

M I L W A U K E E C O U N T Y



Chris Abele, *County Executive*

2019 RECOMMENDED OPERATING BUDGET



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Milwaukee County

Wisconsin

For the Fiscal Year Beginning

January 1, 2018

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, 2018**. 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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(Recommended Phase)

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OFFICE OF THE COUNTY EXECUTIVE

CHRIS ABELE

MILWAUKEE COUNTY EXECUTIVE

October 1, 2018

When I was elected seven years ago, Milwaukee County's fiscal situation was daunting. Each year I've been faced with a budget gap to fill, sometimes as deep as \$50 million. Despite seemingly unbeatable odds, over the past seven years our incredible team has chipped away at the County's structural deficit and made the community stronger.

We've restructured our pension and benefits obligations while maintaining critical commitments to our retirees. We've reduced our spending on energy by more than \$4 million and moved out of more than 1 million square feet of underutilized office space. We've held regular cash bus fares steady for eight years in a row. We've transformed the institutionalized mental health system into a network of recovery-focused, community-based care options. We've made the most of every penny so that we can maintain the essential services that improve quality of life for our residents. We've been able to make Milwaukee County the best it can be.

This year our budget process has been more collaborative than ever. We can be so much better if we work together.

From the beginning of our budget process, the County Board's Finance and Audit Committee Chair Jim Luigi Schmitt, independently elected Comptroller Scott Manske, and Director of the Office on African American Affairs Nicole Brookshire have been in the room. Over the last six months, we looked at the same numbers and agreed on the gap we had to fill. For 2019, we faced a \$23.5 million budget shortfall. But we evaluated the options together with open and honest dialogue, and this budget is better for it.

We don't always agree, but we know we all have the best interest of our friends and neighbors in the community in mind. And I am grateful to County Board Chairman Theodore Lipscomb Sr. for his support as we work toward a better Milwaukee County.

Yet there is one thing we all agree on: We must work with the State of Wisconsin to get a better deal for Milwaukee County.

Our deficit continues to widen in large part because the revenue we send to the State does not match the revenue we get back. Dollars that Milwaukee County residents and businesses paid to the State have risen by over \$400 million, or 19 percent between 2009 and 2015 (the most recent years available from Wisconsin Department of Revenue reports). At the same time, revenue that the State has shared back with Milwaukee County—the economic engine of the state—has been essentially flat. Moreover, our options to raise revenue locally are strictly limited by State statute.

CONTINUED

Empowering People | Strengthening Community

As a result of this imbalance, County departments have had to reduce their budgets each year for the past seven years. This year we asked our departments to make a 1.1 percent cut to the tax levy they received in 2018 and absorb the inflationary cost to continue. That resulted in an almost \$14 million budget reduction. Large-scale closures and service disruptions have been avoided through the years, but each year we have a little less to work with. Residents may not always notice, but the grass at our parks gets a little longer. The pipes in our buildings get a little leakier. Caseloads for our direct-service staff get a little larger. We lose our best and brightest to the higher-paying jobs that come with a good economy. The changes happen gradually, but they are there. And it's a trend we need to turn around.

Nevertheless, this budget once again invests in my top priorities. In 2019 we'll be creating an action plan to promote racial equity across the County, building on our tremendous efforts to end and prevent chronic homelessness, and continuing our ongoing work to bring our young people home from State-run prisons at Lincoln Hills and Copper Lake. We'll emphasize high-quality, high-frequency transit. And we'll keep our commitment to retirees while investing substantially more than recent budgets to compensate our current employees for the incredible work they do.

We've made extraordinary progress despite the fact that we've faced a cumulative deficit of almost \$245 million over the past seven years. I attribute the success of our efforts directly to our committed team of leaders, mission-driven staff and dedicated community partners. If we can do all of this despite the deficit, just imagine what we could do with more resources.

It's time for all of us to refocus on a more sustainable funding solution for Milwaukee County. I'm calling on residents, business and social sector leaders, and elected officials to help us work toward a better deal for our community.

When Milwaukee County is better, the State of Wisconsin is better. And the 2019 budget positions us better than ever before to unite for a stronger, better Milwaukee County.



