	
Sr Analyst--GIS	1.00	1.00	0.00	
Sr Assistant Executive	1.00	1.00	0.00	
Sr Manager Financial	1.00	1.00	0.00	
Sr Manager Grants Compliance	1.00	1.00	0.00	
Sr Manager Grants Development	1.00	1.00	0.00	
Grand Total	**8.00**	**8.00**	**0.00**	

Health & Human Services Function

Agency Budget Narratives

- DHHS — Behavioral Health Division
- Department on Aging
- Department of Health & Human Services (DHHS)

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BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Variance
Expenditures					
Personnel Costs	$61,989,082	$56,790,198	$65,702,327	$69,362,179	$3,659,852
Operation Costs	$109,432,251	$120,165,486	$139,925,997	$143,255,629	$3,329,632
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$454,116	$626,059	$267,000	$505,500	$238,500
Interdept Charges	$1,669,733	$3,169,539	$1,425,800	$417,032	($1,008,768)
Total Expenditures	**$173,545,182**	**$180,751,281**	**$207,321,124**	**$213,540,340**	**$6,219,216**
Legacy Healthcare/Pension	*$16,137,526*	*$15,567,504*	*$16,652,007*	*$21,158,253*	*$4,506,246*
Revenues					
Direct Revenue	$68,147,188	$89,566,818	$109,400,204	$113,364,922	$3,964,718
Intergov Revenue	$52,099,001	$40,581,023	$40,535,209	$41,538,602	$1,003,393
Total Revenues	**$120,246,189**	**$130,147,841**	**$149,935,413**	**$154,903,524**	**$4,968,111**
Tax Levy	**$53,298,993**	**$50,603,440**	**$57,385,711**	**$58,636,816**	**$1,251,106**
Effective Tax Levy*	**$24,862,128**	**$22,754,651**	**$28,684,143**	**$25,614,552**	**($3,069,591)**
Impact on Reserves Increase/(Decrease)	**$5,679,216**	**$0**	**$0**	**($351,697)**	**($351,697)**
Personnel					
Full-Time Pos. (FTE)**	502.13	525.88	524.00	489.80	(34.20)
Seas/Hourly/Pool Pos.	22.69	22.69	14.60	24.34	9.74
Overtime $	$1,910,534	$1,836,952	$1,030,908	$1,226,484	$195,576

*This Effective Tax Levy excludes interdepartmental charges and fringe benefit costs.
** The 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2017 Budget, 2016 Actual, and 2015 Actual FTEs are restated to reflect this change. Program Area tables include these changes as well.

Department Vision: Together, creating healthy communities

Department Mission: Empowering safe, healthy and meaningful lives

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.

2018 expenditures for Community Services increase due to the following investments in Community Programs:

- Increases to the Comprehensive Community Service (CCS) Adult program with a projected enrollment of 1,100 by the end of 2018 and an increase of $5.7m in annual spending.
- Increase to the Comprehensive Community Service (CCS) Children's program, administered by the BHD WRAP division, with a projected enrollment of 100 by the end of 2018 and expenditures of $1.7m.
- BHD continues to support the partnership with the Milwaukee County Housing Division's initiative to end chronic homelessness with and investment of $1.0m. This initiative was started on July 1, 2015, and has served over 200 individuals as of June 2017.
- $1.3m investment in Electronic Medical Records Optimization
- $0.7m for investment in AODA residential services to ensure high quality and accessible treatment to residents.
- 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 savings of $0.6m.
- $0.1m investment in transportation to ensure clients in need have transportation to make clinical appointments.
- $0.2m investment to fund the exploration, design, and future implementation of a peer run respite.
- $0.1m to fund a police officer in West Allis to create a CART team.
- BHD is investing $0.4m to support the integrated system and practice model to transform our system to one in which we will identify, access, enroll, and serve participants and their families in all programs and services available in a coordinated and integrated matter, regardless of where or how they enter our department. This model will yield better outcomes, and in turn, healthier communities.

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:

- All team members are responsible and empowered to contribute to all aspects of patient safety and quality.
- 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 order to address a structural budgetary deficit caused primarily by growing pension and retiree health care costs, as well as reductions in support from the State, the 2018 Budget includes a vacancy and turnover increase of approximately one percent for most County departments for an overall savings of $1,877,496. The increased vacancy and turnover for the Behavioral Health Division is $192,132. In order to ensure that vacancy and turnover savings are realized, all requests to fill positions shall be reviewed and approved by the Department of Administrative Services before the position may be filled.

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 Actual**	**2017 Target**	**2018 Target**
This program area does not have activity data.				

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$282,308	$369,629	$854,115	$757,125	($96,990)
Revenues	$883,449	$294,476	$854,200	$907,244	$53,044
Tax Levy	($601,142)	$75,153	($85)	($150,119)	($150,034)
FTE Positions	137.10	130.90	135.20	136.40	1.30

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Overtime Costs / Personal Services Costs	N/A	3.2%	1.6%	1.7%
Revenue dollars / fiscal staff	N/A	$5,422,827	$5,169,429	$6,156,853
Patient revenue collected / Billed revenue	N/A	36.3%	51.2%	52.1%

Strategic Overview: Management and Support Services provides fiscal management, compliance, and administration.

Strategic Implementation: Personnel expenses increase $0.5m; $1.0m for fringe benefits, offset by a $0.4m reduction in unemployment compensation. A professional services contract in the amount of $95,000 is added for a Policy and Support Analyst to support the Milwaukee County Mental Health Board. The contract is partially funded by a contribution from reserves of $51,697, with the remaining $43,303 from tax levy supporting a previously proposed .50 FTE Analyst position.

Expenditure reductions in 2018 include a $1.2m reduction in the Electronic Medical Records optimization project of which $0.8m was shifted to the AODA (Alcohol and Other Drug Addiction) program and $0.4m is net savings. The cost of drugs was shifted from the pharmacy department to the patient departments for a reduction of $0.9m from this program area.

The management/operations area increases by 5.2 FTEs in 2018 largely due to a 4.0 FTE increase in FTEs related to EMR optimization.

A centralized ***Behavioral Health Division Quality Management Services*** department will be strengthened in 2018 to assure ongoing excellence in the quality and safety of care and services delivered as well as those services purchased. We will define quality as a collective measure of excellence in BHDs (and our network) systems, processes, staff and provider performance, decisions, and human interactions. The overarching organizational aim we are undertaking in this and the next quality plan biennium is to align our Quality Program Structure, Management and Knowledge Base to a customer-driven, performance based, innovation rewarding and self-learning paradigm. BHD, our staff, vendors and the Milwaukee County Mental Health Board (MCMHB) will continue to demonstrate a commitment to improving the health of patients and ultimately our community.

To truly transform into a healthcare system of high reliability, client satisfaction, quality and safety, the Behavioral Health Division will 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 2017- 2018*** will continue to serve as the Behavioral Health Division's roadmap and strategic blueprint. We will accomplish this by continually measuring (monitoring) and improving the effectiveness and excellence of care and organizational operations. Our ultimate goal is to provide care and services that are safe, effective, patient oriented, timely, efficient and equitable, and in so doing provide a true patient centered experience consistent with the *National Triple-Aim Initiative and the Human Services Value Curve.* BHD strives to continuously assess and improve the quality of the treatment and services it contracts and provides. Further attention to the development of tracking/reporting structural components will also be priority. All services and programs within the service continuum including community and inpatient services will continue to incorporate measurement and data represented in an evolving ***Balanced Scorecard(s) for Key Performance Indicators*** with attention to core measures including, but not limited 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.

Strategic Program Area 2: Psychiatric Crisis ER/Observation

Service Provision: **Mandated**

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

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Psychiatric Crisis Observation				
Admissions	N/A	8,286	9,000	8,000

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$18,603,139	$16,883,092	$18,019,019	$17,550,849	($468,170)
Revenues	$11,688,408	$10,714,636	$11,468,783	$10,888,654	($580,129)
Tax Levy	$6,914,731	$6,168,455	$6,550,236	$6,662,195	$111,959
FTE Positions	81.00	87.20	78.00	70.40	(7.60)

How Well We Do It: Performance Measures					
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**	**2018/2017 Variance**
Percent of clients returning to PCS within 30 days	N/A	25%	25%	24%	(1%)
Percent of Time on Waitlist Status	N/A	80%	25%	25%	0%
Clients transferred to private facilities from PCS	N/A	7%	10%	8%	(2%)

Strategic Overview: Psychiatric Crisis ER/Observation includes:

- Psychiatric Crisis Service (PCS) Emergency Room
- Observation Unit

Strategic Implementation: Due to the decrease in the number of admissions, revenue decreases by $0.6m in 2018. Overall expenditures decrease $0.2m 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. Personnel expenses decrease by $0.2m due to a combination of factors. Excess clinical positions that are unfilled are eliminated for $0.8m in salary savings, overtime is increased $0.2m to reflect actual spending and total fringe benefits increase $0.5m.

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 Actual**	**2017 Target**	**2018 Target**	**2018/2017 Variance**
Acute Adult Inpatient					
Average Daily Census	Data not available	46	54	54	0
Number of Admissions	Data not available	683	900	800	(100)
Number of Patient Days	Data not available	16,703	19,710	18,000	(1,710)
Average Length of Stay (Days)	Data not available	25	22	23	1
Child and Adolescent Inpatient Services					
Average Daily Census	Data not available	8	12	12	0
Number of Admissions	Data not available	617	930	800	(130)
Number of Patient Days	Data not available	3,068	4,380	3,600	(780)
Average length of Stay (Days)	Data not available	5	4.7	4.5	(0.2)

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$37,629,829	$36,200,780	$36,835,056	$40,047,790	$3,212,734
Revenues	$18,976,788	$14,941,987	$20,456,205	$17,607,495	($2,848,710)
Tax Levy	$18,653,040	$21,258,792	$16,378,851	$22,440,295	$6,061,444
FTE Positions	204.90	198.70	192.80	173.60	(21.20)

How Well We Do It: Performance Measures					
PerformanceMeasure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**	**2018/2017 Variance**
Acute Adult Inpatient					
Percent of clients returning to Acute Adult within 30 days	Data not available.	10.8%	11%	10%	(1%)
Patients Responding Positively to Satisfaction Survey	Data not available.	70%	75%	75%	0%
Child and Adolescent Inpatient Services					
Percent of children who return to CAIS within 30 days	Data not available.	11.8%	15%	12%	(3%)
Patients Responding Positively to Satisfaction Survey	Data not available.	78%	73%	75%	2%

Strategic Overview: 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 18-24 licensed bed adult unit called the Acute Treatment Unit (ATU), one 18-24 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 2018 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.

Strategic Implementation: Expenditures increase $3.2m primarily due to an increase in personnel costs. Personnel costs increase $2.6m for fringe benefits, $0.4m for salary adjustments including psychiatrist and nurse signing bonuses, offset by a salary reduction of $1.0m from the elimination of excess unfilled clinical positions. Other major variances include an increase of $1.0m for Milwaukee County residents placed at the state institutes, and a $1.0m increase in drugs by reallocating the expense from the pharmacy department to the units. Offsetting the increases are a $1.0m reduction for lower administrative and overhead cross charges from the reallocation of cross charges as Inpatient Services level off or decline, and Community Services continue to grow.

Revenue decreases $2.8m due to higher write-offs for uninsured patients and a 7.4% reduction in Medicaid reimbursement rates from $1,604 to $1,486 per day.

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 physicians, nursing personnel and crisis clinicians.

Strategic Program Area 4: Community Access to Recovery Services Division (CARSD)

Service Provision: **Mandated**

StrategicOutcome: **Self-Sufficiency / Quality of Life**

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$106,406,016	$127,169,812	$151,612,934	$155,049,822	$3,436,888
Revenues	$86,996,532	$104,189,269	$117,156,225	$125,464,131	$8,307,906
Tax Levy	$19,409,484	$22,980,543	$34,456,708	$29,585,691	($4,871,017)
FTE Positions	124.10	129.10	132.70	133.80	1.10

How Well We Do It: Performance Measures					
PerformanceMeasure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**	**2018/2017 Variance**
Average Satisfaction Survey Score	Data not available	76%	77%	78%	1%
Percent with any Acute Service Utilization	Data not available	13.09%	12.05%	11.45%	(0.6%)
Percent with any emergency room utilization	Data not available	12.44%	11.20%	10.64%	(0.56%)
Percent Drug/Alcohol Abstinent	Data not available	66.71%	73.81%	77.50%	3.69%
Percent Homeless	Data not available	4.74%	4.00%	3.80%	(0.2%)
Percent Employed	Data not available	15.80%	17.38%	18.25%	(0.9%)

Strategic Overview:

CARSD consists of three separate program areas:

1. Community Mental Health and Community Crisis Services
2. Community AODA Services
3. Wraparound Milwaukee

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. CARS is committed to fostering independence, choice, and hope for individuals by creating an array of services that are person-centered, recovery oriented, trauma informed, and culturally intelligent. The 2018 budget sustains investment in community-based mental health care with an emphasis on recovery.

CARS: Community Mental Health and Community Crisis Services

What We Do: Activity Data					
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**	**2018/2017 Variance**
Crisis Mobile Team					
Mobiles Completed	Data not available	2,046	2,920	3,504	584
Adult Day Treatment					
Capacity	Data not available	16	24	20	(4)
Intensive Outpatient Program					
Capacity	Data not available	N/A	24	12	(12)
Targeted Case Management					
Average Enrollment	Data not available	1,366	1,553	1,602	49
Community Support Program					
Average Enrollment	Data not available	1,249	1,267	1,267	0
Comprehensive Community Services					
Average Enrollment	Data not available	523	800	1,100	300
Community Recovery Services					
Average Enrollment	Data not available	34	35	15	(20)

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$43,994,147	$60,369,924	$78,492,266	$80,605,698	$2,113,432
Revenues	$26,267,847	$39,830,411	$47,691,600	$53,199,057	$5,507,457
Tax Levy	$17,726,300	$20,539,513	$30,800,665	$27,406,641	($3,394,024)

How Well We Do It: Performance Measures					
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**	**2018/2017 Variance**
CCS: Tax levy per capacity	Data not available	$1,963	$2,572	$3,087	$515
CRS: Tax levy per capacity	Data not available	$27,391	$32,777	$29,623	($3,154)
CSP: Tax levy per capacity	Data not available	$5,248	$7,543	$5,523	($2020)
TCM: Tax levy per capacity	Data not available	$2,987	$3,188	$2,668	($520)
Crisis Mobile: Tax levy per mobile	Data not available	$1,594	$1,391	$1,235	($156)

Strategic Overview:

Community Mental Health and Crisis Services includes the following service options.

1. Crisis Mobile Team
2. Adult Day Treatment
3. Intensive Outpatient Program
4. Targeted Case Management (TCM)
5. Community Support Program (CSP)
6. Comprehensive Community Services (CCS)
7. Community Recovery Services(CRS)

Strategic Implementation: CARS continues to increase enrollments into Comprehensive Community Services (CCS), which is a Medicaid entitlement that provides a coordinated and comprehensive array of recovery, treatment, and psychosocial rehabilitation services. As a part of this continued expansion, CARS staff are working with the approximately 35 individuals enrolled in Community Recovery Services (CRS) to determine which individuals should be served in CCS. CCS enrollment is expected to increase to 1,100 in 2018.

CARS has been diligently working to reduce the wait times for clients from date of referral to admission into services. CARS leadership has been assessing system needs and making changes accordingly, such as the creation of an Intake Service Manager and Intake Team to reduce the time of assessment, determination, and enrollment into services. For those individuals who are waiting for services and/or in need of only short-term services, the Care Coordination Team is able to provide direct supportive services and crisis case management services as needed to individuals with immediate need.

Redesigning the service structure of the Milwaukee County BHD Crisis Services provides the opportunity to implement changes across all of the community based crisis services (Crisis Line, Crisis Mobile Team, Crisis Stabilization Houses, Crisis Resource Centers, and Access Clinic). The redesign of the Crisis Services is being completed to meet the needs of individuals in crisis throughout the continuum of care. It also seeks to find new and inventive ways to provide the continuum of service. The redesign will increase revenue generating services by maximizing current billing practices, increasing clinical staff completion of revenue generating services, and including the Care Coordination Team. This redesign also offers opportunities to bill for Crisis Services that have previously not been billed, such as CARS Admin Coordinators. In 2018, this is projected to be a revenue increase of $0.6m.

One service being assessed for this redesign project is the answering of the Milwaukee County Crisis Line. In 2016, the Crisis Line received 40,171 calls. An audit confirmed that BHD is using a highly paid level of clinical staff to answer calls that are related to information, general resources, and supportive talk, which all would best be completed by another resource in Milwaukee. This would improve the customer experience and also enable clinicians to complete revenue generating tasks. The cost for this enhancement is currently projected to be $0.15m.

The 2017 budget created three additional Crisis Assessment Response Teams (CART) teams with partial funding offset from the MacArthur Foundation for one of the clinician positions to partner with the District Attorney's office to create a county-wide CART team. One of the teams was also recommended for the City of West Allis which does not have funding for a police officer to create CART. Therefore, it is being recommended that BHD provide funding for an officer for up to two years at a cost of approximately $0.1m funded through reserves.

BHD remains committed to sponsoring a Peer Run Respite program in Milwaukee County to strengthen the current continuum of care for individuals experiencing a mental health and/or substance abuse difficulty. Peer run respite services support an individual's recovery, decrease crisis, and help individuals to avoid hospitalizations all through supports and services from individuals with lived experience. In 2018, BHD is budgeting $0.2m for a peer run organization to cover expenses for the exploration, design, and future implementation of a peer run respite program. The initial phase of this program, and subsequent two years, will be funded through reserves. BHD will also commit $0.4m in 2019 and 2020 to fund implementation and operations of a Peer Run Respite in Milwaukee.

$0.1m is budgeted to assist BHD clients in need of transportation make scheduled clinical appointments. BHD will develop a system to identify individuals in need of assistance, verify their participation in BHD programming, and a method for purchase and/or reimbursement.

Community Mental Health Financials by Major Program Area					
Activity	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Crisis Mobile Team					
Expense	$3,246,812	$3,513,923	$4,624,954	$4,822,208	$197,254
Revenue	$247,367	$251,691	$299,850	$645,214	$345,364
Tax Levy	$2,999,445	$3,262,232	$4,325,104	$4,176,994	($148,110)
Adult Day Treatment					
Expense	$2,609,360	$2,328,373	$2,524,135	$1,885,860	($638,275)
Revenue	$1,872,799	$1,729,483	$1,899,752	$1,811,035	($88,717)
Tax Levy	$736,562	$598,890	$624,383	$74,825	($638,275)
Intensive Outpatient Program[1]					
Expense	-	-	$867,603	$533,912	($333,691)
Revenue	-	-	$224,946	$280,591	$56,005
Tax Levy	-	-	$642,657	$252,961	($389,696)
Targeted Case Management					
Expense	$5,590	$6,424,896	$6,839,307	$6,665,960	($173,347)
Revenue	$10,729	$2,345,033	$1,983,749	$2,416,464	$432,715
Tax Levy	($5,138)	$4,079,863	$4,855,558	$4,249,496	($606,062)
Community Support Program[2]					
Expense	-	$14,671,260	$17,263,767	$16,795,089	($468,678)
Revenue	-	$7,694,410	$8,462,056	$9,880,388	$1,418,332
Tax Levy	-	$6,976,850	$8,801,711	$6,914,701	($1,887,010)
Comprehensive Community Services					
Expense	$2,131,360	$7,168,035	$14,184,583	$19,811,612	$5,627,059
Revenue	$1,871,023	$6,141,203	$11,628,000	$16,513,433	$4,885,433
Tax Levy	$260,337	$1,026,831	$2,556,583	$3,298,179	$741,596
Community Recovery Services					
Expense	$2,903,323	$1,679,945	$1,927,011	$746,482	($1,180,529)
Revenue	$1,016,279	$748,650	$819,261	$305,053	($514,208)
Tax Levy	$1,887,044	$931,295	$1,107,750	$441,429	($666,321)
Community-Based Residential[3]					
Expense	-	-	-	$11,950,929	$11,950,929
Revenue	-	-	-	$9,780,317	$9,780,317
Tax Levy	-	-	-	$2,170,612	$2,170,612
CARS Purchase of Service[2]					
Expense	-	-	-	$4,873,005	$4,873,005
Revenue	-	-	-	$4,576,968	$4,576,968
Tax Levy	-	-	-	$296,037	$296,037

[1] Intensive Outpatient Program does not have 2015 Actual or 2016 Actual financials because this program did not exist at that time.
[2] The Community Support Program does not have 2015 Actuals financials because the program did not exist as a standard cost centers at that time.
[3] CARS Community-Based Residential and CARS Purchase of Service do not have 2015 Actual, 2016 Actual or 2017 Budget financials because these programs did not exist as standalone cost centers at that time.

CARS: Community AODA Services

What We Do: Activity Data					
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**	**2017/2018 Variance**
Detoxification					
Admissions	Data not available.	6,316	5,000	6,000	1.000
AODAResidential					
Capacity	Data not available.	83	112	112	0
Day Treatment – AODA					
Average Enrollment[4]	Data not available.	15	15	15	0
Recovery House					
Average Enrollment	Data not available.	10	10	10	0
RecoverySupportCoordination					
Average Enrollment	Data not available.	292	230	295	65
RecoverySupportServices					
Average Enrollment	Data not available.	197	200	200	0

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$13,750,024	$14,326,356	$15,408,225	$13,996,365	($1,411,860)
Revenues	$11,977,157	$11,628,164	$12,140,593	$11,710,592	($430,001)
Tax Levy	$1,772,867	$2,698,192	$3,267,632	$2,285,773	($981,859)

Strategic Overview: 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).

[3] The 2017 budget narrative erroneously stated "number of individuals served" rather than "average enrollment" for the following programs: Day Treatment – AODA, Recovery House, and Recovery Support Services. These numbers have been corrected for the 2018 budget narrative.

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 bio-medically monitored residential.

Strategic Implementation: In 2017, BHD authorized a rate increase for AODA residential providers at an estimated impact of $0.8m annually in 2018. The 2018 STR Grant of $0.5m and FDTC Grant of $0.4m are budgeted in support of AODA services.

Total expenditures decrease by $2.1m. Of that, $2.9m in personnel, vendor training, service and commodity costs are transferred to the CARS Administration and CARS Purchase of Service cost centers. Grant revenue of $0.9m in support of these programs is also transferred to the CARS Administration and CARS Purchase of Service cost centers. The $2.9m expenditure reduction is partially offset by a $0.8m AODA residential increase.

AODA Financials by Major Program Area[5]					
Activity	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Detoxification					
Expense	-	-	-	$2,975,816	$2,975,816
Revenue	-	-	-	$2,333,731	$2,333,731
Tax Levy	-	-	-	$642,085	$642,085
AODA Residential					
Expense	-	-	-	$5,925,339	$5,925,339
Revenue	-	-	-	$5,279,316	$5,279,316
Tax Levy	-	-	-	$646,023	$646,023
Day Treatment - AODA					
Expense	-	-	-	$433,485	$433,485
Revenue	-	-	-	$764,832	$764,832
Tax Levy	-	-	-	($331,347)	($331,347)
Recovery House					
Expense	-	-	-	$167,168	$167,168
Revenue	-	-	-	$60,750	$60,750
Tax Levy	-	-	-	$106,418	$106,418
Recovery Support Coordination					
Expense	-	-	-	$2,258,076	$2,258,076
Revenue	-	-	-	$2,291,471	$2,291,471
Tax Levy	-	-	-	($33,395)	($33,395)
Recovery Support Services					
Expense	-	-	-	$837,088	$837,088
Revenue	-	-	-	$615,132	$615,132
Tax Levy	-	-	-	$221,956	$221,956
Medication Assisted Treatment					
Expense	-	-	-	$78,162	$78,162
Revenue	-	-	-	$16,000	$16,000
Tax Levy	-	-	-	$62,162	$62,162
Prevention					
Expense	-	-	-	$1,235,744	$1,235,744
Revenue	-	-	-	$316,000	$316,000
Tax Levy	-	-	-	$919,744	$919,744

[5] 2015 Actual, 2016 Actual and 2017 Budget financials are not available because these programs were not budgeted at this level of detail prior to 2018.

Children and Youth Services/ Wraparound Milwaukee

What We Do: Activity Data					
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**	**2018/2017 Variance**
Family Intervention Support Services					
Number of Clients Served	No Data Available	583	800	600	(200)
Wraparound					
Average Total Enrollment	No Data Available	1,227	1,350	1,309	(41)
Average Daily Number of REACH enrollees	No Data Available	488	550	575	25
Mobile Urgent Treatment					
Number of Clients Seen (face-to-face)	No Data Available	1,519	1,750	1,750	0
Children's Comprehensive Community Services					
Average Total Census	No Data Available	N/A	35	100	65

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$48,661,844	$52,473,532	$57,712,443	$60,582,513	$2,870,070
Revenues	$48,751,527	$52,730,695	$57,324,032	$60,590,482	$3,266,450
Tax Levy	($89,683)	($257,163)	$388,411	($7,969)	($396,380)

How Well We Do It: Performance Measures					
PerformanceMeasures	**2015 Actual**	**2016 Actual**	**2017Target**	**2018Target**	**2017/2018 Variance**
Family Satisfaction with Care Coordination (5.0 Scale)	Data not available.	4.6	>= 4.0	>= 4.0	0
Percentage of enrollee days in a home type setting (enrolled through Juvenile Justice system)	Data not available.	60.2%	>= 75%	>= 75%	0
Percentage of youth who achieved permanency at disenrollment	Data not available.	53.6%	>= 70%	>= 70%	0
Average level of "Needs Met" at disenrollment (Scale of 1-5)	Data not available.	2.9	>= 3.0	>= 3.0	0
Family Satisfaction with Comprehensive Community Services (CCS)	Data not available.	N/A	>= 4.0	>= 4.0	0
Percentage of Monthly Face-to-Face Contact (CCS)	Data not available.	N/A	>= 75%	>= 75%	0
Assessment and Initial Service/Care Plan completed within the first 30 days of enrollment (CCS)	Data not available.	N/A	>= 85%	>= 85%	0

Strategic Overview: Milwaukee County's System of Care for children and youth serve families with children ranging from age 5 to young adults, 23. All options in the system or care utilize the Wraparound Practice Model which relies heavily on care coordination and offer a range of service and support options that are individualized to meet the needs of each child/young adult and their family in the community in which they live based on choice. The first three options listed below are those programs in which enrollment is made into our specialized Managed Care carve out. This managed care entity, called Wraparound Milwaukee has the enrollment criteria of children who have complex needs, who either have been or are at risk of out of home care including repeated hospitalization, have a functional impairment, have a diagnosis and are involved in two or more systems. Due to our ability to manage resources well and form many valuable partnerships there are other options available for youth as well. Once a determination of eligibility and need is made the following options are available under the Wraparound umbrella:

- Wraparound Milwaukee for children who are system involved, have complex needs including a high degree of need in the area of mental health and are at risk of hospitalization or out of home care.
- REACH, Reaching, Engaging and Assisting Children serves children who are not on court orders through the Delinquency or Child Welfare System but still meet the qualifications for Wraparound Milwaukee
- Project O-Yeah for young adults, ages 17-23 who are experiencing emotional and behavioral challenges that are interfering in their ability to successfully transition to adulthood. Young adults have a transitional coordinator assigned to them who have access to the Wraparound Milwaukee Provider Network with an emphasis on support and services on life skills, housing, education and employment.
- FISS, Family Intervention and Support Services which is a contract from Child Welfare to assist in children not being placed out of their home. FISS also utilizes a care coordination model but is shorter term, aimed at stabilization and prevention and is designed to assist families in preventing court and system involvement. Children who are enrolled have behavioral issues but do not require a diagnosis.
- CCS, Comprehensive Community Services for Children who do not meet the enrollment criteria for Wraparound Milwaukee and REACH but have needs in the area of mental health and/or substance abuse. CCS is a voluntary program which uses a care coordination approach. It is designed to provide support and services to children and young adults who are Medicaid eligible and have a desire to work with a team to reach their desired goals for recovery. In 2018, CCS enrollment is anticipated to expand to 100 children.
- Mobile Urgent Treatment which is the crisis response team available to all of Milwaukee County. Mobile Urgent provides 24/7 crisis intervention services to any family residing in Milwaukee County. The Trauma Response team who works specifically with District 5 and 7 are a team works as part of the Mobile Urgent Treatment Team.

Strategic Implementation: Within all of the options listed there are a number of programs, services, and supports available all aimed at providing comprehensive, individualized, and cost effective care to children with complex mental health and emotional needs. The expectation for 2018 for Wraparound Milwaukee is a daily enrollment of 1,309 children and their families. The anticipated decrease in this option is due to the trend of less children going into both the Delinquency system and Child Welfare system overall. The expectation is to see an increase in enrollments for both REACH and CCS as we reach out to new potential referral sources and expand the options for prevention. The number of clients seen by Mobile Urgent Team may exceed projections however the current numbers reflect actual staff capacity. Therefore, we will depend more heavily on the use of Crisis Stabilization services within the Provider Network as well as seek additional staff expansion opportunities for 2018/19 through potential contract arrangements with Child Welfare and the City for trauma response teams and/or prevention teams.

Wraparound Services by Program Area[6]					
Program	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Wraparound Services					
Expense	-	-	-	$32,525,839	$32,525,839
Revenue	-	-	-	$33,142,725	$33,142,725
Tax Levy	-	-	-	($616,886)	($616,886)
REACH					
Expense	-	-	-	$20,144,608	$20,144,608
Revenue	-	-	-	$20,252,400	$20,252,400
Tax Levy	-	-	-	($107,792)	($107,792)
Project O-Yeah					
Expense	-	-	-	$3,688,028	$3,688,028
Revenue	-	-	-	$3,454,651	$3,454,651
Tax Levy	-	-	-	$233,377	$233,377
MUTT					
Expense	-	-	-	$1,391,722	$1,391,722
Revenue	-	-	-	$1,490,664	$1,490,664
Tax Levy	-	-	-	($98,942)	($98,942)
Youth CCS					
Expense	-	-	-	$1,875,272	$1,875,272
Revenue	-	-	-	$1,655,042	$1,655,042
Tax Levy	-	-	-	$220,230	$220,230
FISS					
Expense	-	-	-	$957,044	$957,044
Revenue	-	-	-	$595,000	$595,000
Tax Levy	-	-	-	$362,044	$362,044

[6] 2015 Actuals, 2016 Actual and 2017 Budget financials are not available because these programs were not budgeted at this level of detail prior to 2018.