Chris Abele

Empowering People | Strengthening Community



2019:

BUILDING A BETTER

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As the County catches up on decades of shortsighted decision-making, officials find themselves with tremendous budget gaps to fill. Over time, providing the same level of service costs more due to inflation, the County's pension and healthcare obligations take up a growing share of the tax levy, and deferred maintenance mounts on key County assets like the Domes and Criminal Courthouse. Meanwhile, revenues from the state remain flat, and state-imposed caps severely limit options to raise revenue locally.

Over the past seven years, Milwaukee County has made immense progress toward creating reforms, finding efficiencies and curbing spending.

Nevertheless, the 2019 budget process began with a \$23.5 million deficit. But the budget process also began with a renewed sense of collaboration.

More than ever before, this budget was informed with intentional, proactive dialogue with both the County Board and the community. This spring, the Board's Finance and Audit Committee Chair, the independently elected Comptroller, the Director for the Office on African American

Affairs, and the County Executive began the budget process by sitting down and looking at the numbers together. They agreed on the gap they had to fill and evaluated the options with open and honest dialogue.

Also for the first time, the County Executive and members of the County Board partnered to co-host budget open houses for the public. Five sessions held throughout the County provided community members the opportunity to talk directly with elected officials and department heads, ask questions and share their priorities.

For the second year, the County Executive's Office gathered public input through an interactive online tool called Balancing Act, which allows residents to design and share their own County budget. Over 650 budgets were submitted, more than doubling last year's participation. When faced with the same \$23.5 million gap, respondents had to make hard choices just like County leaders. On average, respondents prioritized funding for critical state-mandated County services such as public safety, highways, and health and human needs. Of the non-state mandated services that enhance quality of life for our community, residents mostly chose to preserve parks, paratransit and fixed-route transit funding.

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Overall, respondents favored increasing revenues from property taxes and vehicle registration fees in order to avoid making even deeper cuts to County services. But as Balancing Act users discovered, counties throughout Wisconsin are quite limited when it comes to raising revenue.

The vehicle registration fee is one of the few options that the County has left to expand revenue without legislative change. However, the vehicle registration fee increase proposed last year was shown to be undesirable, and the County had to make cuts in 2018 as a result. No vehicle registration fee increase is included in the 2019 recommended budget, and further cuts have been made to accommodate.

Consequently, departments were asked to absorb their inflationary increases and make additional cuts to reduce their tax levy funding by 1.1 percent. These measures resulted in budget reductions of nearly \$14 million. Some efficiencies were found, such as redirecting funds from underutilized programs, breaking out contracts for more competitive options, and eliminating vacant positions. But this is the eighth year we've asked departments to reduce spending, operate more efficiently and become leaner. Departments have done a remarkable job providing services to the community with less resources and fewer staff. And cuts to services have been largely avoided this year.

Small cuts from year to year may not be noticeable, but they become painful when taken in sum—and they have real impact on the quality of life for Milwaukee County residents. The manifestations of this annual pattern are becoming more noticeable: mowing and other maintenance in parks is less frequent; wait times for seniors to be connected to services grow; time to hire for vacant positions increases



County expenditures will grow on average 2.3 percent each year while revenues will grow on average only 0.9 percent.

and leads to rising overtime costs. The list goes on and on.

The real issue is that Milwaukee County taxpayers send more to the State of Wisconsin each year than is received back. Dollars that Milwaukee County residents and businesses paid to the State in the form of various taxes have risen by over \$400 million, or 19 percent between 2009 and 2015, the most recent data available from Wisconsin Department of Revenue reports. At the same time, revenue that the State has shared back with Milwaukee County—the economic engine of the state—has been essentially flat.

Stated otherwise, flat and capped revenue with increasing costs leads to a bad situation.

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2018 Balancing Act Budget Exercise



653 submissions in 2018, a 250% increase over 2017.

- 93% Milwaukee County residents.
- 38% from City of Milwaukee.
- 53% representation of all Milwaukee County Zip codes.

Top Mandated Priorities*

- Public Safety 99.8%
- Transportation (Highways) 99.8%
- Health & Human Services 99.1%

Top Non-mandated Priorities*

- Parks Maintenance 100.6%
- Transportation- Paratransit 97.8%
- Transportation-Fixed Route 97.2%

* Priorities determined based on the level of funding respondents chose to retain for each service area.