Behavioral Health Division Budgeted Positions

Position Titles	2017 Adopted	2018 Budgeted	Variance	Explanation
Administrator BH	1.00	1.00	0.00	
Administrator Environmental Svc	1.00	1.00	0.00	
Administrator Financial BHD	1.00	1.00	0.00	
Administrator Medical Records	1.00	1.00	0.00	
Advanced Nurse Prescriber	6.00	6.25	0.25	Current Year Action
Advocate Clients Rights	1.00	1.00	0.00	
Analyst Budget and Mgmt BHD	0.00	1.00	1.00	Current Year Action
Analyst Heath Data	1.00	1.00	0.00	
Analyst Quality Assurance	1.00	1.00	0.00	
Analyst Technical Support	1.00	1.00	0.00	
Assistant Administrative	5.00	4.00	(1.00)	Current Year Action
Assistant Clerical	1.00	1.00	0.00	
Assistant Director Nursing	1.00	0.00	(1.00)	Abolish
Assistant Distribution	2.00	2.00	0.00	
Assistant Executive BHD	4.00	6.00	2.00	Current Year Action
Assistant Medical Billing	7.00	5.00	(2.00)	Abolish
Assistant Office	11.00	11.00	0.00	
Assistant Purchasing	1.00	1.00	0.00	
Associate Accountant	1.00	1.00	0.00	
Associate Director Wraparound	1.00	1.00	0.00	
Chaplain	0.70	0.70	0.00	
Chief Administrative Officer	1.00	0.00	(1.00)	Current Year Action
Chief Director Medical	1.00	1.00	0.00	
Chief Nursing Officer	1.00	1.00	0.00	
Chief Officer Clinical	1.00	1.00	0.00	

Behavioral Health Division Budgeted Positions

Position Titles	2017 Adopted	2018 Budgeted	Variance	Explanation
Chief Operations Officer BHD	0.00	1.00	1.00	Current Year Action
Chief Psychologist	1.00	1.00	0.00	
Clerk Accounts Receivable	3.00	2.00	(1.00)	Abolish
Clerk Clothing Supply	1.00	1.00	0.00	
Clerk Health Unit	13.00	15.00	2.00	Current Year Action
Clerk Medical Records	5.00	5.00	0.00	
Clerk Supply	2.00	2.00	0.00	
Clinical Informaticist	0.00	1.00	1.00	Current Year Action
Clinician Emergency Services	20.00	20.00	0.00	
CNA	111.00	81.50	(29.50)	Abolish
Coder Medical Records	1.00	1.00	0.00	
Compliance Officer	1.00	0.00	(1.00)	Abolish
Compliance Auditor	0.00	4.00	4.00	Current Year Action
Contract Management Assistant	0.00	1.00	1.00	Current Year Action
Coord Communications	0.00	2.00	2.00	Current Year Action
Coord Health Care Risk Mngmnt	0.00	1.00	1.00	Current Year Action
Coordinator Community Relation	1.00	0.00	(1.00)	Current Year Action
Coordinator Contract Services	1.00	0.00	(1.00)	Current Year Action
Coordinator Administrative	20.00	20.00	0.00	
Coordinator Billing	7.00	5.00	(2.00)	Abolish
Coordinator Care Management	5.00	5.00	0.00	
Coordinator Community Service	1.00	1.00	0.00	
Coordinator Contract Services	0.00	4.00	4.00	Current Year Action
Coordinator Education	1.00	0.00	(1.00)	Abolish
Coordinator Grant Program	1.00	1.00	0.00	
Coordinator Health Prevention	1.00	1.00	0.00	

Behavioral Health Division Budgeted Positions

Position Titles	2017 Adopted	2018 Budgeted	Variance	Explanation
Coordinator Integrated Service	7.00	6.00	(1.00)	Abolish
Coordinator Med Staff	1.00	1.00	0.00	
Coordinator Psych Crisis Svcs	3.00	3.00	0.00	
Coordinator Quality Assurance	4.00	1.00	(3.00)	Current Year Action
Coordinator Quality Improvement	2.00	1.00	(1.00)	Abolish
Decorator Facilities	1.00	1.00	0.00	
Deputy Administrator Community	1.00	1.00	0.00	
Dietitian	1.00	1.00	0.00	
Dir Provider Srv Contracts BHD	1.00	0.00	(1.00)	Current Year Action
Director of Community Centers	0.00	1.00	1.00	Current Year Action
Director Approval and Authoriz	1.00	0.00	(1.00)	Abolish
Director Clinical Program Psyc	10.50	9.00	(1.50)	Abolish
Director Community Services	1.00	1.00	0.00	
Director Financial Services	1.00	1.00	0.00	
Director Medical	4.00	5.00	1.00	Current Year Action
Director Outpat Treatmt Pgms	0.00	1.00	1.00	Current Year Action
Director Wraparound Program	1.00	1.00	0.00	
Dir Network Develop Contract	0.00	1.00	1.00	Current Year Action
Electrical Mech	1.00	1.00	0.00	
Evaluator Program	2.00	2.00	0.00	
Housekeeper	2.00	2.00	0.00	
Liason Children's Court	1.00	1.00	0.00	
Liaison Childrens Court	1.00	1.00	0.00	
Manager Comm Support Programs	1.00	0.00	(1.00)	Abolish
Manager Accounting	1.00	1.00	0.00	

Behavioral Health Division Budgeted Positions

Position Titles	2017 Adopted	2018 Budgeted	Variance	Explanation
Manager Administration Svcs BHD	1.00	1.00	0.00	
Manager Case Management UR	1.00	1.00	0.00	
Manager Clinical Program	1.00	1.00	0.00	
Manager Contract Compliance	0.00	1.00	1.00	Current Year Action
Manager Contracts Network Srvc	0.00	1.00	1.00	Current Year Action
Manager Facilities Op BHD	1.00	1.00	0.00	
Manager Intake Services	1.00	1.00	0.00	
Manager Integrated Service CCS	0.00	1.00	1.00	Current Year Action
Manager Integrated Services	1.00	2.00	1.00	Current Year Action
Manager Medical Services	1.00	1.00	0.00	
Manager Nurse	7.00	6.00	(1.00)	Abolish
Manager Operations Fiscal	1.00	1.00	0.00	
Manager Patient Access	1.00	1.00	0.00	
Manager Program	6.00	6.00	0.00	
Manager Quality Assurance	0.00	2.00	2.00	Current Year Action
Manager Transitional Services	1.00	1.00	0.00	
Mgr Pgm Provider Network	1.00	0.00	(1.00)	Abolish
Officer Safety	1.00	1.00	0.00	
Painter Bldgs	0.00	0.60	0.60	Create
Patient Accounts Manager	1.00	1.00	0.00	
Physician	2.00	2.00	0.00	
Plumber Supv	1.00	1.00	0.00	
Project Manager BHD	0.00	5.00	5.00	Current Year Action
Psychiatrist Child BHD	3.50	3.50	0.00	
Psychiatrist Inpatient	6.50	5.50	(1.00)	Abolish
Psychiatrist Staff	8.80	8.80	0.00	

Behavioral Health Division Budgeted Positions

Position Titles	2017 Adopted	2018 Budgeted	Variance	Explanation
Psychological Associate	1.00	2.00	1.00	Current Year Action
Psychologist	8.05	7.30	(0.75)	Abolish
Psychology Postdoc Fellow U	2.00	2.00	0.00	
QA Coordinator	1.00	1.00	0.00	
QAQI Manager	1.00	1.00	0.00	
Representative Admissions	8.45	8.50	0.05	Fund
Representative Legal Services	3.00	3.00	0.00	
RN	89.50	78.50	(11.00)	Abolish
RN Educator	3.00	5.00	2.00	Current Year Action
RN Infection Control	1.00	1.00	0.00	
RN Manager Quality Improvement	1.00	1.00	0.00	
RN Risk Management	1.00	1.00	0.00	
RN Utilization Review	7.50	7.50	0.00	
Specialist Developmental Disab	1.00	0.00	(1.00)	Current Year Action
Specialist Clinical Nurse	0.00	1.00	1.00	Current Year Action
Specialist Collections	1.00	1.00	0.00	
Specialist Compliance	5.00	0.00	(5.00)	Current Year Action
Specialist Credentialing	3.00	3.00	0.00	
Specialist Enrollment	0.00	2.00	2.00	Current Year Action
Specialist Provider Network	1.00	0.00	(1.00)	Current Year Action
Specialist Wraparound Systems	0.00	1.00	1.00	Current Year Action
Sr Accountant	2.00	2.00	0.00	
Sr Analyst Budget	2.00	1.00	(1.00)	Current Year Action
Sr Assistant Executive	1.00	1.00	0.00	
Sr Revenue Cycle Analyst	1.00	1.00	0.00	
Supervisor Maintenance	1.00	1.00	0.00	

Behavioral Health Division Budgeted Positions

Position Titles	2017 Adopted	2018 Budgeted	Variance	Explanation
Supervisor Medical Records BHD	2.00	2.00	0.00	
Supervisor Nursing	4.50	4.50	0.00	
Supervisor Office Management	1.00	1.00	0.00	
Technician Quality Assurance	1.00	1.00	0.00	
Therapist Music	3.00	3.00	0.00	
Therapist Occupational	11.00	7.00	(4.00)	Abolish
Worker Maintenance	10.00	10.00	0.00	
Worker Psych Social	17.00	19.00	2.00	Current Year Action
Full-Time Total	**539.00**	**505.15**	**(33.85)**	
Advanced Nurse Prescriber Pool	0.62	0.82	0.20	Fund
CNA Pool	0.10	0.04	(0.06)	Unfund
Dir Clinical Prog Psych BH Hr	0.04	0.06	0.02	Fund
Occupational Therapist Pool	1.00	0.82	(0.18)	Unfund
Physician Hourly	5.00	4.89	(0.11)	Unfund
Psych Social Wkr Pool	2.86	1.34	(1.52)	Unfund
Psychiatrist Staff-Hourly	1.82	6.79	4.97	Fund
RN Pool	1.20	7.59	6.39	Fund
Supervisor Nursing Pool	2.00	1.99	(0.01)	Unfund
Part-Time Total	**14.64**	**24.34**	**9.70**	
Grand Total	**553.60**	**529.49**	**(24.11)**	

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BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Variance
Expenditures					
Personnel Costs	$7,431,032	$7,267,963	$7,730,837	$8,598,888	$868,051
Operation Costs	$9,916,633	$9,839,540	$9,891,441	$9,065,965	($825,476)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$90,536	$116,627	$100,000	$100,000	$0
Interdept. Charges	$1,161,231	$971,039	$1,096,550	$1,045,524	($51,026)
Total Expenditures	**$18,599,432**	**$18,195,169**	**$18,818,828**	**$18,810,377**	**($8,451)**
Legacy Healthcare/Pension	*$1,801,369*	*$2,114,049*	*$2,105,000*	*$2,946,403*	*$841,403*
Revenues					
Direct Revenue	$1,255,568	$1,104,214	$924,000	$909,000	($15,000)
Intergov Revenue	$16,164,564	$16,129,369	$16,281,833	$16,050,349	($231,484)
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$17,420,132**	**$17,233,583**	**$17,205,833**	**$16,959,349**	**($246,484)**
Tax Levy	**$1,179,300**	**$961,587**	**$1,612,995**	**$1,851,028**	**$238,033**
Effective Tax Levy*	**($3,158,575)**	**($3,300,633)**	**($3,061,692)**	**($3,737,436)**	**($675,744)**
Personnel					
Full-Time Pos. (FTE)**	75.71	77.15	76.37	73.34	(3.03)
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$11,158	$32,977	$0	$0	$0

** This Effective Tax Levy excludes interdepartmental charges and fringe benefit costs.*
*** The 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2017 Budget, 2016 Actual, and 2015 Actual FTEs are restated to reflect this change. Program Area tables include these changes as well.*

Department Mission: The Milwaukee County Department on Aging (MCDA) is committed to its mission of affirming the dignity and value of older adults in the County by supporting their choices for living in and giving to our community. MCDA strives to provide a holistic array of services specifically targeted to support the needs of seniors to live the most independent and fulfilled lives. To maximize its service reach and to cost efficiently deliver services, MCDA actively collaborates with nonprofits, governments, and private entities.

Department Description: The Department on Aging (MCDA) is broadly divided in three divisions: Area Agency on Aging (AAA), Aging Resource Center (ARC), and Administration, which together manage five functional areas. The Area Agency on Aging (AAA) manages community health and outreach programs such as senior wellness and policy and program planning. AAA also manages two other major functional areas – senior meal program and senior centers. The Aging Resource Center (ARC) manages information and assistance, elder abuse, long term service support, Dementia care, guardianship, and access eligibility and support services. The Administration provides oversight over a wide range of aging programs and services for the County's large and diverse senior population.

In order to address a structural budgetary deficit caused primarily by growing pension and retiree health care costs, as well as reductions in support from the State, the 2018 Budget includes a vacancy and turnover increase of approximately one percent for most County departments for an overall savings of $1,877,496. The increased

vacancy and turnover for the Department on Aging is $64,488. In order to ensure that vacancy and turnover savings are realized, all requests to fill positions shall be reviewed and approved by the Department of Administrative Services before the position may be filled.

Major Changes in FY 2018: The Milwaukee County Department of Aging continues to balance increasing service needs for an expanding senior population with continually diminishing revenues. This poses a challenge to maintain service levels to meet the needs of a growing population. MCDA's focus in 2018 is to extend support services with the greatest impact and to expand reach in the County's older population.

MCDA utilizes the following aggressive service alignments using data driven and cost benefit analysis:

- The Department has four vacant positions. MCDA eliminates these long-term vacancies while realigning workloads within existing staff.
- The Department explores efficiencies in contracts by encouraging competition among various service providers. New request for proposals are planned for various service contracts.

To serve a growing population of seniors in the County, the Department aims to extend its services through the following initiatives:

- The Department plans to form community and provider collaborations to inform an additional 100 homebound clients of its services by December 31, 2018.
- The Department provides Alzheimer support services. In 2018, the state revenue for Alzheimer's Family Caregiver Support Programs will grow by $215,000. Older adults and family members who assist with Alzheimer's support will have increased opportunities for educational information and related topics that will allow seniors to remain independent in the community.

An expenditure reduction of $105,554 is included in this department to avoid an increase of the countywide vehicle registration fee of $30. This expenditure reduction shall be managed by the department to achieve a commensurate tax levy savings by seeking efficiencies to minimize the impact on the delivery of programs and services.

Prior to enacting any direct service cuts, departments will work with the Department of Administrative Services - Performance, Strategy, and Budget to identify opportunities to re-organize, streamline, consolidate, eliminate, or otherwise reduce duplication and the cost of administrative expenditures within County government. The initiative shall include a review of prior internal and external audits, consulting reports, workgroup activities, and studies. In addition, the effort should include a critical reassessment of any expenditure of contract funds for non-core services.

Strategic Program Area 1: Administration

Service Provision: **Mandated**

Strategic Outcome: **High quality, responsive services**

What We Do: Activity				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Admin: Staff FTE ratio*	3:78	1:79	3:81	3:77

**In 2015 and 2016 the Director Administration Aging position was housed in lower org 7931.*

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	($31,429)	($9,065)	$0	$0	$0
Revenues	$0	$100	$0	$0	$0
Tax Levy	($31,429)	($9,165)	$0	$0	$0
FTE Positions	5.77	5.70	6.50	5.50	(1.00)

How We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Revenue dollars/fiscal staff	$17,420 / 132:4	$17,233 / 583:3	$17,205 / 833:4	$16,959 / 349:4
Overtime costs/personal service cost	$11,158 / $7,431,032	$32,977 / $7,267,963	$0 / $7,730,837	$0 / $8,704,442

Strategic Overview: MCDA administration provides leadership, fiscal support, 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.

Strategic Implementation: In 2018, the Department seeks efficiencies in operations through a review of program and service offerings. MCDA will continue to utilize various County department services, including Facilities, IMSD, Procurement, and Corporation Counsel legal services. MCDA identifies and shares program resources with the Department of Health and Human Services, including coordination of Chapter 55 compliance, evidence-based prevention/coordination, and Aging Disability Resource Center Governing Board support.

The revenues from other aging program areas completely cover administrative service costs.

Strategic Program Area 2: Aging Resource Center

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Number of people contacted at outreach events	Data not available	13,232	13,000	13,500
Number of consumer calls	49,699	47,207	47,000	47,500
Options Counselling cases	5,162	5,137	5,000	5,000
Long Term Care applications	1,974	2,367	1,900	2,000
Long Term Care enrollments	1,975	1,940	1,900	2,000
Elder Abuse cases	873	942	1,000	1,100

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$8,174,593	$7,999,141	$8,420,677	$9,458,555	$1,037,878
Revenues	$8,577,542	$8,454,718	$8,630,031	$8,327,361	($302,670)
Tax Levy	($402,949)	($455,577)	($209,354)	$1,131,194	$1,340,548
FTE Positions	60.24	61.78	60.87	61.18	0.31

How Well We Do It: Performance Measures				
PerformanceMeasure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
100% Time reporting Medicaid match	40.7%	39.6%	39.5%	39.5%
Average time in phone queue (minutes)*	2.78	3.76	5.00	5.00

**The increase in target average time in phone queue is mostly a reflection of the complexity of cases handled by existing staff.*

Strategic Overview: The Aging Resource Center (ARC) provides outreach and support to persons 60 years and older, offering information and assistance on available programs and services. ARC provides options counseling for seniors and their families, functional eligibility determination for long term care programs, Medicaid application assistance, and enrollment into local publicly funded long-term care programs. The ARC's Elder Abuse unit investigates allegations of physical abuse, financial exploitation, neglect and emotional abuse of adults age 60 and over. It also provides intervention services as the case warrants, including court-ordered corporate guardian services.

Strategic Implementation: The Aging Resource Center is partially supported through State grant funding and Medicaid reimbursement funds. In 2018, major revenue changes include: decreases of $81,500 in Medicare Improvements for Patients and Providers Act (MIPPA) and $416,000 in State and Federal reimbursements for ARC services. These decreases are mitigated by State revenue increases of $15,000 in Domestic Abuse in Later Life funds, $44,976 in Innovation Grant funds, and $116,000 in Alzheimer's Family Caregiver Support Programs.

To enhance support of individuals living with Alzheimer's and Dementia, the Department will utilize the partnership memory café model to create a minimum of two additional locations in 2018. The memory café model is a partnership with area business, such as restaurants, to enhance support and promote exercise and socialization of individuals living with Alzheimer's and Dementia. The Department also plans to partner with local libraries and other community-based

agencies in 2018 to open four new Memory Connection Centers (or "hubs") that are designed as a one-stop-shop for services and families to access information about Dementia resources.

In 2018, the Aging Resource Center continues to fund two Full Time Equivalent (FTE) Service Support Specialist positions to assist the Milwaukee County Transit's (MCTS) Growing Opportunities Pass (GO PASS) program. This program provides subsidized travel on MCTS buses to seniors and disabled County residents. The Department has budgeted $16,000 in administrative costs and $109,000 in two full-time employees to support this program. This program is covered by tax levy.

In 2018, MCDA abolishes one vacant Service Support Specialist position and one vacant Human Service Worker position.

Strategic Program Area 3: Area Agency

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Job readiness training group sessions*	12	136	160	160
Mature workers: number employed	76	79	80	80
Legal assistance: consultation hours	9,295	10,945	8,211	8,000
Legal assistance: seniors served**	1,262	1,154	1,200	1,100
Telephone reassurance calls: clients served per day	129	96	100	105
Alzheimer's Counseling and Community Support: number of people served	3,730	3,050	3,000	3,200
Evidence Based Prevention (EBP) program participants	444	556	594	635
Number of elderly trained in the EBP leadership initiative	19	37	21	23

**Job readiness group training started at year-end in 2015.*
***Reduction in 2018 Legal Assistance budget is due to anticipated elimination of SHIP funding in the FY2018 Federal budget.*

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$4,081,201	$3,924,607	$3,937,863	$3,877,519	($60,344)
Revenues	$4,108,419	$4,148,199	$4,164,566	$4,197,465	$32,899
Tax Levy	($27,218)	($223,592)	($226,703)	($319,946)	($93,243)
FTE Positions	5.78	5.74	5.00	3.80	(1.20)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Number of contracts that meet total assessment and monitoring compliance	93.0%	92.0%	95.0%	95.0%

Strategic Overview: The Area Agency on Aging (AAA) is the federally designated lead community agency in planning, research, program development, advocacy and oversight relative to all aging issues in the County. It distributes federal, state and local funds through purchase contracts with home and community based services to provide a comprehensive network of programs designed to allow seniors to live independently and with dignity. Available community-based support includes caregiver support, neighborhood outreach, telephone reassurance services, employment training, and late-life counseling. MCDA provides advocacy services through legal assistance programs and outreach to seniors.

Strategic Implementation: The Milwaukee County 2017-2018 Area Plan lays the blueprint for AAA work. In addition to state and federal directives, the Area Plan also includes input from public hearings to define the Department on Aging's work for serving the older adult community of Milwaukee County. Some of the focus areas in this year's Area Plan are:

wellness programming, transportation, neighborhood services, and various outreach and advocacy initiatives.

In 2018, there is a decrease in grant funding for SHIP – Benefit Specialist of $49,000 as well as Title III-B Supportive Services of $ 20,000. There is a $99,000 increase in Alzheimer's contractual related care.

To create more service provider options for older adults and caregivers in Milwaukee County, MCDA will seek efficiencies in existing contracts through increased competition.

New initiatives in the 2018 Budget are as follows:

- By December 31, 2018, MCDA will collaborate with community providers to inform an additional 100 homebound clients about MCDA services
- Due to an increase in state revenue for Alzheimer's Family Caregiver Support Programs, MCDA can increase access to resource information and counselling services for older adults and their family members that will allow seniors to remain independent in the community.
- MCDA will collaborate with the Wisconsin Institute on Healthy Aging and UW-Madison on two new evidence-based prevention program research projects that target improvements in health and well-being of low-income minority communities. The first research project will be implemented by December 31, 2017 and the second one will be completed by December 31, 2018.
- MCDA will complete "Phase 1" of its senior center assessment project by December 31, 2017 and begin a comprehensive strategic planning process in 2018 to fully assess senior center operations, facilities, and programming.

In 2018, one vacant Program Coordinator position is abolished and related job duties are absorbed by existing staff.

Strategic Program Area 4: Senior Meal Program

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
New Home Delivered meal applications (intake)	1,246	1,114	1,150	1,200
Number of congregate meal sites*	28	25	23	23
Meals served at meal sites	262,179	256,384	290,000	250,000
Home delivered meals	339,351	356,529	320,000	360,000
Number of volunteer hours Reported	50,468	49,560	45,000	45,000

**Count of meal sites as of January 1st of each year.*

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$4,906,283	$4,839,516	$4,977,453	$4,971,389	($6,064)
Revenues	$4,709,571	$4,629,566	$4,371,236	$4,434,523	$63,287
Tax Levy	$196,711	$209,950	$606,217	$536,866	($69,351)
FTE Positions	3.92	3.93	4.00	2.86	(1.14)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Cost per meal	$8.11	$7.94	$7.94	$7.94
Percentage of congregate diners reporting satisfaction	88.0%	93.0%	95.0%	95.0%
Percentage of Home Delivered diners reporting satisfaction	95.0%	80.0%	95.0%	95.0%

Strategic Overview: The Department on Aging provides nutritious, balanced, hot lunches at community dining sites and at homes around the County to promote independent living for older adults. The Senior Meal Program operates 23 dining sites throughout the County.

Strategic Implementation: In 2018, an increase in revenue is budgeted primarily due to a greater need for meals. The various sources of this revenue increase are: Title III grant funds for home delivered and congregate meals programs ($38,000), Medicaid reimbursements for long-term care members ($15,000), and meal donations from diners ($10,000).

There has been an ongoing shift in meals served, with community meals decreasing and home delivered meals increasing. This increase in demand for home delivered meals is posing budgetary challenges. The Department will continually monitor program costs of operations to improve service and find efficiencies.

New initiatives in the 2018 Budget are:

- The use of the State Bureau of Aging and Disability Resource Center's standardized meal cost calculator. The meal cost tool enables effective fiscal management of the meal program through better alignment of revenues and expenses, accurate Medicaid meal reimbursements pricing, and efficient vendor management.
- An increase in suggested diner contributions by $0.50 to $3.00 per meal to address the need to cover program costs.
- The Department will implement a targeted campaign at meal sites to increase diner contributions to cover meal costs.

Additionally, one vacant Clerical Assistant 1 position is abolished and related job duties are absorbed by existing staff.

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Strategic Program Area 5: Senior Centers

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Members served	7,250	7,022	7,200	7,000
Recreational Activities: Number of Participants				
Exercise	61,296	60,459	61,000	60,000
Nutrition	7,085	5,658	5,700	5,500
Arts/ crafts	19,338	19,722	21,000	19,000
Special events	10,483	9,206	9,300	9,100
Education	11,035	10,480	10,550	10,400
Computer	11,825	9,930	10,000	9,800

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$1,468,785	$1,440,970	$1,482,835	$502,914	($979,921)
Revenues	$24,600	$1,000	$40,000	$0	($40,000)
Tax Levy	$1,444,185	$1,439,970	$1,442,835	$502,914	($939,921)
FTE Positions	0.00	0.00	0.00	0.00	0.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Newly scheduled activities	**299**	**405**	**150**	**100**
Average Satisfaction Survey Score*				
Rose Senior Center	97.0%	99.0%	99.0%	99.0%
Kelly Senior Center	96.0%	97.0%	99.0%	99.0%
McGovern Senior Center	95.0%	97.0%	99.0%	99.0%
Washington Senior Center	95.0%	95.0%	99.0%	99.0%
Wilson Senior Center	98.0%	99.0%	99.0%	99.0%

**Each November at least 100 seniors are given an 11-question survey to gauge their satisfaction with different aspects of senior center programming. These results are aggregated and presented above.*

Strategic Overview: The Department 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 Centers allow older adults to access vital community services and programs in one location designed to help them stay healthy and independent. Senior advocacy groups provide volunteer and donation opportunities for older adults.

The centers serve as congregate meal sites and home-delivered meal dispatch sites. The centers also distribute federal commodity food boxes (Stock Box) through a collaboration with the Hunger Task Force.

Strategic Implementation: The senior center service contract is funded through June 1, 2018, after which time the contract will be month-to-month through December 31, 2018. Funding will be based on the annualized contract amount of $1,122,867. The funding for the contract from June 1, 2018 to December 31, 2018 is held in an allocated contingency account within the Appropriation for Contingencies. The department is requested to provide a report to the Milwaukee County Board by the March 2018 cycle on the feasibility and cost of providing senior center programming with county employees or another contractor beginning June 1, 2018.

Funding of $200,000 is provided in an allocated contingency account within the Appropriation for Contingencies for potential county startup or contracting costs.

Any plan or contract for senior center programming must require that senior centers are open five days a week, 52 weeks a year.

Revenues decrease by $40,000 due to elimination of a fundraising event. The Department is implementing an assessment and strategic planning process to explore the feasibility of incorporating senior centers in multi-purpose sites/buildings at some point in the future and to strengthen intergenerational relationships. Phase I of this process is currently being implemented and should be completed by the end of the year.

Department on Aging Budgeted Positions				
Position Title	**2017 Adopted**	**2018 Budgeted**	**Variance**	**Explanation**
Accountant 3	1.00	1.00	0.00	
Adm Asst NR Exempt	3.00	3.00	0.00	
Administrator Financial Ops Ag	1.00	1.00	0.00	
Assistant Administrative	1.00	1.00	0.00	
Budget Mgr - Aging	1.00	1.00	0.00	
Clerical Asst 1	2.00	1.00	(1.00)	Abolish
Coordinator Care Management	1.00	1.00	0.00	
Coordinator Elder Abuse Preven	1.00	1.00	0.00	
Coordinator Nutrition Outreach	1.00	1.00	0.00	
Director Administration Aging	1.00	1.00	0.00	
Elderly Nutri Program	1.00	1.00	0.00	
Exec Dir Aging	1.00	1.00	0.00	
Executive Assistant Aging	1.00	1.00	0.00	
Human Ser Wkr Aging	36.00	35.00	(1.00)	Abolish
Human Ser Wkr Aging Bl Sp	2.00	2.00	0.00	
Info And Outreach Coor Ag	1.00	1.00	0.00	
Office Supp Asst 2	1.00	1.00	0.00	
Paralegal	1.00	1.00	0.00	
Prog and Policy Coord	1.00	1.00	0.00	
Prog Coord - Aging	2.00	1.00	(1.00)	Abolish
Prog Coord - Community Progs	1.00	1.00	0.00	
Prog Coord – Res Center	2.00	2.00	0.00	
Prog Planning Coord	1.00	1.00	0.00	
Quality Imprvt Coord Res Cen	1.00	1.00	0.00	
Resource Mgr Aging	1.00	1.00	0.00	
RN 2 – Dept on Aging	1.00	1.00	0.00	
Secretarial Asst	2.00	2.00	0.00	
Serv Supp Spec	6.00	5.00	(1.00)	Abolish
Serv Supp Spec Bl Sp	1.00	1.00	0.00	
Specialist Dementia Care	2.00	2.00	0.00	
Unit Supervisor- LTS	3.00	3.00	0.00	
Grand Total	**81.00**	**77.00**	**(4.00)**	

BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Variance
Expenditures					
Personnel Costs	$26,741,026	$28,784,440	$25,858,859	$28,508,640	$2,649,781
Operation Costs	$51,430,072	$63,963,503	$75,239,998	$63,582,069	($11,657,929)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$87,914	$476,808	$95,030	$95,652	$622
Interdept. Charges	$11,956,085	$11,050,668	$12,771,566	$8,443,157	($4,328,409)
Total Expenditures	**$90,215,097**	**$104,275,419**	**$113,965,453**	**$100,629,518**	**($13,335,935)**
Legacy Healthcare/Pension	*$6,594,141*	*$7,423,020*	*$7,534,152*	*$8,589,681*	*$1,055,529*
Revenues					
Direct Revenue	$2,687,018	$2,918,923	$6,674,298	$3,590,029	($3,084,269)
Intergov Revenue	$71,061,647	$83,039,149	$91,754,759	$86,018,540	($5,736,219)
Indirect Revenue	$0	$750,000	$0	$0	$0
Total Revenues	**$73,748,665**	**$86,708,073**	**$98,429,057**	**$89,608,569**	**($8,820,488)**
Tax Levy	**$16,466,432**	**$17,567,347**	**$15,536,396**	**$11,020,949**	**($4,515,447)**
Effective Tax Levy**	**($4,080,592)**	**($4,928,933)**	**($10,663,122)**	**($8,594,752)**	**$2,068,370**
Personnel					
Full-Time Pos. (FTE)*	291.62	291.44	315.12	329.05	13.93
Seas/Hourly/Pool Pos.	0.00	0.00	0.00	0.00	0.00
Overtime $	$955,944	$1,413,275	$309,840	$602,796	$292,956

** The 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2017 Budget, 2016 Actual, and 2015 Actual FTEs are restated to reflect this change. Program Area tables include these changes as well.*
*** This Effective Tax Levy excludes interdepartmental charges and fringe benefit costs.*

Department Mission and Vision:
Vision: Together, creating healthy communities
Mission: Empowering safe, healthy and meaningful lives

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.