Racial equity is both an outcome and a process. As an outcome, we achieve racial equity when race no longer determines one's socioeconomic outcomes; when everyone has what they need to thrive, no matter where they live. As a process, we apply racial equity when those most impacted by structural racial inequity are meaningfully involved in the creation and implementation of the institutional policies and practices that impact their lives.

CENTER FOR SOCIAL INCLUSION

One thing is clear: Milwaukee County is running out of revenue options. Without a significant change in public policy at the state level, the County will be unable to maintain existing programs and services.

The only way to get a better deal for Milwaukee County is to put aside what has divided us in the past and work with the State of Wisconsin for a better solution for our region and for our state. When Milwaukee thrives, Wisconsin thrives. Looking ahead to 2019, this will be our top priority.

Below is a summary of how the 2019 budget, once again, absorbs large cost increases while largely preserving the services people rely on. This budget also demonstrates our ability to provide top-notch services to our community by working smarter with an eye toward equity and excellence.

Promoting Racial Equity & Social Justice

Despite significant budgetary challenges, the County Executive is dedicated to making Milwaukee County a model government in the way it empowers residents and strengthens community. The 2019 budget continues our commitment to fair and equal opportunities for all people of our county to grow and thrive.

Achieving Equity for All

Achieving racial equity in Milwaukee County is one of the County Executive's top priorities. Since its creation in 2016, the Office on African American Affairs (OAAA) has been a key part of pursuing that goal. OAAA is spearheading the County's efforts to ensure that racial equity is a core principle in all our decisions, policies and functions. In

2019, OAAA will work to train all employees, starting with racial equity training for County leaders and managers. Creating spaces for candid conversations about race and racism will lay the groundwork for the County to address disparities. This year OAAA will also begin working with the Government Alliance on Race and Equity to develop a racial equity action plan for Milwaukee County.

Bringing Our Youth Home

The year 2018 marks a pivotal shift for youth justice in Wisconsin. With the adoption of Act 185, the Wisconsin State Legislature called for the closure of long-troubled Lincoln Hills and Copper Lake Schools. Several locally-based secured residential centers will be created in place of the State-run youth prisons, and counties will be responsible for operating the new centers. This remarkable change in public policy will allow youth to receive specialized programming in a safe environment—and remain closer to their families.

Although Lincoln Hills and Copper Lake will remain a short-term option for judges to send serious juvenile offenders, all youth will transition out of the facilities by January 1, 2021. The County Executive has long advocated for building local alternatives to the youth prisons, and as a result County leaders are working vigorously to prepare to bring our young people home.

The Department of Health and Human Services has played a lead role in planning efforts for the community facilities, from identifying locations to developing treatment and education plans. Moving forward, the County aims to maximize community engagement throughout the planning process so that the transition promotes public safety and positive youth development. At the same time, the Delinquency and Courts Services Division has been renamed the Division of Youth and

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Family Services to better reflect the vision and goals of the Milwaukee County youth justice system.

Ending & Preventing Chronic Homelessness

With a significant investment in Housing First—providing permanent housing to those in need so that they can address other challenges in a more stable environment—the Housing Division is on track to end chronic homelessness in Milwaukee County. Over the past three years, the initiative has placed more than 700 people in safe, affordable housing, and reduced the overall rate of homelessness in Milwaukee County by over 40 percent. The County and its partners have achieved an extraordinary milestone, but there’s still more work to do. The Housing Division will now turn its focus to individuals and families in need of homeless prevention services. The 2019 budget includes \$200,000 for case management and short-term rental assistance for those struggling to make ends meet. The Behavioral Health Division will support this initiative by continuing its investment of \$1 million to provide housing and mental health services for Milwaukee’s homeless population.