In order to address a structural budgetary deficit caused primarily by growing pension and retiree health care costs, as well as reductions in support from the State, the 2018 Budget includes a vacancy and turnover increase of approximately one percent for most County departments for an overall savings of $1,877,496. The increased vacancy and turnover for Department of Health and Human Services is $201,888. In order to ensure that vacancy and turnover savings are realized, all requests to fill positions shall be reviewed and approved by the Department of Administrative Services before the position may be filled.

An expenditure reduction of $614,315 is included in this department to avoid an increase of the countywide vehicle registration fee of $30. This expenditure reduction shall be managed by the department to achieve a commensurate tax levy savings by seeking efficiencies to minimize the impact on the delivery of programs and services.

Prior to enacting any direct service cuts, departments will work with the Department of Administrative Services - Performance, Strategy, and Budget to identify opportunities to re-organize, streamline, consolidate, eliminate, or otherwise reduce duplication and the cost of administrative expenditures within County government. The initiative shall include a review of prior internal and external audits, consulting reports, workgroup activities, and studies. In addition, the effort should include a critical reassessment of any expenditure of contract funds for non-core services.

Major Changes in FY 2018:

- For 2018, personal services increase by $2.7m primarily due to an increase in salaries and overtime of $0.9m and active and legacy fringe of $1.9m (allocated to certain programs with revenue offsets).
- The budget adds a net total of 9.3 FTEs which reflects 2017 mid-year create actions, 5.0 FTEs created in the 2018 Budget and 3.0 vacant FTEs abolished in the 2018 Budget.
- Overall, operational costs within the DHHS budget decrease by a net $11.7m. This reflects reduced expenditures of $5.3 million related to the State transition of the autism benefit to Medicaid card services as part of the Children's Long Term Support (CLTS) Program, $3.4 million for State juvenile corrections charges, $3.9 million in contract adjustments and an increase of $0.86m for the implementation of a case management system for DHHS.
- Net crosscharges and abatements decrease by $4.3m primarily as a result of the new crosscharge allocation methodology.
- Total revenues decrease by a net $8.8m primarily due to reductions of $5.3m in the CLTS Program, $2.1m in Medicaid revenue related to the Delinquency and Court Services Division's (DCSD) Residential Treatment Center, $1.2m in Youth Aids revenue and an increase of $0.6m in federal revenue in the Housing Division.
- Through a collaborative effort with the Milwaukee County Circuit Court, BHD and a number of other stakeholders, the Housing Division will assist in an effort to safely reduce the County's jail population by diverting individuals with mental health and substance abuse issues to prevention alternatives. This approach will allow data to be shared across agencies and provide law-enforcement with enhanced resources and alternatives other than arrest and jail.
- The 2018 Budget includes a new Housing First Tenant-Based Rent Assistance grant of nearly $0.6m for chronically homeless individuals and families. This grant award from HUD is anticipated to provide rent assistance for approximately 62 new households. In addition, the Housing Division is transitioning the Safe Haven Program to a new Housing First Permanent Housing Project. This project will place at least 40 homeless individuals into scattered site housing of their choice with case management attached. HUD funding for the new initiative will be about $0.4m which is the same amount previously awarded to Safe Haven.

- In collaboration with Milwaukee Wraparound, the Delinquency and Court Services Division (DCSD) will open a 24-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 2018 and is funded by a combination of Medicaid and Youth Aids revenue.

- Based on the continued decline in the placement of youth to the State operated juvenile institutes, the budget assumes an Average Daily Population (ADP) of 55 which reflects a reduction of 32 compared to the 2017 Budget resulting in a reduction in expenses of $3.4m.

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 Actual**	**2017 Target**	**2018 Target**
Home Energy Households Applied*	60,720	67,083	65,000	65,000
211 Impact Customer Contacts	N/A	156,416	150,000	150,000
Quality Assurance Reviews Conducted	N/A	32	33	33

*These figures reflect the federal fiscal year and current funding of the Low Income Home Energy Assistance Program.

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$3,395,616	$3,663,897	$3,343,510	$3,551,917	$208,407
Revenues	$3,936,442	$3,816,801	$2,953,389	$3,169,240	$215,851
Tax Levy	($540,826)	($152,904)	$390,121	$382,677	($7,444)
FTE Positions	19.98	18.75	19.78	15.68	(4.10)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
% Of Programs Targeted for Transition (i.e., in baseline phase) to be Transitioned to Performance-Based Contract	N/A	New for 2017	80%	80%
% Of Complete Invoices Approved within 5 Business Days	N/A	New for 2017	80%	80%
% Of Annual CPA Audit Reports for which all Compliance Issues are Addressed within 6 Months of Audit Receipt	N/A	New for 2017	90%	90%
% Of All Complete Requests for New Service Provider approval will be responded to within 5 business days (b)	N/A	New for 2017	80%	80%

Strategic Overview:
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.

Strategic Implementation:
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 three county employees co-located at the agencies and managed by DHHS Contract Administration. In 2017, the program expanded 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 2015 to 67,083 in 2016 and an estimated 65,000 applications are anticipated for both 2017 and 2018.

WHEAP receives funding from the federal Low Income Home Energy Assistance Program (LIHEAP) which is recommended for elimination under the President's proposed federal budget. DHHS will continue to monitor the progress of the federal budget with the assistance of DEHCR.

211-ImpactContract
The 211-IMPACT contract is funded by DHHS with $0.38m in tax levy which includes $0.05m from Housing for its coordinated entry for homeless services as well as $0.04m in Energy revenue. This is the same level of funding 211-Impact received from DHHS in 2017. BHD's budget includes $0.15m which will be executed under a separate contract with 211-Impact.

Revenue Adjustment
Based on actual experience and anticipated revenues from provider audits, audit recovery revenue increases by $0.1m.

Case Management System
The budget includes $0.86m for the implementation of a case management system to consolidate and better manage the numerous sources of customer information. Case management systems are business-intelligence-focused software solutions capable of creating, storing, tracking, and searching customer information across numerous divisions within a company and delivering that information directly to employees at their workstations or devices, enabling them to easily, accurately, and securely manage information. Currently, each DHHS division works independently and uses a variety of technologies and processes to document their efforts, including electronic systems, spreadsheets, and paper-based methods.

The acquisition of a case management system for all DHHS divisions will allow employees to better serve Milwaukee County constituents and is expected to enable data analysis to streamline the decision-making process, optimize performance and reduce costs. The total estimated implementation cost is approximately $4.7m with $0.86m of this amount included in the budget for 2018 and project completion anticipated for 2021. The cost of the system is being allocated among all DHHS divisions including BHD.

Sex Trafficking Awareness & Prevention Campaign

An appropriation of $10,000 is budgeted for a campaign to increase awareness of sex trafficking in Milwaukee County and to promote the National Human Trafficking Hotline (Hotline). The campaign will include billboards, bus shelters, and posters, which will be developed by the department. To increase the effectiveness of the Hotline in Milwaukee County, the department will develop an ongoing relationship with the Hotline to ensure the Hotline receives regular updates on service providers working with trafficking survivors throughout Milwaukee County. The department will keep an updated list of trafficking service providers in Milwaukee County and will assist providers in completing the Hotline's National Referral Directory Application. The department will provide a report to the Milwaukee County Board of Supervisors by the March 2018 cycle for approval of this campaign.

Strategic Program Area 2: Delinquency & Court Services

Service Provision: **Mandated/Committed**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Number of New Referrals Received	N/A	1,955	2,100	2,000
Number of Youth Served in Diversion Alternative Program	N/A	27	225	200
Number of Youth Served in the Detention Alternative Programs	N/A	1,863	1,900	2,000
Number of Youth Served in Alternative to DOC Program	N/A	67	100	100
Number of Youth Served in Type II RTC as DOC Alternative	N/A	N/A	N/A	18
Number of Admissions to Juvenile Detention Center	N/A	1,878	2,100	2,100
Number of Youth Committed to the Wisconsin Department of Corrections (DOC)	N/A	70	104	68
Average Daily Population for Juvenile Correctional Institution (DOC)	N/A	81	87	55

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$37,943,073	$50,329,868	$56,454,406	$50,493,552	($5,960,854)
Revenues	$28,412,569	$39,783,716	$47,784,618	$42,878,680	($4,905,938)
Tax Levy	$9,530,504	$10,546,152	$8,669,788	$7,614,872	($1,054,916)
FTE Positions	175.77	171.64	188.05	201.54	13.49

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Completion of Diversion Alternative Program	N/A	95%	75%	75%
Completion of Detention Alternative Programs	N/A	55%	70%	70%
Completion of DOC Alternative Program	N/A	63%	70%	70%
Average Rate of Detention (per 100,000 Youth)	N/A	97	75	75
Youth Satisfaction with their Human Services Worker	N/A	N/A	80%	85%
Family Satisfaction with their Human Services Worker	N/A	N/A	80%	85%
Recidivism for Youth on their First Supervision & One Year after the Date of their Court	N/A	N/A	N/A	25%

Strategic Overview:

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

Strategic Implementation:

Department of Corrections Charges & Youth Aids Revenue
Department of Correction (DOC) Charges are anticipated to decline by approximately $3.4 million from $12.3m in 2017 to $9.0m in 2018. For 2018, the projected ADP is 55 compared to 87 contained in the 2017 Budget. As shown in the chart below, the 2018 Budget includes a 36 percent JCI rate increase, the 36 percent JCI rate increase is based on the proposed State Budget.

Youth Aids revenue decreases by $1.2m due to:

- $0.7m related to adjustments to the Youth Aids contract which is based on a Youth Aids formula weighted on the number of JCI placements and juvenile arrests. This reduction reflects $0.4m contained in the current 2017 State contract as well as the potential for another reduction of $0.3m as a result of continued declining JCI placements.

- $0.6m related to funding for the Corrective Sanctions Program (CSP), a Type 2 program developed to transition youth from a correctional institution to intensive community supervision in a private home with the parents, another family member or in a transitional program. Corrective Sanctions funding is allocated based on each county's usage of CSP slots. Fewer slots are anticipated to be utilized in 2018 resulting in an equal revenue and expenditure reduction of $0.6m.

	1/1/17-6/30/17	7/1/17-12/31/17	2017 Increase		1/1/18-6/30/18	7/1/18-12/31/18	2018 Increase	% Increase
JCI Rate	$292.00	$391.24	$99.24		$391.24	$398.50	$106.50	36%

	2017 Projected	2017 Adopted	2018 Requested	Variance '18/17
DOC Charges	$8,975,316	$12,371,376	$9,000,666	($3,370,710)
ADP	65	87	55	(32)
Youth Aids Contract	**2017 Budget**	**2017 Contract**	**2018 Requested**	**Variance 2018 Budget/2017 Budget**
Base Allocation	$35,649,497	$35,294,637	$34,962,175	($687,322)
Corrective Sanctions	$1,000,000	$1,000,000	$451,136	($548,864)
Total Contract	**$36,649,497**	**$36,294,637**	**$35,413,311**	**($1,236,186)**

Residential Treatment Center

In partnership with the Behavioral Health Division's (BHD) Wraparound Program, DCSD will contract with a provider to operate a Type II Residential Treatment Center (RTC) anticipated to open in January 2018. 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 24 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 2018, the total cost is anticipated to be $2.4m offset with Medicaid and Youth Aids revenues. The cost reflects a gradual transition of youth into the facility with all 24 slots anticipated to be filled by November 1. Approximately, 65 percent of the available slots are anticipated to be filled by Wraparound-eligible youth. The cost of the RTC will now be crosscharged to DCSD by Wrap which reduces the community services contracted expenditure line by $2.4 million compared to 2017.

New Community-Based Alternative Programming

DCSD, in coordination with the House of Correction, will provide training for youth, which will include job training, resume building, and trade skills education. These training services will be offered through partnerships with local programs, such as, My Skill, Project Restoration, and Youth Justice Milwaukee. An appropriation of $90,000 is earmarked to provide matching funds, up to a maximum of $30,000 per organization, for this programming upon the finalization of a memorandum of understanding regarding the scope, services, and availability of matching funds with each organization.

DCSD is committed to providing community-based programming for youth in the youth justice system that is individualized and meets the unique needs of youth and families. The Youth Employment Program provides training and employment opportunity for youth involved in the youth justice system. The contract for this program increases by $40,000 for a total contract amount of $90,000 to reflect additional case management support and to provide an incentive for those youth that complete the training portion of the program.

DCSD assumed 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. This change allowed 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. A total of $0.2m is budgeted for the Intensive Monitoring Program (IMP) for Aftercare youth in the community that provides all of the regular IMP programming such as individual monitoring at home, community and school, programming, advocacy, etc., along with adding the Global Positioning System monitoring and Juvenile Cognitive Intervention Programming (JCIP). JCIP is a cognitive restructuring and skill building program for youth that is initiated while youth are in the Department of Corrections institution.

Overall, community services spending decreases by a net $1.5 million due to:

- Elimination of $0.4m in funding for emergency placement of youth in the Racine County Detention Center. This arrangement was previously utilized on an emergency basis when the Detention Center exceeded capacity.
- Reduction of $1.1m to reflect actual spending and executed contracts.

QA Augmentation

Additional staff is allocated to provide oversight and monitoring of contract compliance as well as to support the Residential Treatment Center programming. One FTE of Quality Assurance Specialist is created and one existing FTE of Administrative Coordinator is allocated to provide ongoing quality assurance and quality improvement efforts.

Juvenile Detention Center

DCSD operates a 120-bed Juvenile Detention Center consisting of seven pods staffed by Juvenile Corrections Officers (JCO), JCO Supervisors, nurses, clerical support, Assistant Superintendent and Superintendent. The budget includes a net increase of three Juvenile Correctional Officers (JCO) due to 2017 Current Year Actions of Control Center Assistant positions which brings the total number of JCOs to 74 FTEs.

Revenue Adjustments

Revenues decline by a total of $4.9m in DCSD. In addition to the $1.2m in Youth Aids revenue described above, other revenue reductions include $1.5m in Basic County Aids Allocation (BCA) which is transferred to the Housing Division to support case management and permanent supportive housing and $2.2m in Medicaid revenue. Medicaid revenue is reduced to $0.2m, and budgeted in Wraparound to support the $2.4m RTC initiative in 2018.

Strategic Program Area 3: Disabilities Services Division

Service Provision: **Mandated/Committed**

Strategic Outcome: **Self-Sufficiency**

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Average Monthly CLTS Clients Waiver & COP	N/A	1,292	1,367	1,450
# of Birth to 3 Screenings Completed Referrals	N/A	3,827	3,845	4,045
# of Adults & Children Served Under Non-Family Care Purchase Contracts	N/A	295	398	425
Information and Assistance Calls Including Callbacks	N/A	28,256	28,716	30,000
# of GO Pass Calls	N/A	*	**	4,800
% GO Pass Referrals Eligible	N/A	*	**	50%
# of Disability Resource Center Referrals Processed	N/A	7,322	7,419	8,000
Publicly Funded Long-term Care Enrollments Completed	N/A	2,004	1,962	2,500
# of New IDAP Cases	N/A	131	**	95

*The Disabilities Service Division assumed responsibility for the GO Pass Program starting in 2017. Therefore, data is not available for 2016 actuals.

**These measures were developed after the 2017 Budget was adopted and therefore, a budgeted number was not determined for 2017.

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$26,060,830	$22,537,100	$26,773,081	$20,668,649	($6,104,432)
Revenues	$24,076,898	$21,507,368	$24,736,982	$19,765,530	($4,971,452)
Tax Levy	$1,983,932	$1,029,732	$2,036,099	$903,119	($1,132,980)
FTE Positions	67.26	67.18	70.24	73.05	2.81

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Percent of Eligible Children Served by Birth-to-3 Primarily Receiving Services in Natural Environments	N/A	95%	100%	100%
Percent of Eligible Children Served by Birth-to-3 Functioning within Age Expectations for Knowledge and Skills at Program Exit	N/A	56.8%	59%	59%
# of Milwaukee County Students with a Disability Exiting High School Served by Division who are Employed	N/A	40	96	117
MA Match Rate Disability Resource Center	N/A	49%	48%	49%
Participants in Supervised Living Options Program Maintaining Independence in Community Living	N/A	N/A	90%	90%
DRC Client Satisfaction Survey (on a scale of 1 to 5)	N/A	4.44 Average	*	4.8

*This measure was developed after the 2017 Budget was adopted and therefore, a budgeted number for 2017 was not determined.

Strategic Overview:

The Disabilities Services Division (DSD) consists of:

- Administration
- Children's Services
- Adult Services

Services are provided to adults and children with physical and/or intellectual disabilities, which include case management, supportive living options, respite, employment and early intervention services. These services enable people to live in the community as independent as possible 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.

Strategic Implementation:

Adult Services
DSD's Disability Resource Center (DRC) 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).

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.

The division's early intervention program is a critical program for parents who have children, ages birth to three, with a developmental delay. It is an educational/therapeutic model that provides support to the family to ensure that the child is meeting its developmental milestones to be ready for transition into the school systems by age three. The division collaborates with all the major hospitals, clinics, pediatricians, day care providers, child protective services and community based agencies to achieve this goal.

Expenditures and revenues decrease by $5.3m as a result of a change in the administration of the autism benefit formerly included in the Children's Long Term Support (CLTS) Waiver Program. Autism treatment services are now covered by the Medicaid card benefit and are no longer part of the State/County contract. Children receiving services previously from the County have been converted to the Medicaid card service which is now administered by the State.

Employment Initiative
In order to provide employment connections to all children with disabilities exiting high school, another DSD initiative is a three-year effort to establish stronger connections with municipalities and their school systems. This involves 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 and focus on their strengths and not their disabilities. For 2017, DSD anticipated 95 young adults would gain competitive employment and for 2018, DSD is planning for 117 additional individuals to gain employment at competitive wages. A total of $0.1m the same amount as 2017, is included in the budget for employment initiative contracts.

GO Pass Program
In 2017, DSD assumed responsibility for the administration of the Growing Opportunities (GO) Pass Program from Milwaukee County Transit. The program is now integrated into the Disability Resource and Aging Resource Centers. As part of this change, eligibility for the GO Pass Program was modified to require a financial means and functional criteria determination. The resource centers connect individuals to community services so that they can live independently in the community. In addition, through the assessment conducted for GO Pass, DSD and Aging staff can identify additional services that individuals may qualify for even if they are no longer eligible for GO Pass. The Disability Benefits Specialists within the resource center provide an invaluable service in assisting individuals to gain access to SSI, Social Security Disability, Medicaid or Foodshare.

Administration of the program is supported by four FTEs within DSD and other administrative costs are cost shared with Aging. A total of $0.05m in anticipated replacement card revenue is included in DSD's budget.

Interim Disability Assistance Program (IDAP)
IDAP is a County-funded program that provides a monthly payment of $205 to financially needy residents 18 and older and married couples without children who are unable to work due to a disability and have a high probability of receiving federal Supplemental Security Income (SSI). The IDAP payment is issued until SSI eligibility is approved or denied, after which the IDAP payment ends. Currently, there is no limit on the number of months an individual remains on IDAP pending a decision on SSI eligibility. A person awaiting eligibility determination could be on the program for 24 months before an SSI determination is made.

Between 2014 and 2016, the average number of IDAP cases has increased by 83 percent and the total payments have increased by 54 percent. In order to ensure the future sustainability of the program, the number of months an individual can receive IDAP will be limited to 18 months beginning in 2018 and is anticipated to result in a savings of $0.080m compared to 2017.

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 Actual**	**2017 Target**	**2018 Target**
Number of Families Receiving Rent Assistance	N/A	1,725	1,750	1,900
Number of Households served by Emergency Home Repair program	N/A	N/A	25	25
Number of Individuals Placed by Community Intervention Specialist	N/A	301	250	250
# of New Homeless Individuals Placements *Facilitated by Housing Outreach Services*	N/A	N/A	200	200
# of HOME loan write offs*	N/A	N/A	N/A	10
# of Loans Served*	N/A	N/A	600	350
# of Households Served by Construction Services	N/A	70	70	70

*These measures were added in mid-2017 and therefore, were not included in the 2017 Budget.

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$22,815,577	$27,354,641	$27,394,455	$25,590,180	($1,804,275)
Revenues	$17,322,755	$21,211,150	$22,954,068	$23,634,896	$680,828
Tax Levy	$5,492,822	$6,143,491	$4,440,387	$1,955,284	($2,485,103)
FTE Positions	28.60	33.87	37.05	38.78	1.73

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Occupancy Rate of Pathways to Permanent Housing	N/A	93%	95%	95%
% Individuals Exiting to Permanent Housing in Pathways to Permanent Housing Program	N/A	80%	75%	80%

% Individuals Maintaining Permanent Housing in Shelter Plus Care (My Home Program) for 6 Months	N/A	98%	90%	90%
Section 8 Management Assessment Program Score (90 = high performer)	N/A	96	94	94
% of Chronically Homeless Individuals Placed by Housing Outreach & Maintaining Housing for 12 Months	N/A	100%	80%	80%
% of CDBG Funds Committed to Municipalities & Non-Profits*	N/A	N/A	N/A	80%
% Increase in Income (compared to entry) for Participants Served by Housing Outreach Services (quarterly)*	N/A	N/A	N/A	70%

*These measures were added in mid-2017 and therefore, were not included in the 2017 Budget.

Strategic Overview:

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

Strategic Implementation:

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. 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. The budget of $1.5m reflects a continuation of these services with the goal of ending chronic homelessness in 2018.

Housing First Permanent Housing Project
Due to HUD's continued preference on funding permanent housing and the Housing Division's success with its Housing First Initiative, the Safe Haven Program is converted into a new Housing First Permanent Housing Project. This project will place at least 40 homeless individuals into scattered site housing of their choice with case management attached. HUD funding for the new initiative will be identical to the amount previously awarded to Safe Haven which was approximately $0.4m.

Safe Haven serves 23 individuals at a time, with a total of between 70 to 80 people annually, and the average length of stay is about six months. Transitioning to a permanent housing program provides 40 individuals/families with housing on an ongoing basis. For those individuals currently participating in Safe Haven, the Housing Division is working to transition them into a permanent housing project or identify an interim location if they are waiting to be approved for housing.

MacArthur Foundation Safety and Justice Initiative

Through a collaborative effort with the Milwaukee County Circuit Court, BHD and a number of other stakeholders, the Housing Division will assist in an effort to safely reduce the County's jail population by diverting individuals with mental health and substance abuse issues to prevention alternatives. This approach will allow data to be shared across agencies and provide law-enforcement with enhanced resources and alternatives other than arrest and jail. This initiative provides $0.07m in additional grant funding in 2018 to offset staff costs. Three unfunded FTEs are added in the Housing Division and expected to be funded through the MacArthur Foundation Safety and Justice grant. The positions are included unfunded in the 2018 budget. These positions will be funded provided grant revenue is allocated for that purpose.

Crisis and Targeted Case Management Billing Revenue

The 2018 budget includes $0.1m of additional revenue as the Housing Division will begin to capture Medicaid dollars for various case management services. This will occur in the Special Needs Housing area as well as in Outreach Services.

Real Estate Development

The Housing Division will begin to co-develop real estate and provide consultation services in 2018 to generate additional revenue. This will primarily focus around the development of affordable housing throughout Milwaukee County. Additional revenue of $0.1m is included in the 2018 budget.

Homeless Outreach PATH Grant

Beginning in 2017, the State awarded the Housing Division the Projects for Assistance in Transition from Homelessness (PATH) funding to conduct homeless outreach. This program continues in 2018 with $0.08m which is used to support the cost of an existing Community Intervention Specialist.

Basic County Aids (BCA) Revenue

DHHS receives approximately $10.0m in BCA revenue from the State to support its programs. In order to maximize revenue within DHHS, $1.5 m in BCA is allocated to the Housing Division from DCSD in order to support case management and permanent supportive housing contracts.

Emergency Shelter Care

Emergency shelter care is funding remains level with a total of $0.7m budgeted.

Housing Contract Reductions

Due to fiscal constraints, the budget includes a reduction of $0.2m for the supported apartment program. The focus of the Housing Division continues to be the best practice model of permanent supportive housing and the supported apartment model of shared units is outdated. In addition, the budget reduces veteran's case management by $40,000 and Housing First case management by $60,000 as it is anticipated that there is currently enough capacity in the system to absorb these reductions.

Housing Opportunities and Minimizing Evictions for Stabilization (HOMES)

Beginning in 2018, the Housing Division will operate the Housing Opportunities and Minimizing Evictions for Stabilization, or HOMES program, to address the eviction crisis in Milwaukee County. The HOMES program will help prevent evictions by working with and educating landlords and tenants, connecting landlords and tenants with resources, increasing legal services for those facing eviction, and by providing monetary assistance through a Housing Stabilization Fund.

The Housing Division will report to the County Board on the development and results of the HOMES program quarterly in 2018. The Housing Division is authorized to contract with Legal Action, Inc. for $50,000 to expand the Eviction Defense Project in Milwaukee County, which provides legal services to individuals facing eviction. The Eviction Defense Project currently operates two days a week at the Milwaukee County Courthouse and is funded by a federal grant. The additional monies are expected to increase the program to four days a week.

One position of Real Estate Project Manager is created to co-develop real estate and provide consultation services to generate additional revenue. The $140,000 in additional revenue will offset the cost of the Real Estate Project Manager ($78,805) and provide
$61,195 as startup funds for the Housing Stabilization Fund. Additional proceeds will be divided equally between the Housing Stabilization Fund (up to $300,000 a year) and support for the Housing Division.

One position of a Housing Stabilization Assistant (HSA) is created to run the HOMES program. The HSA will work with landlords and tenants, manage the HSF, and develop a revenue producing program to help fund the Housing Stabilization Fund. The HSA is offset by a $48,575 decrease in Purchase of Service contracts.

DHHS Budgeted Positions

Job Title	2017 Adopted FTE	2018 FTE	2017/2018 Variance	Explanation
Accountant 3	1.00	1.00	0.00	
Accounting Coordinator - DHHS	1.00	1.00	0.00	
Admin Assistant 2 Accts Receivable	1.00	1.00	0.00	
Admin Coordinator Alcohol Drug Program	1.00	1.00	0.00	
Administrative Coordinator	3.00	3.00	0.00	
Administrative Assistant DHHS IT	0.00	1.00	1.00	Current Year Action
Administrator Contracts	1.00	1.00	0.00	
Administrator Delinquency Courts	1.00	1.00	0.00	
Administrator Disability Services	1.00	1.00	0.00	
Administrator Housing	1.00	1.00	0.00	
Analyst IT-	1.00	0.00	(1.00)	Current Year Action
Assistant Administrative-	2.00	1.00	(1.00)	Current Year Action
Assistant Administrative-	2.00	3.00	1.00	Current Year Action
Assistant Administrator - DCSD	0.00	1.00	1.00	Current Year Action
Asst Housing And Dev Coordinator	1.00	1.00	0.00	
Asst Superintendent Juvenile Detention	1.00	1.00	0.00	
Clerical Assistant 1	4.00	4.00	0.00	
Clerical Assistant 2	6.00	6.00	0.00	
Clerical Spec DHS	2.00	2.00	0.00	
Community Intervention Spec	5.00	8.00	3.00	Current Year Action
Contract Service Coordinator	5.00	4.00	(1.00)	Abolish
Contract Manager	0	1.00	1.00	Create
Control Center Assistant	8.00	5.00	(3.00)	Current Year Action
Custody Placement Specialist	1.00	1.00	0.00	
Deputy Administrator Disability	1.00	0.00	(1.00)	Abolish
Deputy Director DHHS	1.00	1.00	0.00	
Director Strategic Initiatives	1.00	1.00	0.00	
Disabilities Benefits Specialist	5.00	5.00	0.00	
Disabilities Services Coordinator	4.00	5.00	1.00	Fund

DHHS Budgeted Positions

Job Title	2017 Adopted FTE	2018 FTE	2017/2018 Variance	Explanation
Energy Assistant Program Int	1.00	1.00	0.00	
Energy Assistant Program Specialist	2.00	2.00	0.00	
Evaluator Housing Program	1.00	1.00	0.00	
Exec Dir Health Human Services	1.00	1.00	0.00	
Fiscal Coordinator DSD	1.00	1.00	0.00	
Fiscal Management Analyst 3	1.00	1.00	0.00	
Fiscal Specialist	1.00	1.00	0.00	
Fiscal Assistant 2 NM	2.00	2.00	0.00	
Grant Coordinator	1.00	0.00	(1.00)	Current Year Action
Housing Inspector Rent Assistance	2.00	2.00	0.00	
Housing Inspector	2.00	1.00	(1.00)	Abolish
Housing Program Analyst	1.00	1.00	0.00	
Housing Prog Assistant Rent Asst	5.00	5.00	0.00	
Housing Program Asst Spec Needs	4.00	3.00	(1.00)	Current Year Action
Housing Program Manager BH-	1.00	1.00	0.00	
Housing Program-Manager-	3.00	3.00	0.00	
Housing Stabilization Assistant	0.00	1.00	1.00	Create
Hum Service Worker-Juvenile Justice	61.00	63.00	2.00	Current Year Action
Hum Service Worker-Juvenile Justice BL Span	2.00	2.00	0.00	
Human Service Worker	37.00	37.00	0.00	
Human Service Worker Bl Sp	8.00	8.00	0.00	
Human Services Supervisor	7.67	8.00	0.33	Current Year Action
Info System Applications Spec CC	1.00	1.00	0.00	
Juvenile Corrections Officer	68.00	71.00	3.00	Current Year Action
Juvenile Corrections Officer Bl S	3.00	3.00	0.00	
Manager Outreach Services-	1.00	1.00	0.00	
Manager SAMHSA-Housing	1.00	1.00	0.00	
Management Assistant - DHHS	1.00	1.00	0.00	
Navigator Housing-	2.00	0.00	(2.00)	Current Year Action

DHHS Budgeted Positions

Job Title	2017 Adopted FTE	2018 FTE	2017/2018 Variance	Explanation
Office Support Assistant 2	6.00	6.00	0.00	
Office Support Assistant 2 Bl	1.00	1.00	0.00	
Program Coordinator - ASD	1.00	1.00	0.00	
Program Coordinator - Res Center	1.00	1.00	0.00	
Program Manager Childrens' Services	1.00	1.00	0.00	
Psych Social Worker	1.00	1.00	0.00	
Quality Assurance Coord - DHHS	1.00	1.00	0.00	
Quality Assurance Spec DHHS	1.00	1.00	0.00	
Quality Assurance Specialist	2.00	3.00	1.00	Create
Quality Strategist	1.00	1.00	0.00	
Real Estate Project Manager	0.00	1.00	1.00	Create
Resource Center Manager – Disabilities	1.00	1.00	0.00	
RN 1	3.00	3.00	0.00	
RN 2	1.00	1.00	0.00	
RN 3 - DSD	2.00	2.00	0.00	
Section Manager	2.00	3.00	1.00	Current Year Action
Service Support Specialist	2.00	2.00	0.00	
Specialist Housing Intake	0.00	1.00	1.00	Current Year Action
Senior Analyst Budget & Management	1.00	1.00	0.00	
Senior Assistant Executive	1.00	1.00	0.00	
Stores And Distribution Asst 1	1.00	1.00	0.00	
Superintendent Juvenile Detent	1.00	1.00	0.00	
Supervisor Juvenile Corr Officer	7.00	7.00	0.00	
Supervisor Office Management	1.00	1.00	0.00	
Unit Supervisor - LTS	3.00	3.00	0.00	
Total	**324.67**	**331.00**	**6.33**	

DHHS Unfunded Positions				
Job Title	**2017 Adopted FTE**	**2018 FTE**	**2017/2018 Variance**	**Explanation**
Lead Community Intervention Specialist	0.00	1.00	1.00	Funded upon allocation of grant revenue.
Community Intervention Specialist	0.00	2.00	2.00	Funded upon allocation of grant revenue.

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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
- Milwaukee Art Museum

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BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Variance
Expenditures					
Personnel Costs	$27,092,627	$24,508,109	$18,296,397	$18,298,206	$1,809
Operation Costs	$11,532,272	$11,776,859	$11,308,810	$11,384,681	($75,871)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$1,187,774	$1,369,594	$1,158,122	$950,000	($208,122)
Interdept. Charges	$7,944,978	$9,380,644	$8,804,702	$4,041,828	($4,762,874)
Total Expenditures	**$47,757,652**	**$47,035,206**	**$39,568,031**	**$34,674,715**	**($4,893,316)**
Legacy Healthcare/Pension	*$5,129,238*	*$6,259,860*	*$5,692,638*	*$0*	*(5,692,638)*
Revenues					
Direct Revenue	$21,302,186	$20,951,029	$19,803,745	$22,019,825	$2,216,080
Intergov. Revenue	$470,002	$514,311	$125,450	$139,201	$13,751
Indirect Revenue	$7,775	$38,720	$0	$20,000	$20,000
Total Revenues	**$21,779,963**	**$21,504,060**	**$19,929,195**	**$22,179,026**	**$2,249,831**
Tax Levy	**$25,977,689**	**$25,531,146**	**$19,638,836**	**$12,495,689**	**($7,143,147)**
Effective Tax Levy*	**$8,255,069**	**$9,929,362**	**$11,024,478**	**$8,473,861**	**($2,570,617)**
Personnel					
Full-Time Pos. (FTE)**	198.73	204.70	217.64	219.50	1.86
Seas/Hourly/Pool Pos.	171.64	170.61	221.51	240.09	(18.58)
Overtime $	$148,939	$182,628	$193,280	$154,932	($38,348)

**This Effective Tax Levy excludes interdepartmental charges and fringe benefit costs*
*** The 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2017 Budget, 2016 Actual, and 2015 Actual FTEs are restated to reflect this change. Program Area tables include these changes as well*

Department Mission: To sustain the legacy of our world-class park system by managing and conserving natural, cultural, and recreational resources for the benefit of the community.

Department Description: The Milwaukee County Parks creates and sustains quality parks and facilities and services which offer citizens opportunities for recreation, improvement of their physical and mental well-being, and enhancement of their quality of life. Parks oversees the operation and management of a county park system with 15,325 acres, 158 parks and 11 parkways. The Parks system offers year-round activities including natural areas, Lake Michigan beaches and marinas, 55 food and beverage locations, three community recreation centers, nature center, botanical gardens, horticultural conservatory, 122 tennis courts, 68 basketball courts, and volleyball courts, 15 golf courses, and disc golf courses, two family aquatic centers and 13 pools, 31 wading pools, seven splash pads, an indoor ice rink, eight dog parks, 113 playgrounds, 231 athletic fields, and a 210-mile trail system.

Milwaukee County Parks is one of the most diverse park systems in the nation. Parks strives to improve the quality of life for the residents of Milwaukee County by keeping pace with residents' interests, by continually enhancing the park

system, and by demonstrating stewardship for parkland. The department is organized into four divisions: Administration, Park Operations, Planning & Development, and Business Services. Milwaukee County Parks works collaboratively with constituents, partners, stakeholders, government leaders, and appointees to implement Board of Supervisor policies, champion the preservation and protection of natural and cultural resources, and facilitate the development of park and recreation programs and facilities.

Milwaukee County Parks is in the midst of a cycle of planning and rebuilding for the future sustainability of the parks system with a path toward future accreditation through the Commission for Accreditation of Park and Recreation Agencies (CAPRA) to join the nation's elite agencies that have met rigorous standards to demonstrate compliance with the best practices in the field.

Three significant efforts that will directly impact the quality of our Parks system are currently underway. In 2014, to help the department focus on the mission and critical, most pressing concerns and opportunities to 2020 and beyond, the Parks produced a Five-Year Strategic Plan. Beginning in 2016, to address a growing population and evolving park and recreation desires of County residents, Parks initiated a Ten-Year Parks System Master Plan along with the "Parks with Purpose" campaign that provides near-term recommendations for facilities, programs and services, maintenance and operations, administration, and management of the Milwaukee County Parks System. Additionally, Parks has begun to update the 1991 Parks and Open Space Plan which addresses long-term considerations on the distribution of parks facilities throughout the County based on anticipated population scenarios and will serve as a guide for future park improvements and address changing needs and growth forecasts through 2050.

Department Goals:

- Create a culture of creativity, collaboration and empowerment among our diverse workforce
- Broaden and strengthen park stewardship
- Maintain excellence in public and fiscal management
- Strengthen partnerships to become more responsible to community needs
- Leverage technology to improve customer experience and increase operational efficiencies
- Enhance external communication to inform and engage the community

Department Objectives:

- Advance the Parks Five-Year Strategic Plan
    - Identifies strategic department initiatives within four core categories of strategic focus: People, Parks, Processes, and Partners.
- Formalize the Parks Ten-Year Parks System Master Plan
    - Provides near-term recommendations for facilities, programs and services, maintenance and operations, administration, and management of the Milwaukee County Parks System.
- Formalize the 2050 Parks & Open Space Plan
    - Addresses long-term considerations including the preservation of environmental corridors, conservation lands, recreational use of water bodies, and will make recommendations on the distribution of parks facilities throughout the County based on anticipated population scenarios.
- Implement new CityWorks Work Order and Asset Management System
    - Establishes a single enterprise-wide application to streamline and manage work orders and accurately and comprehensively track historical, scheduled, and reactive asset-related work activities. This system will result in measurable operational and planning efficiencies, as well as be a model of established best management practices benefitting the County and its residents**.**
    - Full implementation of City Works for Parks is scheduled for Fall of 2018.
- Implement new Parks and Recreation Management Software and Point of Sale (POS) System
    - Provides integrated management software applications for the management of recreation operations to include program registrations, site reservations, facility scheduling, point of sale, memberships, mobile online sales, and targeted marketing.
- Implement new County/Parks website

- Upon the launch of the new County website, the Parks site will quickly become one of the top marketing tools for the park system, supporting new means of content publishing, feature articles, photo galleries, and video content which will increase search engine optimization results. Improved navigation, maps, and a knowledge bank will help users find the information they need faster and easier. An improved back-end will allow for easier editing and more accurate information.

- Implement new County Enterprise Resource Planning System
  - Milwaukee County intends to select a new integrated financial, human resources and payroll system in the upcoming year. Parks Finance staff will be involved in implementing this new, more efficient system that is currently provided by Advantage, Ceridian and additional side systems and will provide new functionality to support best practices and improved processes.

In order to address a structural budgetary deficit caused primarily by growing pension and retiree health care costs, as well as reductions in support from the State, the 2018 Budget includes a vacancy and turnover increase of approximately one percent for most County departments for an overall savings of $1,877,496. The increased vacancy and turnover for the Milwaukee County Parks Department is $193,304. In order to ensure that vacancy and turnover savings are realized, all requests to fill positions shall be reviewed and approved by the Department of Administrative Services before the position may be filled.

An expenditure reduction of $232,246 is included in this department to avoid an increase of the countywide vehicle registration fee of $30. This expenditure reduction shall be managed by the department to achieve a commensurate tax levy savings by seeking efficiencies to minimize the impact on the delivery of programs and services.

Prior to enacting any direct service cuts, departments will work with the Department of Administrative Services – Performance, Strategy, and Budget to identify opportunities to re-organize, streamline, consolidate, eliminate, or otherwise reduce duplication and the cost of administrative expenditures within County government. The initiative shall include a review of prior internal and external audits, consulting reports, workgroup activities, and studies. In addition, the effort should include a critical reassessment of any expenditure of contract funds for non-core services.

Major Changes in FY 2018:

In the past, Parks has submitted a budget narrative organized into fourteen program areas that reflected corresponding budget categories. To better align core services within the Parks four main divisions and provide clarity of the services and budgets specific for each, the 2018 budget is organized by four main divisions which include Administration, Park Operations, Planning & Development, and Business Services. The program areas work together to fulfill the mission of the Parks and carry out its key initiatives.

<u>Staffing level changes</u>

- Administration
  - Position create of one (1) Full-time Ranger (9050); supports revenue generation.
- Park Operations
  - Position create of one (1) unfunded Parks Restoration Ecologist (9420); no fiscal impact.
  - Position create of two (2) unfunded Park Maintenance Workers (9136, 9155); no fiscal impact.
- Business Services
  - Position create of one (1) Unit Coordinator Concessions (9035); supports revenue generation.
  - Position create of one (1) unfunded Park Maintenance Worker for Wilson Recreation Center (9168); no fiscal impact.

<u>Summary of service level changes</u>

- Pay-to-park program implementation
- Increased Parks enforcement
- Expanded rental opportunities at concession sites

- Expanded marketing reach

Summary information on significant budgetary items

- Increase revenue by $1,662,000 by implementing a pay-to-park program.
- Increase enforcement revenues by $55,000 with offsetting expenditures of $35,000 for one additional Park Ranger staff for a net revenue increase of $20,000.
- Generate $110,000 in revenue through advertising and naming rights.
- Redirect $154,000 in 2018 from the Estabrook Dam Trust Fund to Park Operations for County Board approved uses and improvements in Lincoln and Meaux Parks.
- Increase concessions revenue by $500,000 with offsetting expenditures of $280,000 for additional staff and product costs for a net revenue increase of $220,000.
- Increase fees in golf, aquatics, recreation (sports complex and community centers), public services (picnic rentals, shelters, dog exercise areas), marina, and horticulture for an anticipated increase in revenue of $383,000. The admission fees for the Mitchell Park Horticultural Conservatory Domes will increase by $1 for non-County residents, for an additional anticipated revenue increase of $52,500

Background on performance measures (KPIs)/impacts to performance

Certain performance measures have been identified and developed as part of the Ten-Year Parks System Master Plan. These measures were benchmarked against comparable industry-leading park and recreation systems across the country. These measures include:

- FTEs Per 10,000 Residents
- Acres/1000 Residents
- Total Trail Miles/1,000 Residents
- Operating Expenses Per Capita
- Operating Cost Recovery
- Non-Tax Revenues Per Capita

Due to differences in how each system collects, maintains, and reports data variances exist. Direct comparison with peer systems is supported by statistics and ratios that provide relevant and objective information as accurately as possible. Peer systems include: Chicago Park District, IL; Cleveland MetroParks, OH; Fairfax County, VA; Mecklenburg County, NC; Minneapolis Park & Recreation Board, MN; Oakland County, CA; and Toledo MetroParks, OH.

All other performance measures and sustainability ratios are developed, monitored, and tracked by Parks to show trends of growth or decline in programming areas. These measures support continuous improvement as Parks works toward achieving department and County goals.

Ordinance changes

The following changes will be made to the Milwaukee County Code of Ordinances to facilitate the implementation of the Milwaukee County Parks budget.

- 15.17 Department Imprest fund
    - Section 15(2)(w)(1) – (May – Oct) struck and replaced with (Apr.-Nov.), $63,000 struck and replaced with $75,000
    - Section 15(2)(w)(2) – (Nov. – Apr.) struck and replaced with (Dec.-Mar.), $42,155 struck and replaced with $32,000
        - Rationale: Ordinance change provides flexibility to increase operational capacity during times of unexpected favorable weather and is consistent with Milwaukee County Zoo
- 47.031 - Lincoln Memorial Drive; games, amusements, athletic and fundraising events
    - 47.031(6)(b) - remove specific fees from ordinance for special events

        - Rationale: Each year, the County Board approves a new fee schedule with the consent of the Board during the budget process. Event fees should remain flexible and can be established yearly at the same time as the fee schedule for the next year but do not need to be addressed in ordinance.
- 47.32 Admission charges and parking fees at Mitchell Park Conservatory.
    - Section 47.32(a) - Struck in its entirety
    - Renumbered remaining sections
        - Rationale: Each year, the County Board approves a new fee schedule with the consent of the Board during the budget process. Free days should remain flexible and can be established yearly at the same time as the fee schedule for the next year but do not need to be addressed in ordinance.

Strategic Program Area 1: Administration

Service Provision: **Discretionary**

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

What We Do: Activity				
Performance Measures	**2015 Actual**	**2016 Actual**	**2017 Target***	**2018 Target**
FTEs Per 10,000 Residents *The median for national peer agencies is 7.4 FTE/10,000*	2.17	2.17	2.18	2.17
Parks Amenities Matching Funds Awarded	$140,000	$229,550	$250,000	$250,000
Number of Parks Amenities Matching Fund Projects Awarded	3	18	5	12
Parks Grant Awards	$1,500,000	$4,100,000	$1,500,000	$1,500,000
Number of Email Subscribers	NA	4,935	10,000	15,000
Number of Social Media Followers	NA	43,769	50,000	50,000
Number of Concerts Produced	168	243	256	260
Number of Media Events Produced	39	37	23	30
Number of Active Friends Groups	NA	29	35	40
Number of Volunteers Engaged	NA	7187	7250	7500
Number of Volunteer Hours	NA	58,122	59,000	60,000
Number of Subsidized Workers *Ex. summer youth, transitional workers, etc.*	NA	75	80	85
Number of Subsidized Worker Hours *Ex. summer youth, transitional workers, etc.*	NA	13,640	11,200	12,000
Number of Park Ranger Contact Hours	4,633	4,600	4,700	4,750
Number of Citations	2,756	3,408	3,500	4,500

*Because Parks is committed to providing high quality recreation experiences and interactions, increases in quantities are not necessarily targeted from year to year.

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$4,334,412	$4,107,138	$3,853,124	$1,450,562	($2,402,562)
Revenues	$121,883	$97,757	$402,050	$1,939,404	$1,537,354
Tax Levy	$4,212,528	$4,009,381	$3,451,074	($488,842)	($3,939,916)
FTE Positions	21.49	21.32	20.83	13.14	(7.69)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Operating Cost Recovery *Median for peer systems is 29%*	46%	46%	50%	62%
Operating Expenses Per Capita *Median for peer agencies is $42.69*	$49.87	$49.44	$41.48	$36.97
Tax Levy Support Per Capita	$27.12	$26.83	$20.59	$12.84
Non-Tax Revenues Per Capita *The median for national peer agencies is $9.04*	$22.74	$22.60	$20.89	$23.09
Employee Engagement Index	NA	43%	NA	54%
Value of Parks Amenities Matching Fund External Dollars Leveraged*	$600,00	$852,168	$650,000	$600,000
Increase in Email Subscribers	NA	NA	10,000	15,000
Increase Social Media Followers	NA	40,357	45,000	50,000
Value of Local TV Publicity* *Data from Critical Mention*	NA	NA	$215,924	$350,000
Open Rates for General Emails *Those sent regularly (ex. Events Guide)*	NA	NA	20%	23%
Open Rates for Targeted Emails *Those sent to a specific targeted segment*	NA	NA	30%	32%
Value of Volunteer Contributions*	NA	$1,403,065	$1,424,260	$1,448,400
Value of Subsidized Workers* *summer youth, transitional workers, etc.*	NA	$112,530	$92,400	$99,000
Value of Parking Citations	$79,992	$98,832	$101,500	$130,500

*Value not included in Parks budget, but provides additional supplemental support to the department.

Strategic Overview: Administration is comprised of the Director's Office, Fund Development, Marketing and Communications, Volunteer Services & Community Engagement, Finance, Contract Management, Safety, Security & Training, and Human Resources. The Director's Office provides overall department management and guidance on policy, strategy, operations, and programs. The Administration Division provides centralized business management to Parks in the areas of financial management, purchasing, planning, administrative support, development and implementation of strategic and marketing plans, volunteerism, and communications with County staff, elected officials, and the public.

Fund Development leads the department in the acquisition of donations from individuals and private foundations with partner groups, is the liaison to The Park People of Milwaukee County, aids Parks in prospecting, soliciting, and managing grants for the department, and manages the Parks Amenities Matching Fund program.

Marketing & Communication oversees marketing and public relations for the park system and its facilities, events, services, and front desk reception. This section also manages the community concert series, branding, marketing strategy, promotion, social media, media relations, print and digital marketing, web administration, content development, and graphic design.

Volunteer Services & Community Engagement manages volunteers and friends' groups to support Parks services. This section also manages in-kind labor, such as subsidized youth worker programs, instrumental to Parks function and supports the development of equitable engagement practices to ensure inclusion for all.

Finance is responsible for the proper and timely reporting of Parks' financial transactions in accordance with Generally Accepted Accounting Principles and following Governmental Accounting Standards for operating and trust fund

accounts. This section manages purchasing and receiving of goods and services, requests for payment of obligations and invoices, recording of revenues, receivables and deferrals, petty cash management, and the proper reporting of fixed assets in accordance with County policies.

Contract Management oversees the development and compliance of Parks' agreements, memos and letters of understanding, easements, management agreements, and other contractual documents. These tools outline the obligations and opportunities, are building blocks with external partners, and support public-private and intergovernmental relationships.

Safety, Security, & Training maintains safety and order in Milwaukee County Parks through interactions with patrons, various law enforcement and fee compliance tasks, and park neighbors. Additionally, this section oversees training and professional development for Parks employees, administers the County Learning Management System (LMS) for Parks and administers the Park Ranger program.

The Administration Division also serves as the Parks liaison to County HR partners.

Goals & Objectives:

- Heighten focus on core services and financial sustainability to bolster funding and partnerships.
- Organize and implement the County's Employee Engagement initiative.
- Improve internal communication to create a positive work environment.
- Continue working towards long-term CAPRA accreditation.
- Advance the development of Parks' sponsorship, advertising, and naming rights opportunities.
- Organize a Parks grant management framework.
- Advance Parks marketing and communications plan and incorporate refreshed branding and strategy.
- Increase Parks reach and user base through improved social media delivery, increased email subscribers, and implementation of the redesigned County website.
- Improve quality of user/customer service interaction.
- Advance Parks volunteer management program and broaden volunteer services and programs.
- Advance the development of Parks' friends program.
- Implement the County Enterprise Resource Planning system.
- Evaluate leasing opportunities of parkland facilities and amenities to expand partnerships opportunities.
- Advance the development of Parks' procedures within the County's Administrative Manual of Procedures.
- Expand, promote and track training and professional development activities for Parks staff.
- Advance workforce development and succession plans.

Strategic Implementation:

<u>Changes in staffing levels</u>

- Position create of one (1) full-time Ranger (9050)
    - Will provide full-time, year-round Ranger field support to improve the safety and well-being of our park patrons and staff and support revenue generation.

<u>Summary of service level changes</u>

- Implementation of a pay-to-park program.
    - Revenue of $1.6 million dollars in included in the budget for the Milwaukee County Parks Department related to the institution of a pay-to-park program. A workgroup including representatives from the Parks Department, County Board, County Executive, Department of Administrative Services, Park advocacy groups and affected current Parks business partners will be convened upon 2018 budget adoption to finalize the parameters of the program.

- The workgroup shall evaluate businesses operating in Milwaukee County parks pay fair market prices for parking. Additionally, the workgroup, in conjunction with Parks Administration, should examine current lease and management agreements for opportunities to increase contributions from businesses operating in the parks.
- The workgroup will explore paid parking in all areas of the County and will not be disproportionately concentrated on the north side, but equally considered system-wide. The workgroup will also explore options to charge non-county residents for parking within the Parks system.
- Any pay-to-park program proposal must be presented to the Milwaukee County Board of Supervisors for approval by the Board prior to its implementation. This process shall include a public hearing on the proposed plan.

Summary information on significant budgetary items

- Generate $1,662,000 through the implementation of pay-to-park program.
- Increase enforcement revenues by $55,000 with offsetting expenditures of $35,000 for one new full-time Park Ranger staff for a net revenue increase of $20,000.
- Additional revenue of $110,000 to be raised by Development Officer through advertising and naming right opportunities.

Strategic Program Area 2: Park Operations

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Total Trail Miles	204.5	210	215	225
Number of Oak Leaf Trail Miles	123	123	125	126.4
Number of Parkway Miles	60	60	60	60
Soft Trail Miles Maintained as Hiking/Biking	60	60	60	60
Number of Golf Courses Maintained	15	15	15	15
Number of Athletic Fields	227	231	231	231
Number of Disc Golf Courses	5	5	5	5
Number of Dog Exercise Areas	8	8	8	8
Number of Parks Maintained	158	158	158	158
Number of Playgrounds	113	113	113	113
Acres Mowed	3,100	3,100	3,100	3,100
Number of Work Orders Completed	575	584	700	725

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$26,865,913	$26,982,476	$20,826,488	$17,744,895	($3,081,593)
Revenues	$10,413,068	$10,315,409	$7,820,631	$7,928,832	$108,201
Tax Levy	$16,452,845	$16,667,067	$13,005,857	$9,816,063	($3,189,794)
FTE Positions	157.90	158.27	190.93	218.66	27.73

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Total Trail Miles/1,000 Residents *Median for peer systems is .15 trail miles/1,000 residents*	0.2	0.2	0.2	0.2
Parkland Managed as Natural/Agricultural Areas	67%	67%	67%	67%
Natural Areas Management Ratio*	12%	12%	12%	12%

***Actively managed natural areas as a proportion of total natural areas (passive recreation, non-developed, ecological significant areas)**

Strategic Overview: Park Operations is responsible for providing safe, clean, and accessible park and recreation facilities. Activities include handling Parks equipment and fleet maintenance, maintenance and management of general access parks and park grounds, trails, land and natural resources, landscaping, and golf course turf maintenance; manages and maintains natural areas, storm water facility maintenance, sports fields, playgrounds, wading pools, splash pads, picnic areas, agricultural lands, pavilions, and historical parkways. Provides customer service, special event support, and coordinated efforts with various park partners. Works collaboratively with citizens, community groups, the private sector, park partners, volunteers, friend's groups, and other stakeholders and user groups in meeting public need and supporting other Parks divisions in the fulfillment of the mission. Responds and provides assistance to community concerns regarding Parks-related maintenance issues, including encroachments, forestry issues, stream blockages, safety issues, and volunteer programs such as Adopt-A-Field and Park Watch.

Land Resources/Natural Areas provides technical services to meet the Parks stewardship obligations for significant natural resources on approximately 15,300 acres of Parks land. This includes coordinating department-wide efforts to protect, manage, and interpret natural resources and implementation of the agency's Ecological Restoration Management Plans, Urban Forest Sustainability Plan, and Natural Resources Management Plan. Coordinates volunteer activities related to natural resource management and review development plans in the county for natural resource impacts.

Goals & objectives:

- Implement CityWorks Work Order and Asset Management System.
- Implement the Milwaukee County Parks Urban Forestry Management Plan.
- Create and implement the Natural Resources Management Plan.
- Enhance Adopt-a-Field Opportunities and Dog Exercise Area partnerships.
- Expand outreach programming and naturalization/stewardship within the Golf Course properties.
- Continue work on Oak Creek Watershed Restoration Plan (SEWRPC, South Milwaukee, MMSD).
- Update Trails Network Plan.

Strategic Implementation:

<u>Changes in staffing levels</u>

- Request for two (2) unfunded Park Maintenance Workers (9136, 9155)
    - These positions were unfunded in 2017; these positions will provide needed full-time staff to support maintenance, customer service and additional field support throughout the park system.

<u>Summary of service level changes</u>

- The onset on the Emerald Ash Borer (EAB) has required significant efforts from Parks' Land Resource crews. EAB causes decline and death of Ash trees and impacts all Milwaukee County parks and is having a major impact nationwide. Parks crews are focused on maintaining public health and safety in response to this outbreak. With staff efforts focused on managing EAB, work in other routine areas such as landscape construction, hedges, and hard surface maintenance has been reduced.
- Implement new CityWorks Work Order and Asset Management System: provides the ability for viewing assets, tracking maintenance, and supporting decisions for county-wide facility management. CityWorks will establish a single enterprise-wide application to streamline and manage work orders and accurately and comprehensively track historical, scheduled, and reactive asset-related work activities. This system will result in measurable operational and planning efficiencies, as well as be a model of established best management practices benefitting the County and its residents. Full implementation of City Works for Parks is scheduled for Fall of 2018.

<u>Summary information on significant budgetary items</u>

- Appropriate $154,000 from the Estabrook Dam Trust Fund to Park Operations budget. An appropriation of $100,000 is provided for Lincoln and Meaux Parks, to address chronic roadway flooding issues related to the pump house along the parkway that regularly fails due to the discharge pipe design and aging/failing equipment.

In addition, the funds will be used to maintain and improve the existing playground bathroom, as well as reinstall an operable, reinforced drinking fountain at the basketball courts in Meaux and Lincoln Parks. The funds appropriated may not be used for any other projects or purpose outside of the outlined improvements to Lincoln and Meaux Parks.

The remaining $54,000 is to be allocated to the Park Operations budget, upon the Department of Parks, Recreation, and Culture's ability to identify specific parks operational uses for the trust funds. These identified operational needs are to be submitted to the County Board for approval, consistent with the original terms of the established trust.

Strategic Program Area 3: Planning and Development

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Park Acreage	15,330	15,332	15,632	15,726
County Population	957,735	951,448	954,000	957,000
Number of Work Orders Completed	3,857	3,416	4,000	4,000
Number of Buildings Maintained	255	255	255	255
Square Footage of Buildings Maintained*	1,907,433	1,895,800	1,900,000	1,900,000
Number of Capital Projects Completed	40	30	25	25
Number of Right of Entry Permits Managed	99	90	90	90
Number of Land Conveyances (Acquisitions, Dispositions, Easements, etc.)	15	9	20	8
Value of County-funded Capital Projects	$20,000,000	$17,000,000	$15,000,000	$33,000,000
Value of Non-County-funded Projects	$43,000,000	$3,900,000	$4,000,000	$4,000,000
Value of Time & Material Service Contracts	$650,000	$1,100,000	$1,000,000	$900,000

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$2,833,872	$3,076,622	$1,696,003	$4,899,388	$3,203,384
Revenues	$103,667	$177,308	$44,900	$53,000	$8,100
Tax Levy	$2,730,205	$2,899,315	$1,651,103	$4,846,388	$3,195,284
FTE Positions	35.25	36.53	38.22	38.42	0.20

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Acres/1000 Residents *Median for peer systems is 12.5*	16.021	16,114	16,428	16.474
Cost per square foot maintained	$1.49	$1.62	$0.78	$2.25
Deferred maintenance addressed^	10%	9%	8%	17%

* Data from insurance schedule
^ Based on an estimated $200M in deferred maintenance backlog

Strategic Overview: Planning & Development provides general park planning, project management support for capital projects, in-house design, master planning, and skilled trade support of park assets; long range master planning, project management, supports the acquisition of parkland, plans for parks and creates facilities in accordance with Parks mission. Activities include property disposition, development review, and infrastructure maintenance through the employment of licensed professional staff and skilled trades. Staff includes professional landscape architects and engineers, plumbers, electricians, carpenters, painters, heating and cooling mechanics, and ironworkers.

Park Planning is responsible for site specific park master plans to determine future park improvements and resource protection areas, long range planning including conducting park needs assessment and system-wide park planning; review development proposals and site plans for park resource impacts and request resource protection and impact mitigation; oversees the capital budget, identifies and prioritizes major maintenance projects; manages land acquisitions and dispositions, easements, and right-of-entry permitting; builds and maintains the geographic information system which includes an inventory of park facilities and assets, procures and accomplishes grants, retains historical records and archives, and evaluates impacts of third-party projects on parkland.

Park Maintenance (Skilled Trades) is responsible for maintenance of Parks buildings, structures and systems, and the upkeep and improvement of facilities through skilled trade labor and time and material service contracts; ensures health, safety, and code compliance of park facilities; provides preventative and corrective maintenance on park buildings, structures, and support systems such as HVAC, electrical, mechanical, carpentry, and plumbing through a combination of in-house and contracted services.