Creating a Community-Based System of Care

The 2019 budget reflects the County’s continued commitment to provide mental health care and substance abuse treatment in the community—where individuals are best able to maintain family relationships, connect to resources, and focus on recovery. An additional \$250,000 has been allocated to expand Bridge Housing, a sober living environment for individuals and families working through a substance use disorder. The expansion will add 25 beds and help prepare an estimated 225 individuals for longer-term independent housing in 2019. A new investment of \$500,000 will support the Behavioral Health Division’s Outpatient Plus program, which will combine temporary housing with on-site clinical care for those who need it most. Once up and running, the program will serve approximately 130 individuals annually. Recovery Support Coordination will also receive an \$800,000 increase so that services for each consumer can be tailored to address their unique path to

recovery and overall well-being.

Caring for Our Seniors

With the full-fledged support of the County Executive, Milwaukee County Department on Aging works diligently every day to affirm the dignity and value of older adults in the community. Milwaukee County owns five senior centers where older adults can eat meals together, exercise and participate in various enrichment programs. For 2019, operational funding is about the same as in the 2018 budget, and programming is expected to be maintained at current levels, five days a week. In addition, just over \$701,000 in capital improvements are budgeted for some of the most urgent repairs. Both Washington Park and Wilson Park will receive a new HVAC system, along with other restorations. Unfortunately, like many County facilities, large-scale deferred maintenance issues continue at these buildings. The County will need to seek a sustainable funding and operation models in order to provide the highest quality care for Milwaukee County’s growing aging population.

Reimagining Public Transit

The County Executive is dedicated to providing a best-in-class transit system for the residents of Milwaukee County. Transit is a critical means for our residents to get to jobs, leading to economic mobility and self-sufficiency. This year, the Milwaukee County Transit System (MCTS) will continue its efforts to create faster service with more connections and increased accessibility for Milwaukee County riders. The 2019 capital budget builds on previous years’ investments and includes substantial support for Bus Rapid Transit (BRT). BRT has been shown nationally to increase transit use by delivering faster, more frequent service in high demand corridors. In 2019, Milwaukee County will move forward with plans for the East-West BRT route. This 9-mile, modern transit service will connect major employment, education and recreation destinations from downtown Milwaukee to the Milwaukee Regional Medical Center in Wauwatosa. Financing includes \$4.5 million from the Milwaukee Regional Medical Center, \$19.4 million in federal funds,

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A chronically homeless person is either (1) an unaccompanied homeless individual with a disabling condition who has been continuously homeless for a year or more, OR (2) an unaccompanied individual with a disabling condition who has had at least four episodes of homelessness in the past three years.

U . S . D E P A R T M E N T O F H O U S I N G & U R B A N D E V E L O P M E N T

and approximately \$7.1 million in County funds. Anticipated work in 2019 includes construction of enhanced bus stations, systems for riders to pay before they board, lane striping and the purchase of diesel-hybrid buses.

Along with BRT, MCTS is exploring several ways to improve transit quality in neighborhoods and commercial areas throughout the County. Currently, only 40 percent of MCTS service is considered high-frequency. The remaining routes involve numerous stops with longer wait times between buses, and a network of transfers that can be confusing to new riders. According to a 2018 MCTS customer satisfaction survey, 90 percent of current riders are willing to transfer to reduce overall travel time, and 59 percent are willing to walk to reduce wait time at a stop. Through the MCTS Next initiative, the County is aiming to provide higher frequency bus routes—arriving every 15 minutes or better—that reduce travel time. MCTS will continue its network analysis in 2019 in order to develop a plan to increase the proportion of high-frequency services. The final plan will be presented to the County Board and County Executive for review and approval.

In the seven years since the County Executive took office, MCTS service has been steadily maintained. At the same time, the County is facing flat transportation aids from the State and limited local revenue options. Nonetheless, for the eighth year in a row cash fares will remain at \$2.25 per ride.

The 5-day pass purchased by Milwaukee Public Schools for students using MCTS on weekdays will increase by \$1, the first inflationary increase since 2010. Both the GO Pass and the New Freedom bus pass are proposed to increase from \$1 to \$2 per day. Even at \$2 per day, both passes provide a significant discount on riding MCTS for our seniors and residents with disabilities. Some riders who do not qualify for the GO Pass are still eligible for the MCTS Reduced Fare Program, which also helps make riding the bus more affordable.