Goals & objectives:

- Formalize 2050 Parks and Open Space Plan.
- Inventory and Assess Pedestrian Bridges.
- Inventory and Assess Americans with Disability Act (ADA)/Universal Accessibility.
- Carry on City of Milwaukee MOU for stormwater and park improvements (Dineen, Copernicus).
- Finalize KK River Watershed Restoration Plan (Jackson, KK Pkwy, Pulaski, Wilson).
- Implement CityWorks Work Order and Asset Management System.

Strategic Implementation:

<u>Changes in staffing levels</u>

- No changes in staffing levels

<u>Summary of service level changes</u>

- In accordance with 2018 Capital Budget Process memorandum, projects valued under $100,000 no longer are being considered for the Capital Improvement Program; therefore, Park Maintenance (Skilled Trades) is needed to perform more major maintenance work and routine work is being delayed. This work is accomplished with in-house skilled trades and time and material (T&M) contractors.
- Implement new CityWorks Work Order and Asset Management System: Provides the ability for viewing assets, tracking maintenance, and supporting decisions for county-wide facility management. CityWorks will establish a single enterprise-wide application to streamline and manage work orders and accurately and comprehensively track historical, scheduled, and reactive asset-related work activities. This system will result in measurable operational and planning efficiencies, as well as be a model of established best management practices benefitting the County and its residents. Full implementation of City Works for Parks is scheduled for Fall of 2018.

Strategic Program Area 4: Business Services

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Total Attendance Aquatics	219,062	264,846	225,000	255,000
McKinley Marina Slip Rentals	638	620	645	628
McKinley Annual Boat Launch Permits	337	328	450	335
McKinley Daily Boat Launches	4,533	4,742	5,200	4,790
Number of Community Center Memberships	1,164	1,013	1,650	1,200
Number of Community Center Daily Passes	12,869	11,940	13,500	13,500
Number of Sports Complex Court Hour Rentals	4,092	4,316	4,275	4,335
Number of Sports Complex Field Rentals	660	584	700	660
Number of Sports Complex Special Events	17	16	17	17
Total attendance: Boerner Botanical Gardens	104,492	196,921	125,000	200,000
Total attendance: Mitchell Park Domes	240,179	123,857^	240,000	200,000
Total attendance: Wehr Nature Center	71,983	74,500	75,000	N/A
Total attendance: King Comm Center	59,120	31,484	65,000	37,000
Total attendance: Kosciuszko Comm Center	80,450	59,570	85,000	72,250
Total attendance: Sports Complex	221,500	202,750	225,000	220,000
Total attendance: Wilson Recreation	68,489	67,000	70,000	68,000
Rounds of Golf Played: Regular	272,199	264,562	265,000	265,000
Rounds of Golf Played: Par 3	25,276	18,713	23,000	20,000
Number of Events Catered by Parks	251	288	260	275
Number of Food and Beverage Locations	50	55	55	55
Number of Building Rentals	2,350	2,352	2,400	2,350
Number of Athletic Field Permits	9,853	9,352	10,000	10,300
Number of Athletic Programs	22	18	25	25
Number of Special Events	873	949	900	950
Number of Picnic Rentals	3,371	3,352	3,450	3,350
Number of Dog Area Permits	4,090	4,467	4,150	4,500
Number of Disc Golf Permits	1,797	1,599	1,900	1,450

^Structural concerns closed the Domes for part of the year in 2016.

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$13,723,454	$12,868,970	$13,192,416	$10,579,871	($2,612,545)
Revenues	$11,141,345	$10,913,587	$11,661,614	$12,257,790	$596,176
Tax Levy	$2,582,110	$1,955,383	$1,530,802	($1,677,919)	($3,208,721)
FTE Positions	155.70	159.19	189.17	190.16	0.99

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Cost per Swimmer: Indoor Pools	$23.97**	$11.32	$8.00	$8.00
Cost per Swimmer: Outdoor Pools	$7.33	$8.11	$5.00	$5.00
Cost per Swimmer: Water Parks	$3.40	$4.78	$1.00	$1.00
Sustainability ratio: Indoor Pools*	13%	23%	29%	29%
Sustainability ratio: Outdoor Pools*	29%	25%	27%	27%
Sustainability ratio: Water Parks*	63%	59%	90%	90%
Sustainability ratio: King Center*	24%	21%	25%	25%
Sustainability ratio: Kosciuszko Center*	31%	33%	35%	37%
Sustainability ratio: Sports Complex*	117%	136%	120%	120%
Sustainability ratio: Wilson Recreation*	71%	60%	60%	65%
McKinley Boat Slip Occupancy Ratio	93%	93%	93%	93%
Sustainability Ratio: Boerner Botanical*	53%	49%	50%	50%
Sustainability Ratio: Domes/Greenhouse*	67%	22%	50%	50%
Sustainability Ratio: Wehr *	13%	14%	10%	14%
Sustainability Ratio: Regular *	125%	121%	130%	130%
Gain Per Round: Regular	$5.39	$5.07	$6.25	$6.00
Sustainability Ratio: Par 3	65%	45%	65%	65%
Cost Per Round: Par 3	$3.20	$7.41	$3.00	$7.50
$ Earned Per Patron: Golf	$3.35	$3.50	$3.40	$3.50
$ Earned Per Patron: Aquatics	$1.23	$1.26	$1.25	$1.25
Sustainability Ratio: Concessions*	138%	145%	140%	140%
Booking Ratio: Ball Diamonds^	13%	12%	15%	13%
Booking Ratio: Athletic Fields^	9%	7%	10%	9%
Sustainability Ratio: Dog Exercise Areas*	140%	410%	140%	255%

** Increase in major maintenance costs associated with pool improvements combined with closure of facilities resulting in lost revenue
* Share of costs covered by revenues.
^Share of available rentals based on operating hours and sports season

Strategic Overview: Business Services seeks to enrich the community by promoting active, fun, and healthy lifestyles for all. The division meets the recreation needs of county citizens, guests, and visitors through the provision of high quality park features and a variety of facilities for public use and recreation. Activities include the operation and management of indoor and outdoor pools and family aquatic centers, McKinley Marina, horticulture facilities at the Mitchell Park Conservatory, Boerner Botanical Gardens and Wehr Nature Center, the Dr. Martin Luther King, Jr. and Kosciuszko Community Centers, Wilson Park Sports Complex, and the Milwaukee County Sports Complex, and golf course operation and management, clubhouse management, facilitation of golf lessons, and merchandise sales. Other offerings include concessions and catering at 55 locations throughout the system including golf courses, pools and aquatic facilities, and permitting and coordination of organized sports leagues, facility rentals, and special events.

Aquatics oversees pool operations and maintenance for both two indoor and eleven outdoor deep well pools and three aquatic centers. Trained lifeguards staff these facilities to keep our visitors and patrons safe. Aquatics program will continue to develop and implement a program to address racial and ethnic disparities in drowning fatalities in Milwaukee County. The Department of Parks, Recreation, and Culture budget includes $35,000 to continue to develop and implement a Diverse Swimming Program. The program was initiated in 2017 to address racial and ethnic disparities in drowning fatalities in Milwaukee County. The program will be operational by July 1, 2018.

Concessions operates and sells concessions at a variety of facilities, including golf courses, beer gardens, ice rinks, horticulture facilities, aquatics facilities, and events. In addition, the concession team offers catering options in conjunction with golf outings and other facility rentals. This area of growth conducts operations at 55 facilities.

The Horticulture section includes Boerner Botanical Gardens, Wehr Nature Center, and the Mitchell Park Conservatory. These facilities provide an opportunity for visitors to experience nature in both formal and natural environments, through passive recreation or through educational offerings. These facilities also offer rental rooms and facilities on site and serve as host to many special events.

McKinley Marina operates, manages and maintains the marina infrastructure including floating docks which house 655 slips for season-long tenants and transient boaters, buildings, grounds, and the marina basin. The marina offers slip rentals, fuel sales, launch permits and storage space for rent on a seasonal basis.

Public Services provides customer service to facilitate rentals of athletic fields, sports courts, buildings, picnic areas, open areas and special events. This area is responsible for disc golf, vendor and dog park permits and the creation and facilitation of sports leagues and tournaments.

Recreation encompasses the Kosciuszko and Martin Luther King, Jr. Community Centers, Wilson Park Recreation Center and the Milwaukee County Sports Complex. Parks staff manages, operates and maintains these facilities, while providing a variety of recreational opportunities, including sports leagues, exercise areas, room rentals, camps, classes, trainings and events.

Golf team oversees golf course operations and management, clubhouse management, facilitation of golf lessons, tournaments, outings, and leagues and merchandise sales at 15 courses. PGA Professionals are valuable assets at six main courses.

Any revenues generated from disc golf fees will be solely used for the maintenance, improvement, or promotion of disc golf courses.

Goals and objectives:

- Implement Parks Recreation Management Software and Point of Sale System (POS).
- Continue Mitchell Park Horticultural Conservatory long range planning and feasibility study.
- Update Boerner Botanical Gardens master plan.

- Expand concessions through broadened services and offerings at Traveling Beer Gardens, Brown Deer Park, South Shore Park, and Whitnall Park.
- Explore opportunities to increase recreation visitor use and maximize partner space.
- Investigate feasibility of trails concessions.
- Expand customer satisfaction survey program to provide feedback in all key business areas.
- Study the increased feasibility of special events in Parks.
- Continue to explore growth opportunities with partners to address universal access issues.

Strategic Implementation

Changes in staffing levels

- Position create of one (1) Unit Coordinator Concessions (9035)
    - This position will help maximize existing rental opportunities at concessions sites, including Whitnall Park Beer Garden, Brown Deer Clubhouse and South Shore Terrace Beer Garden.
- Position create of one unfunded (1) Park Maintenance Worker position for Wilson Recreation Center
    - This is one of three Park Maintenance Worker positions that were unfunded in 2017; this position will provide needed full-time staff to support the Wilson Recreation Center.

Summary information on significant budgetary items

- Expand concession operations and rental opportunities associated with key facilities, such as South Shore Terrace, Brown Deer Golf Clubhouse and Whitnall Park Beer Garden as well as increased concession commissions. Anticipated concessions revenue will increase by $500,000 with offsetting expenditures of $280,000 for additional staff and product costs for a net revenue increase of $220,000.
- Implement new Point of Sale and reservation systems which will allow greater functionality and ease of use by Parks staff and the public. While implementation of the new reservation and POS system is included in Parks capital budget request, Parks will incur a $15,000 increase in anticipated credit card processing fees, and $10,000 increase in costs associated with internet connectivity at revenue collection sites in the operating budget in 2018.
- Increase fees due to market rate comparisons and facility improvements in golf, aquatics, recreation (sports complex and community centers), public services (picnic rentals, shelters, dog exercise areas), marina, and horticulture for an anticipated increase in revenue of $283,000. In conjunction with the implementation of our reservation and POS system, fees for athletic fields will be restructured to provide for an a la carte approach for services – including field lining, dragging, and lights for evening play. This will allow for customer clarity and efficiency as public users of athletic fields will be able to directly reserve fields on-line.
- The following fee changes are included in the 2018 Parks Department budget:

Boerner Botanical Gardens	Unit of Measure	2017	2018	Rate
Boerner Gardens-Admission-Adult	18 & Older	5.50	6.50	day
Boerner Gardens-Admission-Senior Res	60 plus	4.50	5.00	day
Boerner Gardens-Admission-Disabled	Any Age	4.50	5.00	day
Boerner Gardens-Admission-Junior	Ages 6-17	3.50	4.50	day
Boerner Gardens-Admission-Student Rate with ID	Students 18 & older with school ID (College & High School)	4.50	5.00	day
Boerner Gardens-Admission-Group Adult	18 & Older	4.50	5.50	day
Boerner Gardens-Admission-Group Child	Ages 6-17	3.00	4.00	day
Boerner Garden House Rental	0-2 Hours	100.00	110.00	2 hour
Boerner Garden House Rental	2-6 Hours	200.00	240.00	6 hour
Boerner Special Event Fee	Each	450.00	500.00	event
Boerner Rental Site - Visitors Center Outside	Daily	1,500.00	2,000.00	day
Boerner Rental Site - Formal Gardens (M-TH)	Monday - Thursday	2,500.00	3,000.00	day
Boerner Rental Site - Formal Gardens (F-SUN)	Friday, Saturday, Sunday	3,500.00	4,000.00	day
Wehr Nature Center	**Unit of Measure**	**2017**	**2018**	**Rate**
Wehr Nature Center Parking - Auto	Daily	3.00	3.50	vehicle
Wehr Nature Center Parking - Auto	County Resident Season Pass	25.00	30.00	vehicle
Community Centers	**Unit of Measure**	**2017**	**2018**	**Rate**
Comm Center-Membership-Resident Adult	Annual - Resident	40.00	45.00	annual
Comm Center-Membership-Junior/Resident	Annual	25.00	30.00	annual

Comm Center-Membership-Child	Annual	15.00	20.00	annual
Comm Center-Membership-Family of 4	Annual	75.00	80.00	annual
Comm Center- Membership-Family-Additional Child age 13-17	Annual	11.00	12.00	annual
Comm Center- Membership-Family-Additl'Child age 12 & under	Annual	7.00	8.00	annual
Comm Center-Daily Pass-Resident	Daily	3.00	4.00	day
Dog Exercise Areas	**Unit of Measure**	**2017**	**2018**	**Rate**
Dog Exercise Area Fees - Additional Dog Annual Resident	Additional Dog	5.00	10.00	Per dog
Dog Exercise Area Fees - Additional Dog Annual Non-Resident	Additional Dog - Non Resident	10.00	15.00	Per dog
McKinley Marina	**Unit of Measure**	**2017**	**2018**	**Rate**
Marina-McKinley-Dry Sail	Daily	16.32	16.65	day
Marina-McKinley-Dry Sail/Launch	Summer season	568.00	579.36	season
Marina-McKinley-Dinghy Store/Launch	Season	296.00	301.92	season
Marina-McKinley-Trailer Storage	Summer	214.20	218.48	season
Marina-McKinley-Locker Rental	Season	51.00	52.02	season
Marina-McKinley-Boat Storage	Winter-Trailered in	397.80	405.76	winter
Marina-McKinley-Boat Storage	Winter-Trucked in	591.60	603.43	winter
Golf	**Unit of Measure**	**2017**	**2018**	**Rate**
Tournament Level - Brown Deer				
Golf - Weekdays- 18 hole Discount	18-Hole	40.00	41.00	round
Golf - Weekdays-18 hole Standard	18-Hole	74.00	79.00	round
Golf - Weekdays-18 hole Jr/Sr/Dis	18-Hole	30.00	32.00	round
Golf - Weekdays-9 hole Discount	9-Hole	23.00	25.00	round
Golf - Weekdays-9 hole Standard	9-Hole	40.00	42.00	round

Golf - Weekday 9 hole Jr/Sr/Dis	9-Hole	18.00	20.00	round
Golf - Weekends/Hol-18 hole Discount	18-Hole	45.00	46.00	round
Golf - Weekend/Hol- 18 hole Standard	18-Hole	74.00	79.00	round
Golf - Weekends/Hol-9 hole Discount	9-Hole	27.00	30.00	round
Golf - Weekends/Hol-9 hole Standard	9-Hole	40.00	42.00	round
Championship Level - Dretzka, Oakwood, Whitnall				
Golf - Weekdays-18 hole Discount	18-Hole	26.00	27.00	round
Golf - Weekdays- 18 hole Standard	18-Hole	34.00	39.00	round
Golf - Weekdays-18 hole Jr/Sr/Dis	18-Hole	20.00	20.00	round
Golf - Weekdays-9 hole Discount	9-Hole	16.00	17.00	round
Golf - Weekdays- 9 hole Standard	9-Hole	20.00	21.00	round
Golf - Weekdays- 9 hole Jr/Sr/Dis	9-Hole	14.00	15.00	round
Golf - Weekends - Hol- 18 hole Discount	18-Hole	30.00	32.00	round
Golf - Weekends/Hol- 18 hole Jr/Sr/Dis	18-Hole	30.00	32.00	round
Golf - Weekends/Hol-9 hole Discount	9-Hole	19.00	20.00	round
Golf - Weekends/Hol-9 hole Standard	9-Hole	24.00	25.00	round
Golf - Weekends/Hol- 9 hole Jr/Sr/Dis	9-Hole	19.00	20.00	round
Regulation Level - Currie, Greenfield, Grant, Lincoln (9)				

Golf - Weekdays- Standard	18-Hole	29.00	32.00	round
Golf - Weekdays-Standard	9-Hole	18.00	20.00	round
Golf - Weekdays-Jr/Sr/Dis	9-Hole	12.00	13.00	round
Golf - Weekends/Hol-Standard	18-Hole	30.00	32.00	round
Golf - Weekend/Hol- Standard	9-Hole	20.00	22.00	round
Golf - Lincoln - Daily Fee Standard	9-Hole	15.00	16.00	round
Golf - Lincoln - Daily Fee Discount Card	9-Hole	12.00	13.00	round
Golf - Lincoln - Daily Fee Jr/Sr Discount Card	9-Hole	10.00	11.00	round
Executive Level - Hansen, Warnimont				
Golf - Anytime-Jr/Sr/Dis	9-Hole	7.00	8.00	round
1 Year Discount/Reward Cards				
Golf - Resident Discount Card (& Non Resident Juniors)	1 Yr Discount Card	17.00	20.00	annual
Non-Resident (includes Brown Deer)	1 Yr Discount Card	50.00	20.00	annual
2 Year Discount/Reward Cards				
Golf - Resident Discount Card (& Non Resident Juniors)	2 Yr Discount Card	27.00	35.00	annual
Non-Resident (includes Brown Deer)	2 Yr Discount Card	75.00	35.00	annual
3 Year Discount/Reward Cards				
Golf - Resident Discount Card (& Non Resident Juniors)	3 Yr Discount Card	35.00	45.00	annual
Non-Resident (includes Brown Deer)	3 Yr Discount Card	95.00	45.00	annual

Lodge Rental	Unit of Measure	2017	2018	Rate
Lodge Rental Daytime (Ross Lodge only)	minimum of 4 hours ($65 x 4)	260.00	280.00	4 hour
Each Additional Hour (Ross Lodge only)	additional hours	65.00	70.00	hour

Picnic Permits	Unit of Measure	2017	2018	Rate
Picnic Permits - 1-50 Persons	Day	85.00	90.00	day
Charge per Additional 50 Persons	Day	85.00	90.00	day

Community Rooms	Unit of Measure	2017	2018	Rate
Rental - Dineen Community Room with outdoor patio	4 Hour Minimum	150.00	170.00	4 hour
Additional Hours	1 hour	25.00	30.00	1 hour
Rental - Center Street, Jackson Community Rooms	4 Hour Minimum	100.00	120.00	4 hour
Additional Hours	1 hour	25.00	30.00	1 hour

Clubhouse Rentals	Unit of Measure	2017	2018	Rate
Rental-Brown Deer Clubhouse or Dretzka Clubhouse M-F	4 Hr. min	260.00	280.00	4 hour
Rental-Brown Deer Clubhouse or Dretzka Clubhouse M-F	Additional Hr	65.00	70.00	hour
Rental-Brown Deer Clubhouse or Dretzka Clubhouse Sat/Sun/Hol	4 Hr. min	360.00	380.00	4 hour
Rental-Brown Deer Clubhouse or Dretzka Clubhouse Sat/Sun/Hol	Additional Hr	90.00	95.00	hour

Pavilion Rentals	Unit of Measure	2017	2018	Rate
Tier 1 = Cannon, Cooper, Jackson Dineen, Jacobus, Smith				
Rental-Pavilion Tier 1	Min 4 Hr	220.00	240.00	4 hour
Rental-Pavilion Tier 1 (additional hour)	Additional Hr	55.00	60.00	hour
Tier 2 = Dretza Chalet (summer only), McCarty, Mitchell, Wilson, Falk, Greenfield, Holler, Lincoln (upper or lower), Zablocki,				
Scout Lake, Ross Lodge, Brown Deer Boathouse, Sheridan, Lafollette Currie, Grant Clubhouses				
Rental-Pavilion Tier 2	Min 4 Hr	260.00	280.00	4 hour
Rental-Pavilion Tier 2 (additional hour)	Additional Hr	65.00	70.00	hour
Summer Rental - Brown Deer Boathouse + patio site for 60	4 hours, Includes adjacent picnic site	345.00	370.00	4 hour
Summer Rental - Dretzka Chalet + adjacent patio for 100	4 hours, Includes adjacent picnic site	345.00	370.00	4 hour
Summer Rental - Sheridan Pavilion + adjacent patio for 50	4 hours, Includes adjacent picnic site	345.00	370.00	4 hour
Summer Rental - Falk/Greenfield Pavilion + patio for 75	4 hours, Includes adjacent picnic site	345.00	370.00	4 hour
Summer Rental - Jacobus Pavilion + patio for 50	4 hours, Includes adjacent picnic site	300.00	330.00	4 hour
Rental-Humboldt Pavilion, Gordon Pavilion	Min. 4 hours	260.00	280.00	4 hour
Rental-Humboldt Pavilion, Gordon Pavilion	Additional Hr	65.00	70.00	hour
Rental-South Shore (Thursday, Friday-Sunday & Holidays)	Min 4 Hr	800.00	820.00	4 hour
Rental-South Shore (Thursday, Friday-Sunday & Holidays)	Additional Hr	200.00	205.00	hour

Rental-South Shore (Monday-Wednesday)	Min 4 Hr	400.00	420.00	4 hour
Rental-South Shore (Monday-Wednesday)	Additional Hr	100.00	105.00	hour

Sports Complex	Unit of Measure	2017	2018	Rate
Sports Complex - Facility Rental	Hour	320.00	325.00	hour
Sports Complex - Facility Rental Weekend	Day	3,500.00	3,600.00	day
Sports Complex - Facility Rental Weekday	Day	2,500.00	2,600.00	day
Sports Complex - Quadrant Adult 5pm & after	Hour	80.00	85.00	hour
Sports Complex - Quadrant Adult before 5pm	Hour	60.00	65.00	hour
Sports Complex - Quadrant Youth 5pm & after	Hour	60.00	65.00	hour
Sports Complex - Quadrant Youth before 5pm	Hour	40.00	45.00	hour
Sports Complex - Quadrant - Memorial Day to Labor Day	Hour	60.00	65.00	hour

Swimming/Aquatics	Unit of Measure	2017	2018	Rate
Swim-Indoor-Pool Rental	Hour	132.00	150.00	hour
Swim-Outdoor-Adult (12 years old +)	Session	3.00	4.00	session
Swim-Outdoor-Junior (3-11 years old)	Session	2.00	3.00	session
Swim-Outdoor-Evening	Session	2.00	3.00	session
Swim-Outdoor-Pool Rental (Holler, Hales Corners, Grobschmidt, Washington, Wilson, Jackson)	Hour	127.00	140.00	hour
Swim-Outdoor-Waterslide Pool Rental (McCarty, Sheridan)	Hour	145.00	160.00	hour
Swim-Outdoor-Cool Waters or Schultz Pool Rental	After Public Hours - 1 hour	422.50	435.00	hour
Swim Outdoor - Pass Admission to Cool Waters or Schultz	Season Pass + $5.00 per Session	4.50	5.00	session
Swim-Outdoor-Cool Waters or Schultz -Resident Adult (12 years old +)		7.25	7.75	session

Swim-Outdoor-Cool Waters or Schultz -Resident Junior (3-11 years old)/Sr (60+ years old)	Session	5.50	6.00	session
Swim-Outdoor-Cool Waters or Schultz - (Evening Swim)	Session	4.50	5.00	session
Swim-Outdoor-Cool Waters or Schultz-Resident Family	Season Pass	155.00	165.00	season
Swim-Outdoor-Cool Waters or Schultz-Resident (Add'l Family Member)	Season Pass	30.00	35.00	season

Team Sports Leagues		Unit of Measure	2017	2018	Rate
Team Sports-Permit Leagues	Softball Leagues	Hourly	17.00	N/A	hour
Team Sports-Permit Leagues	Baseball Leagues	Hourly	17.00	N/A	hour
Team Sports-Permit Leagues	Primary Baseball Leagues	Hourly	20.00	N/A	hour
Team Sports-Permit Leagues	Soccer/Field Sports Leagues	Hourly	17.00	N/A	hour
League Sanction Fee - Permit Leagues	Tier 6-12 Teams	Season	425.00	N/A	season
League Sanction Fee - Permit Leagues	Tier 13-18 Teams	Season	525.00	N/A	season
League Sanction Fee - Permit Leagues	Tier 19-24 Teams	Season	675.00	N/A	season
League Sanction Fee - Permit Leagues	Tier 25-30 Teams	Season	800.00	N/A	season
League Sanction Fee - Permit Leagues	Tier 31-36 Teams	Season	900.00	N/A	season
League Sanction Fee - Permit Leagues	Tier 37-42 Teams	Season	1,000.00	N/A	season
League Sanction Fee - Permit Leagues	Tier 43-Over Teams	Season	1,200.00	N/A	season
Athletic Field-Practice Adult Day		Practice Per Hour	12.00	N/A	hour
Athletic Field-Adult Night (Lighted) Practice		Practice Per Hour	30.00	N/A	hour
Athletic Field-Youth Day		Practice Per Hour	10.00	N/A	hour

Athletic Field-Youth Night (Lighted)		Practice Per Hour	30.00	N/A	hour
Field Lighting Fee-Permit Leagues	All fields with lights	Hourly rate	11.00	N/A	hour
Team Sports-Permit Home-Exib Games	All Sport Adult/Youth	Per Game (Standard Field)	70.00	N/A	game
Team Sports-Permit Home-Exib Games	All Sport A/Y w/lights	Per Game (Standard Field)	85.00	N/A	game
Team Sports- Permit Home-Exib Games	All Sport Adult/Youth	Per Game (Primary Field)	100.00	N/A	game
Team Sports- Permit Home-Exib Games	All Sport A/Y w/lights	Per Game (Primary Field)	115.00	N/A	game
Team Sports-Tournaments	Standard Facility	Standard Field/Date	210.00	N/A	date
Team Sports-Tournaments	Standard Facility	Standard Lighted Field/Date	235.00	N/A	date
Team Sports-Tournaments	Primary Facility	Standard Field/Date	235.00	N/A	date
Team Sports-Tournaments	Primary Facility	Standard Lighted Field/Date	250.00	N/A	date
Team Sports-Tournaments-Wilson	Weekday-Eve w/o Lights	Per Date	210.00	N/A	date
Team Sports-Tournaments-Wilson	Weekend/Hol w/o Lights	Per Date	255.00	N/A	date
Team Sports-Tournaments-Wilson	Lighting Fee	Per Date	30.00	N/A	date
Team Sports-Wilson Stadium Games Home-Exib Games	Adult/Youth	Game	70.00	N/A	game
Team Sports-Wilson Stadium Games Home-Exib Games	A/Y with lights	Game	85.00	N/A	game
Team Sports-Aaron Field Home-Exib Games			175.00	N/A	day
Softball Field Rental (Base Price)				20.00	hour

Baseball Field Rental (Base Price)				25.00	hour
Primary Softball Field Rental (Game Only)				40.00	hour
Primary Baseball Field Rental (Game Only)				50.00	hour
Aaron Field Rental (Game Only)				100.00	hour
Ball Field Dragging Fee				10.00	game
Ball Field Lining (Foul lines, Batter' Box, Pitching Circle)				10.00	game
Lights Usage				20.00	hour
Soccer/Multi-purpose Field Rental				30.00	hour
Soccer/Multi-purpose Field Lining (if field is not already lined)				125.00	date
Basketball/Volleyball Court Rental				20.00	hour
Cricket Pitch Rental				25.00	hour
Short Notice Permit (Less than 48 hours notice)				35.00	date
All Day Athletic Permit Fee				250.00	date

Parks Budgeted Positions				
Position Title	**2017 Adopted**	**2018 Adopted**	**Variance**	**Explanation**
Adm Asst	2.00	2.00	0.00	
AsstChiefofRec/BusinessOp	2.00	2.00	0.00	
AsstNaturalAreasCoordinator	1.00	1.00	0.00	
BotanicalGardensDir	1.00	1.00	0.00	
BudgetMgr-Parks	1.00	1.00	0.00	
Carpenter	3.00	3.00	0.00	
CarpenterSupv	1.00	1.00	0.00	
ChiefPlanningandDevelopment	1.00	1.00	0.00	
ClericalSpecParks	1.00	1.00	0.00	
ClubhouseConcessionsMgr	1.00	1.00	0.00	
CommCenterMgr	2.00	2.00	0.00	
CommCenterSupv	2.00	2.00	0.00	
ConstructionTechnician-Parks	1.00	1.00	0.00	
ContractServicesOfficer	1.00	1.00	0.00	
CoordinatorNaturalAreas	1.00	1.00	0.00	
CoordinatorTrails-	1.00	1.00	0.00	
DepRegionalOperationsMgr	4.00	4.00	0.00	
DirectorExternalAffairsParks	1.00	1.00	0.00	
DirectorOperationsFieldParks	1.00	1.00	0.00	
DirectorOperationsRecParks	1.00	1.00	0.00	
Electrical Mech	1.00	1.00	0.00	
Electrical Mech Dot	3.00	3.00	0.00	
Electrical Mech Supv	1.00	1.00	0.00	
ExecDirParksRecCulture	1.00	1.00	0.00	
Food Service Operator	0.00	1.00	1.00	Current Year Action
GolfAndRecreationTurfMgr	1.00	1.00	0.00	
GolfServicesMgr	1.00	1.00	0.00	
GolfSuperintendent-PGA	1.00	1.00	0.00	
Head Lifeguard	0.00	2.00	2.00	Current Year Action
HeatingEquipMech	1.00	1.00	0.00	

Position Title	2017 Adopted	2018 Adopted	Variance	Explanation
HeatingEquipMechSupv	1.00	1.00	0.00	
Horticultural-Director	1.00	1.00	0.00	
Horticultural-Supervisor	1.00	1.00	0.00	
Horticulturist1NM	10.00	10.00	0.00	
Horticulturist2InCharge	1.00	1.00	0.00	
Ironworker	1.00	1.00	0.00	
IronworkerSupervisor	1.00	1.00	0.00	
LandscapeArch3	3.00	3.00	0.00	
Landscape-ConstRegionSuper	2.00	2.00	0.00	
MaintenanceServicesCoord	1.00	1.00	0.00	
ManagerCommandMarketingU	1.00	1.00	0.00	
ManagerPlanningDevelopment-	1.00	1.00	0.00	
MarinaManager	1.00	1.00	0.00	
MarketCoordSponsorship	1.00	1.00	0.00	
MarketPublicRelationsCoord	1.00	1.00	0.00	
MechanicalServiceManager	1.00	1.00	0.00	
NatResourcesTechIC-Parks	5.00	5.00	0.00	
NaturalResSpecParks	1.00	1.00	0.00	
NaturalResTech-ParksNM	26.0	26.00	0.00	
Office Asst 1	1.00	3.00	2.00	Current Year Action
OfficeAsst3	5.00	5.00	0.00	
OfficerDevelopment	1.00	1.00	0.00	
Operating and Mtce Engnr	3.00	3.00	0.00	
OrganizedSportsCoordinator	1.00	1.00	0.00	
PainterBldgs	3.00	2.00	(1.00)	Current Year Action
PainterSupv	0.00	1.00	1.00	Current Year Action
Park Maint Wrkr 2 IC	45.00	45.00	0.00	
Park Maint Wrkr Asst	2.00	4.00	2.00	Current Year Action
Park Ranger (full-time)	0.00	1.00	1.00	Create
Park Unit Coord 1	7.00	8.00	1.00	Create
Park Unit Coord 1 Conc	3.00	2.00	(1.00)	Current Year Action

Position Title	2017 Adopted	2018 Adopted	Variance	Explanation
Park Unit Coord 1 Golf	3.00	2.00	(1.00)	Current Year Action
Park Unit Coord 2	8.00	8.00	0.00	
Park Unit Coord 2 Conc	1.00	2.00	1.00	Current Year Action
Park Unit Coord 2 Golf	4.00	5.00	1.00	Current Year Action
ParkArtistNM	1.00	1.00	0.00	
ParkNaturalist	3.00	3.00	0.00	
ParkNaturalistInterpEd	1.00	1.00	0.00	
ParkOperatsAnalyst2	5.00	5.00	0.00	
ParkRangerinCharge	2.00	2.00	0.00	
ParksMaintenanceWorkerNM	9.10	9.00	(0.10)	Abolish
Plumber	4.00	4.00	0.00	
PlumberSupv	1.00	1.00	0.00	
PublicServicesMgr	1.00	1.00	0.00	
Receptionist-	0.00	1.00	1.00	Current Year Action
Recreation-AquaticProgMgr	1.00	1.00	0.00	
SafetySecurityandTrainMgr	1.00	1.00	0.00	
Special Events Coord Hr	0.70	0.70	0.00	
SpecialistPOSParks-	1.00	1.00	0.00	
SrAssistantExecutive-	0.00	1.00	1.00	Current Year Action
Senior Exec Asst Parks NR	1.00	0.00	(1.00)	Current Year Action
Supervisor Aquatics-	1.00	1.00	0.00	
VolunteerCoordinator	1.00	1.00	0.00	
Aquatic Program Sup Sea	0.67	0.70	0.03	Current Year Action
Asst Headlifeguard Seas	8.30	5.29	(3.01)	Unfund
Food Serv Operator Seas	8.42	8.44	0.02	Fund
Head Lifeguard Seas	7.30	4.50	(2.80)	Unfund
Horticulturist 1 Seas	1.50	1.90	0.40	Fund
Lifeguard Seas	26.90	34.82	7.92	Fund
Office Asst 1 Seas	2.63	2.25	(0.38)	Unfund
Office Asst 3 Seas	1.00	0.75	(0.25)	Unfund
Park Intern Athletic Of	0.00	0.90	0.90	Fund
Park Maint Wkr 1 Seas	2.40	0.35	(2.05)	Unfund

Position Title	2017 Adopted	2018 Adopted	Variance	Explanation
Park Naturalist Interp Ed Hr	0.30	0.10	(0.20)	Unfund
Park Patrol Seasonal	5.00	3.11	(1.89)	Unfund
Park Worker 2 Seas	5.00	20.85	15.85	Fund
Park Worker 3 Seas	151.41	155.43	4.02	Unfund
Full Time Total	**217.11**	**229.00**	**11.89**	
Part Time Total	**221.52**	**240.09**	**18.57**	
Grand Total	**438.63**	**469.09**	**30.46**	

Unfunded Positions				
Position Title	**2017 Adopted**	**2018 Adopted**	**Variance**	**Explanation**
Restoration Ecologist	0.00	1.00	1.00	Create
Parks Maintenance Workers	0.00	3.00	3.00	Create
Total	**0.00**	**4.00**	**4.00**	

BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Variance
Expenditures					
Personnel Costs	$14,022,989	$12,497,641	$8,908,648	$7,910,189	($998,459)
Operation Costs	$8,699,215	$8,299,153	$9,443,234	$6,955,348	($2,487,886)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$422,184	$871,245	$1,000,530	$572,311	($428,219)
Interdept. Charges	$2,368,887	$2,097,586	$2,432,572	$587,070	($1,845,502)
Total Expenditures	$25,513,275	$23,765,626	$21,784,984	$16,024,918	($5,760,066)
Legacy Healthcare/Pension	*$2,842,212*	*$3,505,004*	*$3,303,498*	$0	($3,303,498)
Revenues					
Direct Revenue	$18,782,514	$17,879,903	$20,161,031	$16,853,982	($3,307,049)
Intergov Revenue	$0	$34,000	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	$18,782,514	$17,913,903	$20,161,031	$16,853,982	($3,307,049)
Tax Levy	$6,730,761	$5,851,723	$1,623,953	($829,064)	($2,453,017)
Effective Tax Levy*	($915,125)	$334,133	($788,099)	($1,416,134)	($628,035)
Personnel					
Full-Time Pos. (FTE)**	126.81	128.77	124.98	125.11	0.13
Seas/Hourly/Pool Pos.	125.66	124.36	125.91	75.41	(50.50)
Overtime $	$233,464	$247,001	$312,540	$270,324	($42,216)

**This Effective Tax Levy excludes interdepartmental charges and fringe benefit costs*
*** The 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2017 Budget, 2016 Actual, and 2015 Actual FTEs are restated to reflect this change. Program Area tables include these changes as well*

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 four sections that provide services in support of Wisconsin's largest zoo: Administration, Finance & Operations, Marketing and Communications, Maintenance & Facilities, and Animal Management & Health.

In order to address a structural budgetary deficit caused primarily by growing pension and retiree health care costs, as well as reductions in support from the State, the 2018 Budget includes a vacancy and turnover increase of approximately one percent for most County departments for an overall savings of $1,877,496. The increased vacancy and turnover for the Milwaukee County Zoo is $66,648. In order to ensure that vacancy and turnover savings are realized, all requests to fill positions shall be reviewed and approved by the Department of Administrative Services before the position may be filled.

An expenditure reduction of $118,473 is included in this department to avoid an increase of the countywide vehicle registration fee of $30. This expenditure reduction shall be managed by the department to achieve a commensurate tax levy savings by seeking efficiencies to minimize the impact on the delivery of programs and services.

Prior to enacting any direct service cuts, departments will work with the Department of Administrative Services – Performance, Strategy, and Budget to identify opportunities to re-organize, streamline, consolidate, eliminate, or otherwise reduce duplication and the cost of administrative expenditures within County government. The initiative shall include a review of prior internal and external audits, consulting reports, workgroup activities, and studies. In addition, the effort should include a critical reassessment of any expenditure of contract funds for non-core services.

Major Changes in FY 2018: The 2018 Budget helps position the Zoo to reach a financial sustainability ratio of 80% by 2020 by growing revenues and implementing operation efficiencies and/or cost savings while maintaining assets at an acceptable level.

- A dinosaur special exhibit is scheduled for 2018. Admission to the exhibit is $3 per person and will run from Memorial Day weekend through Labor Day.

- All Zoo admission rates increase $1.25 effective April 1, 2018 and is estimated to generate $454k in additional revenue, which includes an increase of $100k from the 50%/50% membership revenue split with the Zoological Society.

- The West Entrance will open with new programming and a new Otter Exhibit in spring of 2018.

- Adventure Africa will be completed by the end of the year for a grand opening in 2019. The 2018 Budget includes $5.4 million in capital funding to complete the construction of a new Adventure Africa exhibit. The exhibit will be completed at the end of 2018 with a total cost of $16.6 million. The Zoological Society will provide 50% or $8.3 million.

- The Association of Zoos and Aquariums Accreditation Inspection is scheduled for 2018. The Association of Zoos and Aquariums' (AZA) Accreditation Commission evaluates zoos or aquariums every five years to make sure zoos meet AZA's standards for animal management and care, including living environments, social groupings, health, and nutrition. They also make sure that animals are provided with enrichment and evaluate the veterinary program, involvement in conservation and research, education programs, safety policies and procedures, security, physical facilities, guest services, and the quality of the institution's staff.

- The budget reflects the change to start seasonal employees at a higher level in the Zoo Worker category, which began in the 2017 Budget.

- Budget includes full implementation of the partnership with Service Systems Associates for operations of concessions, catering and retail. Expenditures and revenues are adjusted to reflect the change in operations.

Strategic Program Area 1: Administration, Finance & Operations

Service Provision: Discretionary

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Zoo Attendance	1,379,004	1,329,361	1,309,500	1,325,000
General Admission Rev	$5,211,084	$4,777,565	$5,680,139	$6,079,358
Rides Revenue	$1,138,330	$1,229,553	$1,277,143	$1,368,592
Vendor Revenues	$776,821	$825,267	$887,670	$2,765,870
Society Membership Rev	$3,038,801	$3,073,446	$3,106,554	$3,206,554

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$11,056,849	$10,149,966	$10,463,136	$4,505,090	($5,958,046)
Revenues	$15,344,618	$14,672,877	$16,281,430	$13,265,190	($3,016,240)
Tax Levy	($4,287,769)	($4,522,911)	($5,818,294)	($8,760,100)	($2,941,806)
FTE Positions	104.03	103.80	99.65	43.21	(56.44)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Net Levy cost per Visitor	$4.88	$4.47	$3.20	NA*
Average visitor spending**	$13.62	$13.48	$15.40	NA*
AZA Accreditation Status	Accredited	Accredited	Accredited	Accredited
Zoo Sustainability Ratio	73.6%	75.1%	NA*	NA*
Guest Survey: Excellent or Very Good Food Service***	90%	78.8%	90%	90%
Guest Survey: Excellent or Very Good Service at Retail Outlets***	92%	89.6%	90%	90%
Guest Survey: Excellent or Very Good Service at Ride Locations***	92.6%	89.3%	90%	90%
Guest Survey: Excellent or Very Good Service at Gates/Admissions**	93.3%	89.4%	90%	90%

Information not available at time of 2018 budget request **Average visitor spending = total revenue/total attendance * Annual Exit Survey Results*

Strategic Overview: Administration, Finance and Operations Division provides effective leadership for all Zoo functions and responsibilities. Direct oversight 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, other general office services, management of major revenue sources, such as admissions, parking, miniature train ride, Zoomobile, and the carousel ride. Staff from this program area also oversee revenue generating contracts and leases with outside vendors.

Strategic Implementation: Seasonal hours are increased .42 FTE for a cost of $10,116 to provide better security for entering the Zoo prior to opening and closing to the public.

The Operations Division is eliminated and Visitor Services operations are moved under Finance and Administration, which is retitled to Administration, Finance and Operations Division.

The budget anticipates $474,000 in new parking rental fees.

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 Zoo is also authorized to enter into the following Professional Service Contracts in 2018. 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
$33,000	Pony Rides	Patch 22
$30,000	A la Carte Ticket Seller	Rick Wermager
$75,000	Guest Photos	Photogenic Inc.
$60,000	Tattoos, Face Painting, Caricatures	Personality Portraits

Strategic Program Area 2: Marketing and Communications

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Advertising Expenditures	$525,668	$530,766	$601,000	$601,000
Group Sales Revenue	$2,101,424	$1,914,066	$2,433,066	$2,109,284
# of Public Special Events	18	18	20	22
Social Media Followers	N/A	86,862	110,000	115,000
# of Sponsorships	32	31	30	30

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$2,816,338	$2,650,824	$2,803,833	$2,739,882	($63,951)
Revenues	$3,392,450	$3,184,572	$3,818,385	$3,483,453	($334,932)
Tax Levy	($576,112)	($533,748)	($1,014,552)	($743,571)	$270,981
FTE Positions	20.19	19.97	21.68	19.95	(1.73)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Guest experience survey: Extremely or Very Satisfied*	98%	99.3%	90%	90%
Guest educational value survey Extremely or Very Educational*	95.7%	97%	90%	90%
Attendance at Public Special Events	289,467	308,861	302,142	302,170
Attendance for Special Exhibit	260,078	136,047	74,791	262,000
Sponsorship Revenue	$359,165	$515,182	$364,000	$373,000

* Annual Exit Survey Results

Strategic Overview: The Marketing and Communications Division facilitates Zoo programs and materials that promote and market the Zoo. Through advertising, public and media relations, social media marketing, promotional activities, sponsorship, public special events, private event rentals and special exhibits and programs, the full and seasonal staff in this area seek to increase public use, enjoyment and awareness of the Zoo, which ultimately generates revenue and attendance.

Strategic Implementation: One part-time position of Social Media Specialist is created to directly engage with guests, build brand presence and ultimately increase guest visits and spending. Another purpose for the social media position is to educate the public on animal conservation messages and sustainability. Based on research, people follow businesses on social media for the following: 71% for promotions and discounts, 66% on the latest product information and 56% for customer service. The research also shows that people use social media in the buying process by: 61% reply on social media reviews, 68% look to Facebook first and 56% look to Pinterest first. The Zoo will track metrics to measure the effectiveness of this position with the possibility of a future request to make this position full-time. The cost of this position totals $21,742, which is completely offset with an equal amount of vacancy and turnover for a zero net tax levy impact.

Strategic Program Area 3: Maintenance & Facilities

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Number of Work Orders Completed	1,825	1,950	2,500	2,500
Dollars Spent on Asset Maintenance	$520,555	$890,197	$1,079,765	$797,235
Number of Energy Savings Projects	N/A	7	7	8

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$4,184,811	$4,529,638	$3,788,712	$3,903,112	$114,400
Revenues	$4,167	$10,746	$0	$0	$0
Tax Levy	$4,180,644	$4,518,892	$3,788,712	$3,903,112	$114,400
FTE Positions	59.79	52.84	53.84	59.58	5.74

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Guest Survey: Excellent or Very Good Cleanliness*	95.3%	96.7%	90%	90%
Work Orders completed in a timely manner	93%	90%	90%	90%
Energy Usage Reduction	N/A	Natural Gas 7.9% Electricity (1.8)% Water 3.8%	5%	5%

* Annual Exit Survey Results
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 Overview: 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.

Strategic Implementation:
In 2016, the Zoo completed a Clean Energy Plan with the following energy usage goals:

- Electricity: Reduce consumption by 20% from baseline by 2020
- Natural Gas: Reduce consumption by 20% from baseline by 2020
- Water Use: Reduce total water consumption by 30% from baseline by 2020
- Fleet Vehicles: Reduce transportation fuel consumption by 50% from baseline by 2020
- Renewable Energy: Increase energy from renewable sources by 20% by 2020.

In order to reach these goals, the Zoo is creating one position of Systems Control Coordinator at a cost of $55,546. This position will manage the Zoo's compliance programs for storm water, waste generations, and utility usage and administer the County's new Cityworks GIS based work order system for the Zoo. A major role this position will have is in monitoring the Zoo's Metasys program which controls the temperatures in the Zoo's buildings. Savings are projected in utility expenditures to completely offset the cost of this position.

Strategic Program Area 4: Animal Management & Health

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
# of Species in collection	374	402	435	435
# of Specimens in collection	3,342	3,156	3,200	3,200
Value of staff time on conservation messages*	$35,051	$31,650	$35,000	$40,000
Dollars towards conservation/research*	$593,722	$664,861	$653,550	$491,330

*Combined Zoo and Society

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$7,455,277	$6,435,199	$4,729,302	$4,876,834	$147,532
Revenues	$41,279	$45,709	$61,216	$105,339	$44,123
Tax Levy	$7,413,997	$6,389,490	$4,668,086	$4,771,495	$103,409
FTE Positions	75.46	76.52	75.72	77.77	2.06

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Participation in AZA Species Survival Plans	Yes	Yes	Yes	Yes
Reduce the number of exhibits that appear empty with no reason	10.1%	10.2%	10.5%	10.5%
Percentage of budget towards conservation and research	2.33%	2.79%	3%	3%

Strategic Overview: 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 evaluating and approving requests from local, regional, national and international scientists seeking to conduct behavioral, cognitive or physiological research with the animal collection.

Strategic Implementation: One position of Zookeeper is created effective June 1, 2018 to support the new elephant and hoofstock exhibits at a cost of $23,769. The new elephant exhibit is one of the premiere animal exhibits at the Zoo and features indoor quarters, holding facilities and several acres of exhibits that will allow for the maintenance and exhibit of up to four African bull elephants in conjunction with other African plains animals. The new exhibit areas are substantially larger and will require additional staff to provide the required care for the animals. The new exhibit will allow for daily animal public training sessions, which will enhance animal welfare and husbandry along with providing enrichment and enhancing the guests' experience. The position is needed to comply with AZA Elephant Care standards.

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
$873,118	$873,118	$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
$84,690	$84,690	$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
$114,000	$114,000	$0

Zoo Budgeted Positions				
Position Title	**2017 Adopted**	**2018 Adopted**	**Variance**	**Explanation**
Accountant	1.00	1.00	0.00	
Admission and Trans Supervisor	1.00	1.00	0.00	
Animal Division Coordinator	1.00	1.00	0.00	
Assist Concessions Coordinator	1.00	0.00	(1.00)	Abolish
Assist Group Sales Coordinator	1.00	1.00	0.00	
Assistant Accounting	1.00	0.00	(1.00)	Abolish
Assistant Accounting Cash	1.00	1.00	0.00	
Assistant Special Events	1.00	1.00	0.00	
Associate Accountant	1.00	1.00	0.00	
Audiovisual Coordinator Zoo	1.00	1.00	0.00	
Clerical Assistant 1 NR	1.00	1.00	0.00	
Clerical Specialist Zoo	0.75	0.75	0.00	
Concession & Merch Coordinator	1.00	0.00	(1.00)	Abolish
CoordConservResearch Sustain	0.00	1.00	1.00	Current Year Action
Coordinator Marketing Spec Events	1.00	1.00	0.00	
Coordinator Admin Services	1.00	1.00	0.00	
Coordinator Elephant Care	1.00	1.00	0.00	
Curator of Birds	1.00	1.00	0.00	
Curator of Large Mammals	1.00	1.00	0.00	
Curator of Prim Sm Mammals	1.00	1.00	0.00	
Curator Reptiles & Aquarium	1.00	1.00	0.00	
Custodial Worker 2	6.00	6.00	0.00	
Custodial Worker Assist Supervisor	2.00	2.00	0.00	
Deputy Chief Admin Officer Zoo	1.00	1.00	0.00	
Director Animal Mgmt & Health	1.00	1.00	0.00	
Director Grounds and Maintenance	1.00	1.00	0.00	
Electrical Mech Permits	1.00	1.00	0.00	
Ex Zoo Director	1.00	1.00	0.00	
Executive Assistant Zoo	1.00	1.00	0.00	
Exhibits Registrar	1.00	1.00	0.00	

Zoo Budgeted Positions				
Position Title	**2017 Adopted**	**2018 Adopted**	**Variance**	**Explanation**
Facilities Supervisor	1.00	1.00	0.00	
Forestry Worker Zoo	1.00	1.00	0.00	
Group Sales Coordinator	1.00	1.00	0.00	
Group Sales Specialist	1.00	1.00	0.00	
Guest Services Supervisor	1.00	1.00	0.00	
Heating & Vent Mech 2	1.00	1.00	0.00	
Heritage Farm Attendant	3.00	3.00	0.00	
Heritage Farm Supervisor	1.00	1.00	0.00	
Horticulturist	2.00	2.00	0.00	
Locomotive Engineer Zoo	2.00	2.00	0.00	
Mach Operator Engineer Welder	1.00	1.00	0.00	
Maintenance Manager	0.00	1.00	1.00	Current Year Action
Manager Accounting	1.00	1.00	0.00	
Manager Business Operations	1.00	1.00	0.00	
Manager Grounds Maintenance	1.00	1.00	0.00	
Merchandise Sales Coordinator	1.00	0.00	(1.00)	Abolish
Mgr. Contractor & Compliance	1.00	1.00	0.00	
Office Support Assistant 1	1.00	1.00	0.00	
Plumber Permits	1.00	1.00	0.00	
Program Audience Evaluation Spec	1.00	1.00	0.00	
Public Affairs Services Director	1.00	1.00	0.00	
Public Relations Coordinator	1.00	1.00	0.00	
Secretarial Assistant	0.75	0.75	0.00	
Security Coordinator	0.00	0.00	0.00	
Senior Staff Veterinarian	1.00	1.00	0.00	
Social Media Specialist	0.00	0.50	0.50	Create
Special Programs Coordinator	1.00	1.00	0.00	
Specialist Office Services	1.00	1.00	0.00	
Sr Accounting Cash Assistant	1.00	1.00	0.00	
Staff Veterinarian	1.00	1.00	0.00	
Steamfitter Temp Control	1.00	1.00	0.00	

Zoo Budgeted Positions				
Position Title	**2017 Adopted**	**2018 Adopted**	**Variance**	**Explanation**
Stores Clerk 3	1.00	0.00	(1.00)	Abolish
Supervisor Maintenance	1.00	0.00	(1.00)	Current Year Action
Systems Control Coordinator	0.00	1.00	1.00	Create
Veterinary Tech	3.00	2.00	(1.00)	Current Year Action
Veterinary Tech Lead	0.00	1.00	1.00	Current Year Action
Zoo Area Supervisor	11.00	11.00	0.00	
Zoo Maintenance Worker	2.00	2.00	0.00	
Zoo Vehicle Mach Operator	5.00	5.00	0.00	
Zookeeper	41.00	41.58	0.58	Create (Eff 6/1/18)
Heritage Farm Attendant Seas	4.61	4.61	0.00	
Zoo Worker 1 Seas	52.67	0.00	(52.67)	Unfund
Zoo Worker 2 Seas	21.23	34.93	(13.70)	Unfund
Zoo Worker 3 Seas	16.31	20.02	3.29	Fund
Zoo Worker 4 Seas	23.34	10.10	(13.24)	Unfund
Zoo Worker 5 Seas	2.17	2.38	0.21	
Zoo Worker 6 Seas	5.58	3.37	(2.21)	Unfund
Full Time Total	**130.50**	**128.58**	**(1.92)**	
Part-Time Total	**125.91**	**75.41**	**(50.50)**	
Grand Total	**256.41**	**203.99**	**(52.42)**	

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BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Variance
Expenditures					
Personnel Costs	$60,285	$69,071	$47,390	$43,823	($3,567)
Operation Costs	$239,611	$215,006	$237,262	$462,011	$224,749
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$168,680	$232,391	$238,196	$0	($238,196)
Total Expenditures	**$468,576**	**$516,468**	**$522,848**	**$505,834**	**($17,014)**
Legacy healthcare/Pension	*$17,386*	*$18,728*	*$19,595*	*$0*	*($19,595)*
Revenues					
Direct Revenue	$106,947	$104,124	$110,000	$110,000	$0
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$106,947**	**$104,124**	**$110,000**	**$110,000**	**$0**
Tax Levy	**$361,629**	**$412,344**	**$412,848**	**$395,834**	**($17,014)**
Effective Tax Levy*	**$165,025**	**$161,225**	**$174,652**	**$395,834**	**$221,182**
Personnel					
Full-Time Pos. (FTE)**	0.75	0.75	0.75	0.75	0.00
Seas/Hourly/Pool Pos.	0.00	0.00	0.00	0.00	0.00
Overtime $	$0	$0	$0	$0	$0

** This Effective Tax Levy excludes interdepartmental charges and fringe benefit costs.*
*** The 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2017 Budget, 2016 Actual, and 2015 Actual FTEs are restated to reflect this change. Program Area tables include these changes as well.*

Department Mission: Milwaukee County – UW 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 mission and services respond to four of the County's mission areas.

Department Description: UW Extension (UWEX) is made up of five program areas including Administration, 4-H Youth Development, Community Natural Resources and Economic Development (CNRED), Family Living & Horticulture and Urban Agriculture. Milwaukee County UW-Extension also works closely with the Milwaukee County Parks Department at Wehr Nature Center & Boerner Botanical Gardens, the Department on Aging, House of Corrections and Office for People with Disabilities.

1. **Administration** is responsible for managing a team of educators and support staff in: program development and impact assessment. Director handles personnel matters, finances, and ensures technology support; The Director works collaboratively with various other 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 financial literacy, food safety and nutrition education. The USDA supported FoodWIse Program is a program under this umbrella program.
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.

Major Changes in FY 2018:

- UW Extension is seeking an additional $16,750 in the contract with Milwaukee County to continue to provide the same level of services to County residents.
- UW Extension is reorganizing as a result of a decrease in State funds to the UW System by the State Legislature in 2015.
- UW-Extension offices will move to a new location. Milwaukee County Facilities Management is relocating County and non-County tenants from the County Grounds. A new location should be identified in 2017 with an intent to have the office relocated before 2018 which should reduce the tax levy assigned to this department.

An expenditure reduction of $3,848 is included in this department to avoid an increase of the countywide vehicle registration fee of $30. This expenditure reduction shall be managed by the department to achieve a commensurate tax levy savings by seeking efficiencies to minimize the impact on the delivery of programs and services.

Prior to enacting any direct service cuts, departments will work with the Department of Administrative Services – Performance, Strategy, and Budget to identify opportunities to re-organize, streamline, consolidate, eliminate, or otherwise reduce duplication and the cost of administrative expenditures within County government. The initiative shall include a review of prior internal and external audits, consulting reports, workgroup activities, and studies. In addition, the effort should include a critical reassessment of any expenditure of contract funds for non-core services.

What We Do: Activity Data

Activity	2015 Actual	2016 Actual	2017 Budget	2018 Budget
Urban Agriculture Education Classes Attendance	N/A	30	40	40
Urban Apiary Program Attendance	N/A	0	38	50
Urban Apiary Technical Assistance	N/A	30	40	40
4-HSySTEMatics Attendance	N/A	185	190	190
Tech Wizard Program Attendance	N/A	20	20	20
Number of residents using garden plots	N/A	487	495	500
Nutrition, cooking & gardening events held at SEED locations	N/A	12	15	16
Number of community partners utilizing garden sites	N/A	10	12	16
Youth Agriculture Entrepreneurship Attendance	N/A	379	325	100*
Number of Volunteers Trained	N/A	300	313	313
Hours of Volunteer Service	N/A	15,805	16,780	16,780
Hours of Volunteer Continuing Education Attended	N/A	5,293	5,293	5,293
Number of Youth Gardens maintained by Master Gardeners	N/A	11	18	18
Volunteer Hours at Boerner Botanical Gardens	N/A	2,561	2,560	2,560
Master Gardener (Hort) supported horticulture sites	N/A	100	100	100
Master Gardener (Hort) Public Education Presentations	N/A	40	40	40

Horticulture Helpline & Diagnostic Services	N/A	576	600	650
FoodWIse (Nutrition Ed.) direct teaching contacts	N/A	6,000	6,941	7,635
FoodWIse (Nutrition Ed.) community partners	N/A	32	42	50
Collaboration with County Departments	N/A	5	5	5
Strategic Planning Facilitation Support to County Gov't Depts. - # of stakeholders	N/A	1,176	22	0
Community Development/Engagement Projects	N/A	147	200	250
Financial Literacy Training & TA Attendance	N/A	0	45	50

*1 of the 2 youth entrepreneur programs will not continue after 2017.

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$468,576	$516,468	$522,848	$505,834	($17,014)
Revenues	$106,947	$104,124	$110,000	$110,000	$0
Tax Levy	$361,629	$412,344	$412,848	$395,834	($17,014)
FTE Positions	0.75	0.75	0.75	0.75	0.00

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
A minimum of 75% of garden plots leased	N/A	75%	80%	80%
Percent increase of residents using garden plots	N/A	487	495	1%
Percent increase in apiary education classes & TA	N/A	30	78	12%
Percent increase Horticulture Helpline & Diagnostic Services	N/A	567	600	10%
Percent Increase of nutrition, cooking & gardening events held at SEED locations	N/A	12	15	15%
Percent Increase of community partners utilizing garden sites	N/A	10	12	13%
Percent of Master Gardeners who are Milw. County residents	N/A	50%	50%	50%
Percent increase in the number of FoodWIse (Nutrition Ed) direct teaching contacts	N/A	6000	6,941	10%
Percent increase in community partners for FoodWIse	N/A	32	42	12%
Percent increase in Financial Literacy Training & TA	N/A	0	45	11%
Community Development/Engagement Projects	N/A	147	200	8%

Milwaukee County UW Extension (UWEX) will continue to leverage local, state, federal and private sector funds that match the county's support by approximately 3:1.

UW Extension Budgeted Positions				
Position Title	**2017 Adopted**	**2018 Budget**	**Variance**	**Explanation**
Sr. Assistant Executive	0.75	0.75	0.00	
Full Time Total	0.75	0.75	0.00	
Part Time Total	0.00	0.00	0.00	
Grand Total	**0.75**	**0.75**	**0.00**	

BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Variance
Expenditures					
Personnel Costs	$0	$0	$0	$0	$0
Operation Costs	$7,089,667	$6,992,337	$7,133,688	$7,083,688	($50,000)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$0	$0	$0	$0	$0
Total Expenditures	**$7,089,667**	**$6,992,337**	**$7,133,688**	**$7,083,688**	**($50,000)**
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	**$7,089,667**	**$6,992,337**	**$7,133,688**	**$7,083,688**	**($50,000)**

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

Prior to enacting any direct service cuts, departments will work with the Department of Administrative Services – Performance, Strategy, and Budget to identify opportunities to re-organize, streamline, consolidate, eliminate, or otherwise reduce duplication and the cost of administrative expenditures within County government. The initiative shall include a review of prior internal and external audits, consulting reports, workgroup activities, and studies. In addition, the effort should include a critical reassessment of any expenditure of contract funds for non-core services.

Strategic Program Area 1: Fund for the Arts

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Item	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Number of Agencies receiving Community/Cultural Events CAMPAC Funding	4	3	4	4
Number of Agencies receiving Matching Grants CAMPAC Funding	36	33	36	35

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2017/2018 Var**
Expenditures	$317,742	$422,225	$407,825	$407,825	$0
Revenues	$0	$0	$0	$0	$0
Tax Levy	$317,742	$422,225	$407,825	$407,825	$0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Sales tax revenue - Tax revenue generated by funded arts groups	$662,000	$655,313	$650,000	$650,000
FTE Arts Group staff (Full Time Employees)	325	354	350	350

Strategic Overview: 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.

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

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.

COMMUNITY CULTURAL EVENTS
Programming for underserved populations supports arts organizations whose programming is targeted to serve minority and underserved communities.

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

Strategic Program Area 2: Historical Society

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Attendance-Public (General)	7,500	11,646	13,000	14,000
Attendance-Public (Programming)	5,200	3,800	3,200	5,000
Attendance-Other	5,300	5,760	6,000*	2,000*
Research Requests	4,111	4,320	4,922	5,100

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$306,167	$244,605	$258,105	$258,105	$0
Revenues	$0	$0	$0	$0	$0
Tax Levy	$306,167	$244,605	$258,105	$258,105	$0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Annual % Increase in Patron Usage of MCHS Resource Material	16% est	5%	14%	4%
Annual % Increase in Overall Attendance (for all MCHS Operated Facilities)	18%est	17%	6%*	-7%*

***Due to construction on outside cornice, attendance is expected to be impacted in 2018 (and some of 2017)**

Strategic Overview: The Milwaukee County Historical Center will undergo a major capital improvement project beginning in 2017 and ending in 2018. Due to this, it is not fully known what impact this will have on use of the Center building in 2017/2018. Their goal is to minimize impact, however, the scenario presented is with some expectations of visitation being impacted.

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 6 full-time employees, 3 part-time employees, 1 contract employee, and over 20 interns and 30 volunteers make their services possible. This team operates and administers five facilities located in 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).

An additional $50,616 is included in an allocated contingency account within Org. Unit 1940-1945- Appropriation for Contingencies. These funds may be accessed if the Administration is unable to find additional resources for the Milwaukee County Historical Society to meet its statutorily mandated obligations. The Corporation Counsel is leading efforts to ensure Milwaukee County meets record retention requirements in the most efficient manner possible.

Strategic Program Area 3: Federated Library System

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**
Library Materials Circulated	6,858,369	6,782,798	7,000,000	6,750,000
Registered Cardholders	614,666	585,524	650,000	375,000
Digital Materials Circulated	327,711	442,708	500,000	550,000
Items Delivered	1,054,073	1,047,040	1,050,000	1,075,000
MCFLS and CountyCat Website Page Views	17,851,466	15,702,437	18,000,000	16,000,000

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 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 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Registered Cardholders Users as a Percent of Population.	64.3%	61.7%	68.6%	39.6%

Strategic Overview: 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.

Strategic Implementation: Several changes are introduced in the annual MCFLS budget request this year:

- Previously MCFLS reported measurements of activity in Library Visits and Program Attendees. Both measurements more accurately gauge the activity of the MCFLS member libraries. Very little in these measurements reflect actual MCFLS activity. This year, “Digital Materials Circulated” and “Items Delivered” are added. MCFLS plays a key role in the circulation of digital materials, through partnerships purchasing, promoting and marketing the services, and providing staff and public training. In 2016 MCFLS greatly increased circulation of both its Zinio magazine collection (up 51.5%) and Overdrive E-book and E-audiobook collection (up 32.6%).

- In 2017, MCFLS has added “hoopla,” a new service providing downloadable digital movies, music, comics, audiobooks and books. Growth in streaming and downloadable media content continues in the County.
- MCFLS is also directly responsible for delivering items from one library to another—the number shown represents the number of items checked out at a library belonging to another library, all of which have been moved by the delivery service. Items are delivered five days a week and have a 24 hour turnaround. This service is paid for directly out of MCFLS operating funds and is provided as part of the statutory system requirements to member libraries.
- Additionally, the Performance Measure of registered cardholders as a percent of population shows a sharp drop. In 2017 the Department of Public Instruction confirmed that cardholders should not be counted on the System’s annual report if they have been inactive for three or more years. The lower percentage and lower number both accurately reflect the current percentage of active cardholders in order to better line up the budget request with the annual report.
- Gale Courses, a strategic initiative introduced in 2016, has been quite successful. Gale Courses is funded by a partnership between MCFLS and the 15 member libraries and offers free, online, instructor-led courses in over 300 topics offered monthly. In the first year more than 3000 people registered for courses and spent more than 1.2 million minutes online working in the courses.
- After a ten percent cut in 2012, State funding for library systems has been flat. Other sources of revenue for MCFLS include Federal Library Services and Technology Act (LSTA) grants, interest, and County funding. MCFLS relies on its partnership with member libraries to provide new and valuable services for the citizens of Milwaukee County.

Strategic Program Area 4: Marcus Center

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2016 Actual**	**2017 Target**	**2018 Budget**
Attendance-Public (Programming)*	457,937	450,000	460,000
Attendance-Private (Events/Rental)*	33,906	33,000	35,000
Attendance-Other*	51,127	44,000	54,000
Number of Events Annually	2,315	1,650	1650
Number of Days Activity in Facility	345	340	340
Number of Performance Weeks-All Theaters by Tenant Groups**	108	75	75
All Theaters by Non-Tenant Groups	24	20	20
Free Events for Children	42	40	40
Children Outreach Events	37	35	35
Free Family, Adults, Community Events	37	30	30

*Total attendance for 2017 Budget is 527,000 and 2018 Budget is 549,000.
**Includes MCPA Broadway & other MCPA Productions

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$1,088,000	$950,000	$900,000	$850,000	($50,000)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$1,088,000	$950,000	$900,000	$850,000	($50,000)

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**
% of Attendees from Milwaukee	37%	39%	40%	40%
% of Attendees from outside Milwaukee County	63%	61%	60%	60%
% of Customer Satisfaction	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%.

Strategic Overview: 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, Black Arts MKE, 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.

Strategic Implementation: In March of 2016, Milwaukee County and the Marcus Center finalized a contribution agreement outlining the operating and capital support through 2025. The 2018 tax levy contribution has been requested at the reduced level of $850,000.

The Marcus Center's Board of Directors has approved a change in fiscal year end from December 31 to June 30 beginning July 1, 2017. The Center will audit its January 1 – June 30, 2017 financial statements. The following audit will be for the July 1, 2017 – June 30, 2018 fiscal year.

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 Actual**	**2017 Target**	**2018 Target**
Attendance-Museum*	269,763	303,617	290,000	270,000
Attendance-Theater/Planetarium*	135,080	172,016	147,300	171,500
Attendance-Exhibitions*	29,223	73,343	75,000	75,000

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 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 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Annual Attendance Over/(Under) the 400,000 Base Level*	34,066	148,976	112,300	116,500
Unrestricted Endowments Assets Over/(Under) the $2,000,000 Base Level*	198,741	65,248	50,000	50,000
Generate Positive Unrestricted Operating Earnings*[1]	$777,817	$851,975	$500,000	$500,000

*The Performance Measures identified are partially based on conditions that must be met by MPM as outlined in the LMA.

Strategic Overview: 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.

Strategic Implementation:
The budgeted funds provided through the 10 year Lease and Management Agreement provide needed operational support to run the museum on behalf of the County and to provide access to schools, families and the community in a variety of ways. Increasing cost of benefits and building needs make this support even more critical with each passing year. Although a restructuring of MPM operations was necessary in FY 2017, MPM intends to continue serving over

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

500,000 visitors during each fiscal year and to provide services and educational opportunities to a diverse constituency. Milwaukee schools will also continue to receive free admission to MPM during the months of September through November.

Background on funding agreement: In 2013, the County and the Milwaukee Public Museum, Inc. (MPM) entered into a new Lease and Management Agreement (LMA). The new LMA commits the County to the following Operating and Capital budget funding levels:

1. Annual County Operating contributions:[2]
    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.

2. Capital funding contributions up to $4,000,000 during the calendar years 2014-2017.

MPM provides detailed quarterly reports of financial status and museum programmatic updates throughout the fiscal year to the Milwaukee County Parks and Finance/Audit committees.

[2] The LMA (executed in 2013) states that MPM must achieve several operating and financial goals. If the goals are not achieved, the County may reduce its annual operating contribution by $250,000 for the subsequent year. Additionally, if MPM receives at least $5,000,000 in cash or donor commitments for capital projects by December 31, 2017, the annual operating contributions will remain at $3,500,000 for calendar years 2018-2022.

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 Actual**	**2017 Target**	**2018 Target**
Attendance-Public (General)	7,737	7,610	8,500	8,500
Attendance-Public (Programming)	5,741	7,051	6,000	7,000
Attendance-Private (Events/Rental)	10,163	13,882	13,000	13,500
Attendance-Other	1,345	2,211	1,500	1,500

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$225,108	$222,857	$225,108	$225,108	$0
Revenues	$0	$0	$0	$0	$0
Tax Levy	$225,108	$222,857	$225,108	$225,108	$0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Level of customer satisfaction with the facility	3.0	4.0	5.0	5.0

Department Mission: The Charles Allis and Villa Terrace Art Museums contribute to the quality of life of Milwaukee County residents and visitors by creating opportunities to experience history, culture, and the arts.

Department Description: The museums contribute to Milwaukee County's quality of life by offering vibrant exhibitions, collaborative educational programs, performances, and other events. Programming includes six new art exhibitions each year that feature local and regional artistic production and promote such work in a way larger institutions cannot. The museums also offer concerts, films, family art-making workshops, lectures, tours and special events. We partner with Rufus King International Baccalaureate Arts Program throughout the year, culminating in a student art show at the Charles Allis Art Museum. The museums continue to work with county-wide public grade-school art programs each fall. The facilities are available for rent by civic, cultural, veterans, educational, business and private groups. Both museums are on the National Registry of Historic Places.

The museums honor the gifts to the community 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 Milwaukee as a city of industry and entrepreneurship.

Major Changes in FY 2018:
Through the first half of 2017, earned income from the new rental and beverage service programs is below 2016 levels, which was the first full year for these earned-income streams. With not quite two years of revenue data for these business lines, the 2018 budget reflects caution as CAVT assess long-term earned income trajectory.

CAVT Museums, Inc. continues to make progress in keeping costs in line while increasing revenues. Last year marked the first full year of revenue from the new beverage-service program. CAVT exceeded forecasts for this business line by $90,000. Rentals of the museums, which is currently the largest source of revenue, also came in $20,000 above forecast in 2016. While earned income increased, expenses were also added, both to operate these business lines and to better fulfill the CAVT mission to the public. Increases in 2016 funded the addition of two full-time positions with benefits: one beverage manager position moved from part-time to full-time and one full-time curator was hired to oversee the museums' collections, exhibitions, and outreach to the community. The addition of the curator was necessary as CAVT struggled to operate with only one full-time curatorial assistant in 2016. This was not a sustainable approach to maintaining service levels. The CAVT has increased customer satisfaction already in 2017 through our exhibitions and programming as measured through event surveys and feedback from members, renters, artists and the public. The CAVT has also started new collaborations with Rufus King's International Baccalaureate Arts Program, UWM's Arts Eco Program, and the Chipstone Foundation.

One area that has affected revenue is a change to the music policy to address neighbors' concerns over noise. The CAVT has succeeded in working through this issue and, in the fall of 2017, will evaluate the impact of these changes. Given the revenue forecast for 2017, the CAVT is unable to hire a part-time facilities manager. Additional unfunded positions include development and operations managers. There are no staffing changes are budgeted for 2018 (note: CAVT staff are not Milwaukee County employees).

Lastly, deferred maintenance and capital needs impact both museums. The CAVT has expended operating funds to address some of the urgent needs which have included: critical tuck-pointing at Villa Terrace's fountains and terraces; cosmetic work to hide the effects of major leaks at both museums on walls and ceilings; and upgrades to air conditioning units at both museums. Delayed work on the Charles Allis façade and roofing repairs has necessitated ongoing interior repairs while negatively impacting visitor experience. Some capital issues have become potential safety hazards. While the County plans to begin some work on the Charles Allis façade and roof in 2018, major leaks will continue to damage carpeting in the main lobby (which will require replacement). The CAVT staff have indicated the 2018 budget forecast will not allow for any additional capital spending from its operating funds in 2018.

Strategic Program Area 7: War Memorial Center

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Item	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**
Attendance-Public (General)	15,150	18,750	15,000	16,500
Attendance-Public (Veterans/Military)	8,190	8,411	10,000	8,000
Attendance-Private (Events/Rental)	109,123	114,473	110,000	100,500
Attendance-Education	261	457	1,600	1,000

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 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 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**
# of Events Veterans/Military	181	168	150	146
# of Events Private	705	705	650	600
# of Events Education	16	13	24	24
% of Events from Milwaukee County	N/A	97%	85%	85%
% of Events from outside Milwaukee County	N/A	3%	15%	15%

Strategic Overview: Pursuant to Section 45.058 of the Wisconsin Statutes and in accordance with agreements between Milwaukee County War Memorial, Inc. and the County of Milwaukee (County), Milwaukee County War Memorial, Inc. (WMC) presently operates the War Memorial Center (Center) jointly with the Milwaukee Art Museum, Inc. (MAM). The Center is situated at the south end of Lincoln Memorial Drive overlooking Lake Michigan and is directly adjacent to County parkland.

The Center stands as a memorial to those who have given their lives for our collective freedom. “Honor the Dead Serve 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, 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.

Strategic Implementation: In 2013, the County entered into separate Development and Lease & Management Agreements (Agreements) with the WMC and the MAM. The Agreements provide for the following:

County Operating and Capital funding levels:

1. Annual County Operating contributions:
    a. $486,000 annually to the WMC for calendar years 2014-2023
    b. $1,110,000 annually to the MAM for calendar years 2014-2023

In accordance with the Agreements, the 2018 tax levy contribution for operating support is $486,000.

Strategic Program Area 8: Milwaukee Art Museum

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Activity	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
Attendance-Public (General)	237,865	290,529	300,000	267,900
Attendance-Public (Programming)	28,229	51,254	61,600	57,720
Attendance-Private (Events/Rental)	24,477	37,659	28,000	28,000

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$1,100,000	$1,100,000	$1,290,000	$1,290,000	$0
Revenues	$0	$0	$0	$0	$0
Tax Levy	$1,100,000	$1,100,000	$1,290,000	$1,290,000	$0

How Well We Do It: Performance Measures				
Performance Measure	**2015 Actual**	**2016 Actual**	**2017 Target**	**2018 Target**
# of Milwaukee County Visitors	87,620	206,172	203,000	200,000
Number of non- Milwaukee County Visitors	258,380	173,270	186,600	185,000
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	4.1 out of 5	4.0 out of 5	4.0 out of 5

*Data per visitor surveys

Strategic Overview: 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. Art is a vital, life-enriching celebration of humankind's creative history; through it, stories and events from times past and present are told, explored, and challenged. Art ignites imaginations. It makes us feel; it makes us think. Art sows the seeds of creativity, feeds the hunger for beauty and meaning, and connects us with others in ways nothing else can. Exhibitions planned for next year include: The Modern Line, Coming Away: Winslow Homer and England, Frank Lloyd Wright: Buildings for the Prairie, Jaime Hayon's Technicolor World, Anthony Hernadez and The Open Road

Strategic Implementation: In accordance with the Agreements, the 2018 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.

Debt Service Function

Agency Budget Narratives

- Debt Service

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BUDGET SUMMARY

Category	2015 Actual	2016 Actual*	2017 Budget	2018 Budget	2018/2017 Variance
Expenditures					
Personnel Costs	$0	$0	$0	$0	$0
Operation Costs	$0	$0	$0	$0	$0
Debt & Depreciation	$105,638,442	$119,914,478	$91,056,268	$87,976,814	($3,079,454)
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	($44,720,905)	($45,020,938)	($39,652,102)	($39,444,426)	$207,676
Total Expenditures	**$60,917,536**	**$74,893,540**	**$51,404,166**	**$48,532,388**	**($2,871,778)**
Revenues					
Direct Revenue	$26,710,541	$35,294,343	$15,857,190	$16,232,669	$375,479
Intergov Revenue	$1,801,806	$1,790,392	$1,930,538	$1,628,126	($302,412)
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$28,512,347**	**$37,084,735**	**$17,787,728**	**$17,860,795**	**$73,067**
Tax Levy**	**$32,405,189**	**$37,808,805**	**$33,616,438**	**$30,671,593**	**($2,944,845)**
Personnel					
Full-Time Pos. (FTE)	0.00	0.00	0.00	0.00	0.00
Seas/Hourly/Pool Pos.	0.00	0.00	0.00	0.00	0.00
Overtime $	$0	$0	$0	$0	$0

* 2016 actual excludes balance sheet entries to record principal retired for proprietary fund departments. This adjustment is intended to allow 2016 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.

Summary of Bonds and Notes Outstanding

Type of Issue	True Interest Rate	Date of Bond Issue	Final Maturity Date	Bonds or Notes Outstanding 12/31/17	2018 Requirements Principal	2018 Requirements Interest
C	5.04	08/01/09	10/01/24	22,085,000	2,725,000	1,108,753
C	4.87	11/15/09	08/01/24	24,155,000	2,190,000	1,195,231
N	2.55	11/15/09	08/01/19	2,000,000	1,000,000	67,500
C	4.60	05/01/10	10/01/25	17,155,000	2,020,000	803,530
N	2.37	05/01/10	10/01/18	1,715,000	1,715,000	51,450
C	4.79	12/21/10	10/01/26	29,895,000	2,510,000	1,461,358
N	2.82	12/21/10	10/01/20	4,320,000	495,000	152,700
R	1.73	03/15/11	10/01/18	1,610,000	1,610,000	80,500
R	1.00	12/03/12	12/01/20	10,145,000	4,070,000	405,800
C	2.43	08/14/13	09/01/23	16,725,000	2,790,000	501,750
C	2.60	11/06/14	12/01/29	31,380,000	2,615,000	879,294
C	2.50	11/12/15	10/01/30	28,890,000	1,385,000	743,700
N	1.27	11/12/15	10/01/19	1,800,000	900,000	36,000
Q	2.34	11/12/15	10/01/25	3,880,000	490,000	85,170
R	1.25	11/12/15	10/01/21	9,535,000	2,455,000	261,500
C	2.36	11/10/16	09/01/31	25,505,000	1,825,000	601,100
N	1.36	11/10/16	09/01/20	5,595,000	1,865,000	111,900
R	1.53	11/10/16	12/01/22	13,485,000	2,810,000	347,900
M	1.52	11/10/16	09/01/21	2,440,000	610,000	48,800
Q	2.42	11/10/16	10/01/26	6,405,000	715,000	117,300
C	1.89	11/08/17	09/01/27	20,755,000	2,080,000	358,956
R	1.48	11/08/17	11/08/17	15,075,000	2,560,000	455,451
N	TBD	TBD	TBD	6,580,000	1,645,000	214,216
M	TBD	TBD	TBD	4,185,000	1,395,000	139,500
Non-Pension Obligation Debt Projected Outstanding Balance as of December 31, 2017 and Associated Debt Service				**$305,315,000**	**$44,475,000**	**$10,229,358**

Pension Obligation Notes

Taxable GO Notes	6.84	12/01/09	12/01/33	120,803,212	4,731,001	8,087,502
Taxable GO Notes	3.28	03/15/13	12/31/30	118,525,000	5,160,000	3,770,559
Taxable GO Notes	2.76	06/27/13	12/01/23	62,115,000	9,640,000	1,833,394
Pension Obligation Note Balance as of December 31, 2017 and associated Debt Service				**$301,443,212**	**$19,531,001**	**$13,691,455**
Total 2018 Debt Service						**$87,926,814**

**The 2018 Requirements in the table above for the 2017 Notes (C&D) 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

DEBT SERVICE EXPENSES (8021 and 8022)

The 2018 Budget includes a decrease of $732,956 in principal payments associated with general obligation debt from $64,738,957 to $64,006,001. The Budget also includes a decrease of $2,356,498 of interest expenses from $26,277,311 to $23,920,813. The net change to overall debt service principal and interest expenses is a decrease of $3,089,454 from $91,016,268 to $87,926,814.

The Budget also includes an assumption related to a prepayment on the outstanding 2016 US Bank Loan. In July 2016, the County received a taxable bank loan to finance the County's responsibilities under the 2003 Standby Reimbursement Agreement. Milwaukee County entered into a Credit Assistance Agreement with Midwest and Skyway Airlines in October 2003 (County Board Resolution 03-265 (a) (a)). The Credit Assistance Agreement required Milwaukee County to be the guarantor of letters of credit issued by US Bank, for the account of Midwest and Skyway. The letters of credit guaranteed payment on two industrial revenue development bonds (IDRBs) issued by the City of Milwaukee for Midwest and Skyway to build hangars. In February 2016, Republic Airlines (Midwest/Skyway) filed for Chapter 11 reorganization. In September 2016, the County received $3,993,549.76 from the sale of the former Skyway Airlines hangar and used the proceeds to make a prepayment on the outstanding amount of the 2016 US Bank Loan. The County is in the process of selling the former Midwest Hangar before the end of 2017 and anticipates that the proceeds will be sufficient to pay off the balance of the 2016 US Bank Loan.

DEBT ISSUANCE EXPENSE (8026)

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 2018, the amount of levy requested for these expenses increases by $10,000 to $50,000.

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 2018 debt service costs for the pension obligation notes issued in 2009 and 2013 is $33,222,456.

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)

The 2018 contribution from the Reserve for County Bonds is $6,554,710, which is a decrease of $195,290 compared to the 2017 Adopted Budget.

County Fleet Debt Service Abatement

The 2018 principal costs for the debt issued for vehicles and equipment in 2009-2017 is $3,791,825. To accurately reflect all fleet-related costs, this amount is budgeted in the Org. 5300 – Fleet Management Division and cross charged 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.

The Internal Revenue Service (IRS) issued guidance regarding the sequestration reduction for reimbursements between October 1, 2016 and September 30, 2017. The sequestration rate during this period is 6.9%.

For 2018, $1,628,126 is anticipated to be received from the IRS as reimbursement for $4,775,997 of 2018 interest expenses relating to Build America Bonds, Recovery Zone Bonds, and Qualified Energy Conservation Bonds. The 2018 estimate includes a reduction of 6.9% as a result of the continuing impact of Sequestration.

Jail Assessment Surcharge (1315)

Jail Assessment Surcharge revenue of $987,000 is projected to be used to pay 2018 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 an increase of $75,000 from $912,000 to $987,000 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 2018 is projected to be $8,500,000.

Year	Budget	Actual	Surplus (Deficit)
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	$7,534,046	$334,046
2017*	$8,000,000	$8,500,000	$500,000
2018	$8,500,000		

**2017 Actual is estimated as Froedtert is currently auditing its year-end financials. Froedtert staff anticipated final figures to be released in early October, 2017.*

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. Presently, the allocation for the County is 17.8 percent and the combined percentage for the remaining PGM's is 82.2 percent. Therefore, 82.2 percent of the debt service costs for the roadway improvements will be paid by the remaining PGMs. The budgeted amount for 2018 is $190,959.

INTEREST ALLOCATION (9880)

Org. No.	Capitalized and Operating Interest Expense for Proprietary Fund Departments	2018 Amount
1160	DAS-Information Management Services Division	$ 258,835
5041	DOT-Airport Divison	0
5300	Fleet Management Division (Vehicle Initiative-Principal)	3,791,825
5300	Fleet Management Division (Vehicle Interest)	390,998
5500	DAS - Utility	161,959
5605	Milwaukee County Transit/Paratransit Services	1,265,386
5725	DAS - Facilities Management Division	352,967
	Sub-Total	$ 6,221,970
1950	Taxable Pension Obligation Notes	$ 33,222,456
	Total Estimated 2018 Debt Service Abatement	$ 39,444,426

Non-Departmental Revenue Function

Agency Budget Narratives

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

- Property Taxes

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BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Variance
Revenues					
1901 Unclaimed Money	$1,250,000	$0	$1,250,000	$0	($1,250,000)
1933 Land Sales	$0	$0	$1,000,000	$0	($1,000,000)
1937 Potawatomi Allocation	$3,922,304	$4,086,243	$4,184,628	$4,184,628	$0
1993 State Shared Taxes	$31,274,464	$31,282,380	$31,229,789	$31,259,289	$29,500
1994 State Exempt Computer Aid	$4,194,716	$4,485,818	$4,922,176	$5,008,256	$86,080
1995 Milwaukee Bucks Sports Arena	$0	($4,000,000)	($4,000,000)	($4,000,000)	$0
1996 County Sales Tax Revenue*	$70,949,426	$73,008,568	$74,468,703	$75,726,406	$1,257,703
1998 Surplus from Prior Years	$5,000,000	$5,000,000	$5,000,000	$5,000,000	$0
1999 Other Misc. Revenue	$1,092,795	$1,872,645	$906,516	$100,000	($806,516)
Total Revenue	**$117,683,703**	**$115,735,654**	**$118,961,812**	**$117,278,579**	**($1,683,233)**

*The figures stated above are presented as gross sales tax collections for clarity. Org 1996 contains net sales tax collections in the Operating Budget $70,881,788 after allocations to capital improvements of $4,844,618

Department Mission: 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.

Prior to enacting any direct service cuts, departments will work with the Department of Administrative Services – Performance, Strategy, and Budget to identify opportunities to re-organize, streamline, consolidate, eliminate, or otherwise reduce duplication and the cost of administrative expenditures within County government. The initiative shall include a review of prior internal and external audits, consulting reports, workgroup activities, and studies. In addition, the effort should include a critical reassessment of any expenditure of contract funds for non-core services.

Budgted 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 2018 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 in accordance with established policies on one-time revenues and Chapter 6 of the Milwaukee County Code of Ordinances as amended through File # 17-204.

Potawatomi Revenues: Represents payments, based on Class III Net Win during the period July 1, 2017 to June 30, 2018 by the Potawatomi Bingo Casino per contract. The amount is net of allocations to operating departments (see below). The 2017 net win payment was $4,169,411. Based on actual receipts, the Class III Net Win for 2018 is budgeted at the 2017 level of $4,184,628.

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 2018. 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	2016 Actual	2017 Budget	2018 Budget
Base Payment	$ 47,026,480	$ 47,023,962	$ 47,023,962	$ 47,023,962
Utility Payment	4,065,202	4,240,985	4,307,127	4,336,604
Subtotal State Shared Taxes	$ 51,091,682	$ 51,264,947	$ 51,331,089	$ 51,360,566
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	$ 31,259,266

State Exempt Computer Aid: Represents State payments to compensate for the exemption of computers from property tax rolls, per 1997 Wisconsin Act 237. The formula for determining the county share of State Exempt Computer Aid was discontinued in the 2017-19 Wisconsin State Budget and replaced with a flat increase of 1.47% in 2018 and a percentage equal to the inflation rate thereafter. Revenue from State Exempt Computer Aid is budgeted at $5,008,256 for 2018.

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 Milwaukee. 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.

County Sales Tax Revenue: 2018 sales tax collections are projected to increase slightly from the 2017 Adopted Budget. The net sales tax budgeted in Org 1996 is the gross sales tax collections of $75,726,406, less an allocation for capital improvements. An allocation of $30,671,593 is provided for 2018 debt service, resulting in the remainder of sales tax revenues for general fund purposes.

STATISTICAL SUPPORTING DATA	2015 Actual	2016 Actual	2017 Budget	2018 Budget
Gross Sales Tax Collections	$ 72,213,155	$ 70,198,473	$ 75,795,118	$ 77,075,222
State Administrative Fee	(1,263,730)	(1,300,407) #	(1,326,415)	(1,348,816)
County Sales Tax Collections	**$ 70,949,425**	**$ 66,307,500**	**$ 74,468,703**	**$ 75,726,406**
Less Sales Tax Allocated to Capital Improvements	$ (9,326,269)	$ (9,326,269)	$ (6,843,500)	$ (4,844,618)
County Net Sales Tax Collections	$ 61,623,156	$ 56,981,231	$ 67,625,203	$ 70,881,788
Less Allocations to Debt Service	(33,957,244)	(33,957,244)	(33,616,438)	(30,671,593)
Available for General Fund	$ 27,665,912	$ 23,023,987	$ 34,008,765	$ 40,210,195

Surplus (Deficit) from Prior Year: Represents the County's 2016 surplus of $5,000,000 applied to the County's 2018 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 $83,000 related to the closure of TIF districts #17, #18, #27 & #28 in Milwaukee is budgeted in 2018. 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.

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BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Variance
Revenues					
1991 Property Tax Levy	$281,568,504	$286,247,084	$291,077,828	$292,828,329	$1,750,501
Total Revenue	**$281,568,504**	**$286,247,084**	**$291,077,828**	**$292,828,329**	**$1,750,501**

Statistical Supporting Data			
General County	**2017 Budget**	**2018 Budget**	**2018/2017 Variance**
Expenditures	$1,106,275,726	$1,148,961,486	$42,685,760
Revenues	$815,197,898	$856,133,156	$40,935,259
Bond Issues	$41,147,918	$39,642,309	($1,505,609)
General County Property Tax Levy	**$291,077,828**	**$292,828,329**	**$1,750,501**

Summary of 2018 Tax Levy

Dept. No.	Department Description	2018 Budget Expenditures	Revenues	Tax Levy	Type Fund*
Legislative and Executive					
1000	County Board	$ 1,155,522	$ -	$ 1,155,522	GEN
1011	County Executive-General Office	$ 571,298	$ -	$ 571,298	GEN
1020	County Executive-Intergov Relations	$ 221,870	$ -	$ 221,870	GEN
1021	County Exec-Veteran's Services	$ 197,023	$ -	$ 197,023	GEN
	Total Legislative and Executive	$ 2,145,713	$ -	$ 2,145,713	
Staff Agencies					
1090	Office on African American Affairs	$ 629,694	$ -	$ 629,694	GEN
1120	Personnel Review Board	$ 278,478	$ -	$ 278,478	GEN
1130	Corporation Counsel	$ 1,042,430	$ 175,000	$ 867,430	GEN
1140	Human Resources	$ 5,407,515	$ 1,588,117	$ 3,819,398	GEN
1151	Department of Administrative Services	$ 66,592,485	$ 19,020,163	$ 47,572,322	**
	Total Staff Agencies	$ 73,950,602	$ 20,783,280	$ 53,167,322	
County-Wide Non-Departmental Revenues					
1901	Unclaimed Money	$ -	$ -	$ -	GEN
1933	Land Sales	$ -	$ -	$ -	GEN
1937	Potawatomi Revenue	$ -	$ 4,184,628	$ (4,184,628)	GEN
1993	State Shared Taxes	$ -	$ 31,259,289	$ (31,259,289)	GEN
1994	State Exempt Cmptr Aid	$ -	$ 5,008,256	$ (5,008,256)	GEN
1995	Milwaukee Bucks Sports Arena	$ -	$ (4,000,000)	$ 4,000,000	
1996	Cnty Sales Tax Revenue	$ -	$ 70,881,788	$ (70,881,788)	GEN
1998	Surplus from Prior Year	$ -	$ 5,000,000	$ (5,000,000)	GEN
1999	Other Misc Revenue	$ -	$ 100,000	$ (100,000)	GEN
	Total Non-Departmental Revenues	$ -	$ 112,433,961	$ (112,433,961)	
County-Wide Non-Departmentals					
1913	Civil Air Patrol	$ 11,000	$ -	$ 11,000	GEN
1921	Human Resources/Payroll Sys	$ 1,968,000	$ -	$ 1,968,000	GEN
1930	Internal Service Abatement	$ (232,668,857)	$ (232,668,857)	$ -	GEN
1935	Charges to Other County Units	$ (6,095,572)	$ -	$ (6,095,572)	GEN
1945	Appropriation for Contingencies	$ 7,424,732	$ -	$ 7,424,732	GEN
1950	Employee Fringe Benefits	$ 348,030,100	$ 223,697,885	$ 124,332,215	GEN
1951	Centralized Active Fringe	$ -	$ -	$ -	GEN

Dept. No.	Department Description	Expenditures	Revenues	Tax Levy	Type Fund*
1961	Litigation Reserve	$ 526,899	$ -	$ 526,899	GEN
1971	Centralized Crosscharges	$ 2,353,031	$ 10,863,553	$ (8,510,522)	GEN
1972	Wage and Benefit Modification	$ 1,751,600	$ -	$ 1,751,600	GEN
1975	Law Enforcement Grants	$ 501,288	$ -	$ 501,288	GEN
1985	Capital/Depreciation Contra	$ 1,628,926	$ 5,466,600	$ (3,837,674)	GEN
1987	Debt Issue Expense	$ -	$ -	$ -	GEN
	Total County-Wide Non-Dept	$ 125,431,147	$ 7,359,181	$ 118,071,966	
Courts and Judiciary					
2000	Combined Court Related Services	$ 26,604,312	$ 11,510,428	$ 15,093,884	GEN
2430	Department of Child Support	$ 19,808,252	$ 17,710,979	$ 2,097,273	GEN
2900	Courts-Pre Trial Services	$ 4,930,953	$ 380,981	$ 4,549,972	GEN
	Total Courts and Judiciary	$ 51,343,517	$ 29,602,388	$ 21,741,129	
General Government					
3010	Election Commission	$ 630,728	$ 75,750	$ 554,978	GEN
3090	County Treasurer	$ 959,201	$ 6,160,028	$ (5,200,827)	GEN
3270	County Clerk	$ 839,111	$ 584,016	$ 255,095	GEN
3400	Register of Deeds	$ 1,622,313	$ 4,595,326	$ (2,973,013)	GEN
3700	Comptroller	$ 4,219,090	$ 318,431	$ 3,900,659	GEN
	Total General Government	$ 8,270,443	$ 11,733,551	$ (3,463,108)	
Public Safety					
4000	Sheriff	$ 43,726,800	$ 10,906,800	$ 32,820,000	GEN
4300	House of Correction	$ 44,924,377	$ 7,715,315	$ 37,209,062	GEN
4500	District Attorney	$ 11,303,688	$ 5,463,853	$ 5,839,835	GEN
4800	Emergency Management	$ 7,207,714	$ 1,237,918	$ 5,969,796	GEN
4900	Medical Examiner	$ 3,966,804	$ 2,615,243	$ 1,351,561	GEN
	Total Public Safety	$ 111,129,383	$ 27,939,129	$ 83,190,254	
Public Works					
5040	DOT-Airport	$ 88,301,186	$ 88,301,186	$ (0)	ENTER
5100	DOT-Highway Maintenance	$ 22,769,088	$ 22,843,896	$ (74,808)	GEN
5300	DOT-Fleet Maintenance	$ 11,309,193	$ 12,342,169	$ (1,032,976)	GEN
5600	Transit/Paratransit	$ 120,731,836	$ 110,802,270	$ 9,929,566	ENTER
5800	DOT-Director's Office	$ 283,099	$ 290,000	$ (6,901)	GEN
	Total Public Works	$ 243,394,402	$ 234,579,521	$ 8,814,881	

Dept. No.	Department Description	Expenditures	Revenues	Tax Levy	Type Fund*
Health and Human Services					
6300	DHHS-Behavioral Health Division	$ 213,540,340	$ 154,903,524	$ 58,636,816	GEN
7900	Department on Aging	$ 18,810,377	$ 16,959,349	$ 1,851,028	GEN
7990	Department of Family Care	$ -	$ -	$ -	GEN
8000	Dept of Health & Human Services	$ 100,629,518	$ 89,608,569	$ 11,020,949	GEN
	Total Health and Human Services	$ 332,980,235	$ 261,471,442	$ 71,508,793	
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	$ 850,000	$ -	$ 850,000	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	$ 34,674,715	$ 22,179,026	$ 12,495,685	GEN
9500	Zoological Department	$ 16,024,98	$ 16,853,982	$ (829,064)	GEN
9700	Museum	$ 3,500,000	$ -	$ 3,500,000	GEN
9910	University Extension	$ 505,834	$ 110,000	$ 395,834	GEN
	Total Parks, Recreation and Culture	$ 58,289,155	$ 39,143,008	$ 19,146,147	
Debt Service					
9960	General County Debt Service	$ 48,532,388	$ 17,860,795	$ 30,671,593	DEBT
	Total Debt Service	$ 48,532,388	$ 17,860,795	$ 30,671,593	
Capital Projects					
1200-1876	Capital Improvements	$ 92,405,093	$ 92,155,093	$ 250,000	CAP
	Total Capital Projects	$ 92,405,093	$ 92,155,093	$ 250,000	
Expendable Trust Funds					
601	Office for Disabilities Trust Fund	$ -	$ -	$ -	TF
0701-0702	BHD Trust Funds	$ 17,600	$ -	$ -	TF
0319-0329	Zoo Trust Funds	$ 1,071,808	$ 1,071,808	$ -	TF
	Total Expendable Trust Funds	$ 1,089,408	$ 1,071,808	$ 17,600	
	Total County	**$ 1,148,961,486**	**$ 856,133,157**	**$ 292,828,329**	

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
- Centralized Crosscharges

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BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Variance
Expenditures					
Direct Fringe Benefits	$180,271,520	$212,822,868	$200,404,632	$221,069,718	$20,665,086
Operation Costs	$2,558,054	$1,571,632	$2,622,000	$1,841,000	($781,000)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Centralized Fringe Costs	$0	$0	$73,716,069	$124,332,215	$50,616,146
Interdept. Charges	($70,688,363)	$2,157,134	$654,243	$787,167	$132,924
Total Expenditures	**$112,141,210**	**$216,551,635**	**$277,396,944**	**$348,030,100**	**$70,633,156**
Revenues					
Direct Revenue	$18,003,151	$24,679,954	$23,418,524	$22,273,671	($1,144,853)
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$95,113,054	$176,165,541	$180,262,351	$201,424,214	$21,161,863
Total Revenues	**$113,116,206**	**$200,845,495**	**$203,680,875**	**$223,697,885**	**$20,017,010**
Tax Levy	**($974,995)**	**$15,706,140**	**$73,716,069**	**$124,332,215**	**$50,616,146**

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 revenue generating 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

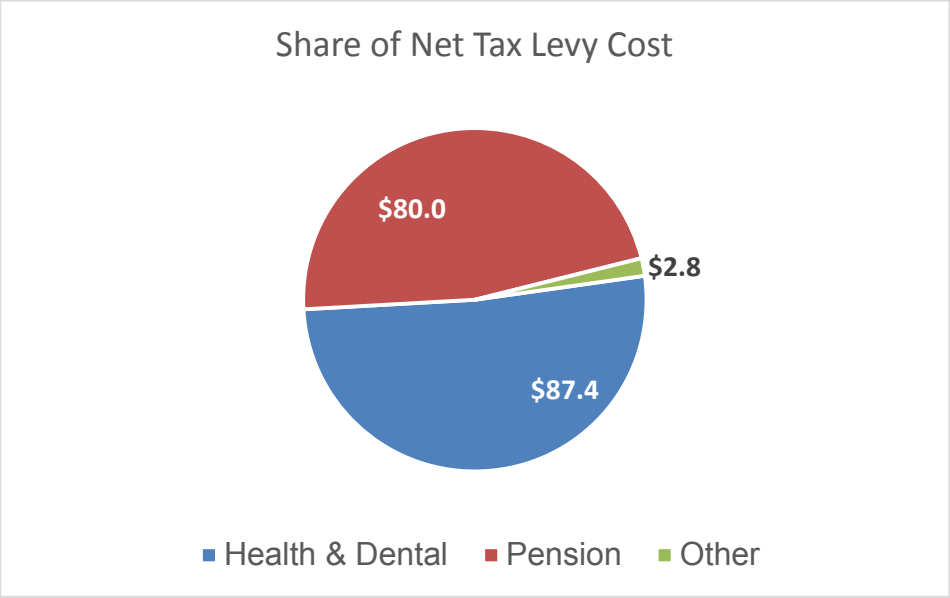
2017-2018 Fringe Benefit Budget Comparisons

ITEM	2017 BUDGET	2018 BUDGET	2017-2018 Change
Gross Health & Dental Costs	$98,821,983	$112,662,343	$13,840,360
	+	+	
Gross Pension Costs	$100,821,334	$106,783,456	$5,962,122
	+	+	
Gross Costs - Other Benefits	$4,095,735	$4,252,086	$156,351
	=	=	
TOTAL Gross Benefit Costs	**$203,739,052**	**$223,697,885**	$19,958,833
	-	-	
Less Employee & Retiree Premiums	($8,995,712)	($9,247,688)	($251,976)
	-	-	
Less Employee & State Contributions	($13,255,039)	($12,130,162)	$1,124,877
	-	-	
Less Other Benefit Revenues	($1,167,773)	($895,821)	$271,952
	=	=	
TOTAL Net Benefit Costs - Allocated to Departments	**$180,320,528**	**$201,424,214**	**$21,103,686**
	-	-	
Estimated Revenue Offset at 14.5%	($27,949,681)	($29,206,511)	($1,256,829)
	=	=	
Approximate Direct Tax Levy Cost, Employee & Retiree Fringe Benefits:	**$152,370,846**	**$172,217,703**	**$18,846,857**

The table above shows that the 2018 budget includes $223.7 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 $22.2 million of this total. The remainder, $201.4 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 $172.2 million in 2018, represents tax levy. Countywide, approximately 14.5 percent of fringe benefit costs that are allocated out are reimbursed by outside revenue sources.

In 2018, only departments and portions of departments with substantial outside revenue reimbursement are directly charged for fringe benefit costs. The fringe benefit rate for 2018 Budget development were $14,267 per benefit eligible FTE for active health care and 14.34% of salary for active pension. In early 2018, the Office of the Comptroller will update these rates for departmental use during the year.

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 $87.4 million or 51.3 percent of the total. Pension benefits represent approximately $80.0 million or 48.6 percent, and other benefits such as life insurance and the employee bus pass program require $3.3 million in levy or 1.6 percent of the total.



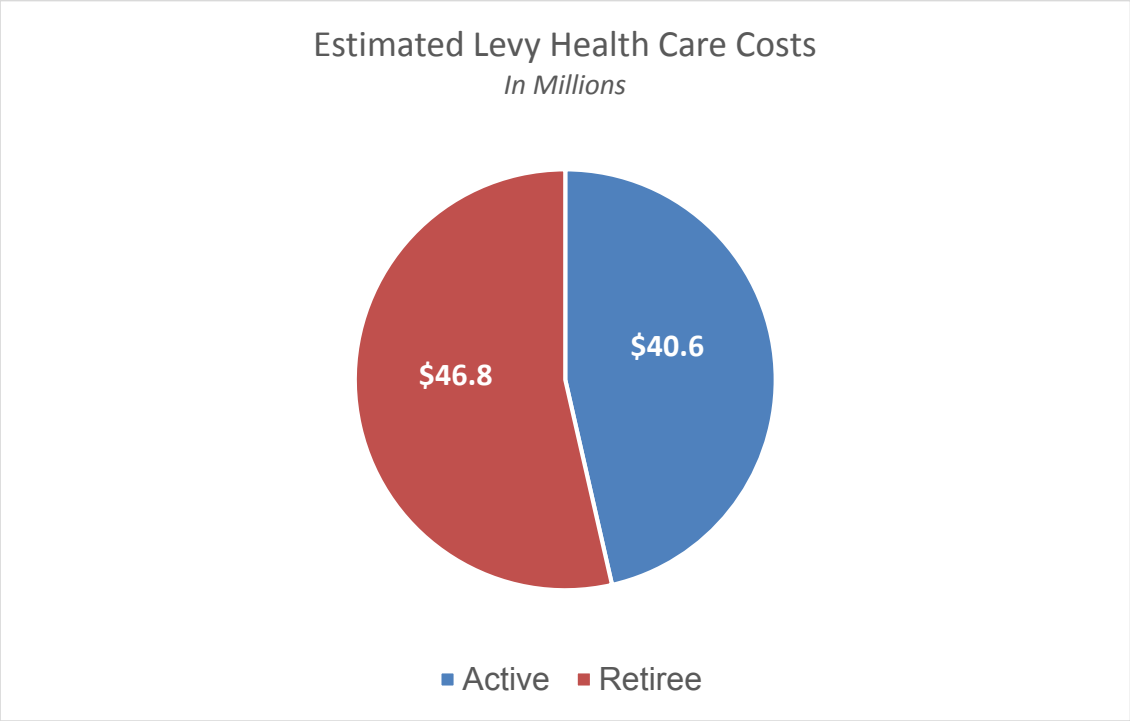
Health & Dental Benefits Overview

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 2018, the following health care plan design changes are included:

- The employer match for the Flexible Spending Account is reduce to a 1-to-1 match on the first $1,000
- Co-Pays for most specialists are increased from $30 to $40
- The Health Care Deductible increases from $1,000 to $1,250
- Dental Premiums increase from $20 to $25 for individuals and $45 to $50 for families.
- Monthly premiums for Employee + Spouse, Employee + Children, and Family plans increase modestly and are indexed to premiums for individuals.

For health care expenditures, which include medical claims and Medicare Part B premium reimbursements, retirees account for an estimated 53.6 percent of tax levy funded benefits, while active employees represent 46.4 percent.



The Flexible Spending Account (FSA) Employer contribution for 2018 is a maximum of $1,000. Employees eligible for a FSA must provide $1,000 (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:

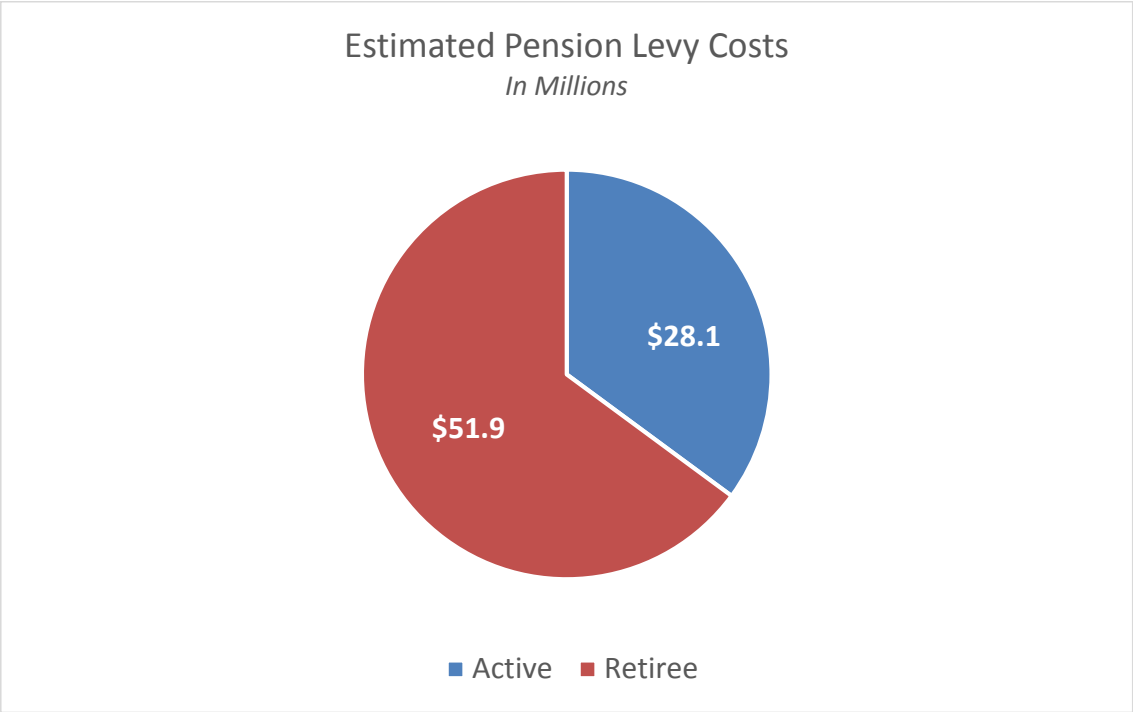
- Health and dental insurance benefits.
- Third-party administrative costs for health insurance, prescription drugs, dental insurance, and wellness.
- Stop loss insurance.
- Fees required by the Affordable Care Act.

In addition to the health plan design above, appropriations of $8,497,000 are provided for:

- Medicare Part B premium reimbursements for retirees ($7,920,000)
- Actuarial and consulting costs ($400,000)
- Opt-out payments to employees who decline health insurance benefits ($150,000)
- Employee flu shots ($27,000)

Pension Benefits Overview

As with health care and dental benefits, the County allocates pension-related costs between active employees and retirees. For 2018, the projected tax levy cost of pension benefits is approximately $80 million. Of this total, approximately $51.9 million or 65 percent is allocated to retiree costs and $28.1 million or 35 percent is allocated to active employees.



The 2018 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 to lower than anticipated investment returns.

Item	2017 Budget	2018 Budget	2017/18 Change
OBRA Retirement System Contrib.	$318,000	$369,000	$51,000
ERS Contrib. for pre-1971 employees	$17,700	$0	($17,700)
ERS Normal Cost	$19,150,000	$19,424,000	($274,000)
ERS Unfunded Actuarial Liability	$46,841,000	$53,237,000	$6,396,000
Pension Obligation Bonds	$33,182,634	$33,222,456	$39,822
Doyne Pension	$1,312,000	$531,000	($781,000)
TOTAL Pension Costs	**$100,821,334**	**$106,783,456**	**$5,962,122**

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

Revenues of $12.1 million are budgeted in 2018. For 2018, general employees shall contribute 6.5 percent of salary to the pension plan (no change from 2017). Public safety employee contributions are subject to collective bargaining. Revenues slightly decrease compared to 2018. Employee contribution rates decrease due to prior year actuals which historically failed to reach budgeted levels. That decrease is partially offset by an increase in premiums.

BUDGET SUMMARY

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2017/2016 Variance
Expenditures					
Personnel Costs	$0	$0	($175,507,872)	($199,672,614)	($24,164,742)
Operation Costs	$2,702,104	$2,689,577	$9,534,634	$10,431,919	$897,285
Debt & Depreciation	$0	$0	($4,963,879)	($5,180,674)	($216,795)
Capital Outlay	$0	$0	$5,133,375	$6,809,600	$1,676,225
Interdept. Charges	($17,205,954)	($16,026,126)	($113,854,941)	($34,987,184)	$76,514,722
Total Expenditures	**($14,503,849)**	**($13,336,549)**	**($279,658,683)**	**($222,598,953)**	**$57,059,730**
Revenues					
Direct Revenue	$0	$0	$4,263,936	$5,466,600	$1,202,664
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	($281,857,614)	($221,805,304)	$15,110,121
Total Revenues	**$0**	**$0**	**($277,593,678)**	**($216,338,704)**	**$61,254,974**
Tax Levy	**($14,503,850)**	**($13,336,549)**	**($2,065,005)**	**($6,260,249)**	**($4,195,244)**
Personnel					
Full-Time Pos. (FTE)	0	0	0	0	0
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$0	$0	$0	$0	$0

Department Mission: The non-departmental expenditure units represent expenditure allocations that are not under the management of, or related to a core function of any County department or office. Because these items are largely technical in nature, they have no strategic outcomes and since they are not under the management of any departments, they have no activity data or performance measures.

Department Description: Three of the non-departmental expenditure units account for services that are not directly related to any single County department:

- The Appropriation for Contingencies is designed to (a) account for unanticipated emergencies or revenue shortfalls in the coming year (unallocated contingency) or (b) account for items that are anticipated to possibly occur but may not (allocated contingency).
- The Human Resources Payroll System allocates costs of the Countywide payroll and employee data system (Ceridian).
- Law Enforcement Grants include funds allocated to municipalities for the provision of emergency communications services and law enforcement activities in County parks 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.
- Centralized Crosscharges accounts for crosscharges that are no longer allocated to departments based on County policy.

The three other program areas, Offset to Internal Service Charges, Charges to Other County Departments, and Capital Outlay/Depreciation Contra represent technical adjustments that ensure the total County budget is not overstated, and ensure that costs for capital outlay and depreciation in proprietary fund departments are budgeted appropriately.

Strategic Program Area 1: Appropriation for Contingencies

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$0	$0	$9,704,967	$7,424,732	($2,280,235)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$0	$0	$9,704,967	$7,424,732	($2,280,235)

The 2018 budget includes funding for unanticipated events such as departmental shortfalls and critical projects and to help ensure that the County achieves a surplus at the end of the year. In 2018, the unallocated contingency contains $5,994,110.

The following items are included in the allocated contingency account for a total of $1,430,622

- $855,006 for potential funding of senior center service contracts.
- $50,616 for potential funding for the Milwaukee County Historical Society
- $525,000 to provide the local share for any highway project(s) in which outside revenues, such as state and federal aids, may lapse or need to be repaid if the project does not proceed in 2018. Before these funds will be allocated to any project, the Director of the Department of Transportation shall explore alternative forms of funding including, but not limited to, surpluses in other projects, reprioritizing projects or identifying another source of local funds. Administration representatives on the Capital Improvements Committee (CIC) failed to recommend a five-year capital plan in 2017. The lack of a recommendation, which includes review and input from the community, has made it difficult to identify the highest priority capital improvement projects.

Strategic Program Area 2: Offset to Internal Service Charges

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$0	$0	($228,638,006)	($232,668,857)	($4,030,851)
Revenues	$0	$0	($228,319,423)	($232,668,857)	($4,349,434)
Tax Levy	$0	$0	($318,583)	$0	$318,583

The expenditure and revenue figures in this program area reflect a technical correction fund transfer to the 2017 Budget 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 ($232,668,857) and revenue offsets of ($232,668,857) reflect the charges from the following departments to other County departments.

Internal Service Revenue			
Department Name	**2017 Budget**	**2018 Budget**	**2076/2018 Var**
Fringe Benefits	($180,262,351)	($201,424,214)	($21,161,863)
Register of Deeds	($87,523)	($67,826)	$19,697
Emergency Management	($1,014,245)	$0	$1,014,245
DAS-Risk Management	($8,331,631)	$0	$8,331,631
DAS-IMSD	($9,858,628)	$0	$9,858,628
DAS-IMSD, General Fund IT Fund IT	($5,793,151)	$0	$5,793,151
DAS-Facilities Management	($10,510,802)	($6,072,123)	$4,438,679
DAS-Water Utility	($147,106)	($93,503)	$53,603
DOT-Airport	($415,745)	($419,725)	($3,980)
DOT-Transit	($9,000)	($9,000)	$0
DOT-Highways	($1,944,299)	($1,462,744)	$481,555
DOT-Fleet	($10,263,525)	($12,236,169)	($1,972,644)
Parks	$0	($20,000)	($20,000)
Centralized Crosscharges	$0	($10,863,553)	($10,863,553)
Total	**($228,638,006)**	**($232,668,857)**	**($4,030,851)**

Strategic Program Area 3: Charges to Other County Departments

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	($15,237,954)	($14,033,950)	($10,613,410)	($6,095,572)	$4,517,838
Revenues	$0	$0	$0	$0	$0
Tax Levy	($15,237,954)	($14,033,950)	($10,613,410)	($6,095,572)	$4,517,838

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 2018 budget are prepared by the Office of the Comptroller. The 2018 Plan uses 2016 actual costs as its base and includes a carryover provision for the difference between the 2017 Plan and 2016 actual costs. Adding the 2016 carryover to the 2018 budget increases charges to those departments that were undercharged in 2017, and reduces charges to those departments that were overcharged in 2016.

In 2018, the Central Service Allocation decreases as it is only charged to departments or portions of departments with offsetting revenue.

Strategic Program Area 4: Human Resource & Payroll System

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	($65,143)	($350,127)	$640,315	$1,968,000	$1,327,685
Revenues	$0	$0	$0	$0	$0
Tax Levy	($65,143)	($350,127)	$640,315	$1,968,000	$1,327,685

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 2018 Budget includes $1,762,593 for Ceridian services and $205,407 for related services. In previous years costs were charged to all user departments. In 2018, that crosscharge is discontinued.

Strategic Program Area 5: Law Enforcement Grants

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$481,705	$491,459	$501,288	$501,288	$0
Revenues	$0	$0	$0	$0	$0
Tax Levy	$481,705	$491,459	$501,288	$501,288	$0

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 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$309,694	$573,718	$545,591	$526,899	($18,692)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$309,694	$573,718	$545,591	$526,899	($18,692)

Strategic Implementation: Funding for unanticipated legal expenses remains at $500,000 in 2018 based on actual experience. Funding of $26,899 is provided to pay the fourth and final annual installment 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 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$0	$0	$169,496	$1,628,926	$1,459,430
Revenues	$0	$0	$4,263,936	$5,466,600	$1,202,664
Tax Levy	$0	$0	($4,094,440)	($3,837,674)	$256,766

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 2018 compared to 2017, the amount of depreciation in 2018 compared to 2017, 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.

Org.	Department Name	2017 Capital Outlay	2018 Capital Outlay	2018/2017 Change
1150	DAS-Risk Management	$ 0	$ 0	$ 0
1160	DAS-IMSD	0	0	0
5600	Transit/Paratransit	880,000	1,343,000	463,000
TOTAL		$ 880,000	$ 1,343,000	$ 463,000

Org.	Department Name	2017 Depreciation Contra	2018 Depreciation Contra	2018/2017 Change
1150	DAS-Risk Management	$ (2,234)	$ (1,000)	$ 1,234
1160	DAS-IMSD	(1,774,594)	(1,850,677)	(76,083)
5600	Transit/Paratransit	(3,187,051)	(3,328,997)	(141,946)
TOTAL		$ (4,963,879)	$ (5,180,674)	$ (216,795)

Org.	Department Name	2017 Airport Cap Rsv	2018 Airport Cap Rsv	2018/2017 Change
5040	Airport	$ 10,561	$ 0	$ (10,561)
TOTAL		$ 10,561	$ 0	$ (10,561)

Contribution from Airport Capital Improvement Reserves for Non-Terminal Project Principal General Obligation debt.

EXPENDITURES/REVENUE SUMMARY	Expenditure	Revenue	Tax Levy
Capital Outlay-reflects appropriations for Proprietary Fund departments	$ 1,343,000	$	$
Depreciation Contra-offsets depreciation cost in Proprietary Fund departments.	(5,180,674)		
Airport Year-End Closing Entry			
Contribution from Capital Improvement Reserves: Non-Terminal Project Principal		0	
TOTAL	$ (3,837,674)	$ 0	$ (3,837,674)

Strategic Program Area 8: Civil Air Patrol

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$7,849	$6,646	$11,000	$11,000	$0
Revenues	$0	$0	$0	$0	$0
Tax Levy	$7,849	$6,646	$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 2018 Recommended Budget remains at the 2017 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 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$0	$0	$1,558,267	$1,751,600	$193,333
Revenues	$0	$0	$0	$0	$0
Tax Levy	$0	$0	$1,558,267	$1,751,600	$193,333

Strategic Implementation: $1,751,600 is included in the Wages and Benefits Modification for potential increases in salary for 2018 members of the Milwaukee Deputy Sheriff's Association (MDSA). Once an agreement is reached between the County and the MDSA, a fund transfer will be processed to transfer the appropriate amount to the Office of the Sheriff.

Strategic Program Area 10: Centralized Crosscharges

How We Do It: Program Budget Summary					
Category	**2015 Actual**	**2016 Actual**	**2017 Budget**	**2018 Budget**	**2018/2017 Var**
Expenditures	$0	$0	$0	$2,353,031	$2,353,031
Revenues	$0	$0	$0	$10,863,553	$10,863,553
Tax Levy	$0	$0	$0	($8,510,522)	($8,510,522)

Strategic Implementation: This program area accounts for crosscharges that are no longer allocated to departments based on County policy.

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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 Section 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, Personnel 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 capitated payments by the State of Wisconsin for Family Care services, greens fees to play a round of

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golf, admissions fees to the Zoo, or Real Estate Transfer fees paid when a property changes ownership.

DOT: The Milwaukee County Department of Transportation.

Effective Tax Levy: A representation of the tax levy included in each departmental narrative that removes crosscharges and fringe benefits from the 2018 tax levy. This is shown to better reflect the department's tax support without including funds that are budgeted centrally.

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 of 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

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Appropriation for Contingencies, and the Civil 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 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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