With careful analysis to minimize impact to riders, a few low-demand routes will be modified or eliminated in the coming year. All changes leave riders with other options to get to their destinations and provide savings that are reinvested in transit service. Freeway Flyer Routes (43, 44, 46, 48 and 49) will see adjustments starting in March 2019 only to park-ride lots and areas of the routes where the vast majority of ridership is concentrated. In addition, Route 40 has not served the Ryan Road Park-Ride Lot since reconstruction of the Ryan Road interchange began in 2017. Route 40 service will continue to be limited to the College Avenue Park-Ride Lot in 2019. These adjustments provide not only a cost savings, but will mean shorter travel time on freeway flyers, a benefit that riders will enjoy.

Additionally, adjustments to routes that get students to a few suburban school districts are made. Students getting to school safely and easily is unquestionably a priority for County leaders. MCTS provides a variety of transit alternatives to schools. Analysis by MCTS planners shows schools currently served by special MCTS routes are also largely served by fixed-route buses that stop either directly at the school or within a quarter-mile (only one has a stop that is greater than a half-mile—but less than one mile—from the school). Meanwhile these special routes carry fewer riders than the local fixed route service options. Due to these factors, the morning and afternoon buses on school days that follow routes 50 (Morgan Ave - Milwaukee and St. Francis), 85 (Wauwatosa Whitman – West), 87 (West Allis Nathan Hale), 88 (Cudahy), and 89 (St. Francis) will be eliminated. The services will end in the fall of 2019 so families have enough time to plan. MCTS will work with the school districts to communicate alternatives to families that currently use these routes.

Moving forward, the County Executive and MCTS will work with the County Board to ensure that the transit system meets the needs of current and future bus riders. It will also be critical to seek a sustainable funding source for Milwaukee County transit.

Pursuing Excellence

Over the past seven years, the County has made tremendous strides toward operational excellence by implementing best practices, innovative ideas and regional coordination.

Working Smarter

Milwaukee County could certainly use more revenue, but that doesn't stop leaders and line staff from finding innovative solutions to get the job done. Much of this innovation is achieved with investments in technology. In 2019, the Office of Emergency Management will implement a computer aided dispatch system that integrates public safety data among nine local fire departments. Equipped with this information, dispatchers will be able to immediately identify the closest available resources and consequently reduce response time to fire and emergency medical incidents. The Department of Health and Human Services is investing in the future development of a new case management system. This technology will link information on mental health, housing, disabilities and other services so that human service workers can more quickly and compassionately connect individuals with the assistance they need. The budget also includes an investment in an enterprise business intelligence solution. Business Intelligence leverages interactive dashboards and data

sources to guide business planning and transform data into action. The Milwaukee County Department of Transportation is requesting the ability to use business intelligence and data-based decision making to improve service delivery, drive higher levels of operational performance and increase citizen satisfaction.

Enterprise Resource Planning software development will continue in 2019, which will modernize the County's 30-year-old systems and integrate 50 different business processes—including critical financial, human resources and transit information—into one functional system. This effort will allow for a more cost effective, web-based platform and lay the groundwork for future open data initiatives.

Leveraging Green Investments

The County Executive believes that environmental sustainability and fiscal sustainability go hand-in-hand. The County is committed to creating a sustainable facilities footprint, including reducing building energy use 20 percent by 2020. Through energy conservation and efficiency, and proactive space planning and real estate management, the County has reduced energy use by 12 percent versus 2014. This translates to savings of \$4.4 million since 2014. Moreover, the County has entered two of its buildings—representing 440,000 square feet of space—into the Better Buildings Challenge-Milwaukee. This City of Milwaukee program, an offshoot of the federal Better Buildings Challenge, connects Milwaukee building owners with best practices in energy efficiency. A new Energy Efficiency Program Manager position is included in the 2019 budget to advance these efforts, an investment which will pay for itself over time.

What's more, the County has reduced its facilities footprint by more than 1 million square feet of office and other space since 2016. The County will continue along this path in 2019, aiming to reduce infrastructure that is outdated and expensive to maintain. The budget reflects the anticipated planned sale and transfer of the County's Water Utility to the Milwaukee Regional Medical Center (MRMC) and the City of Wauwatosa. The budget also includes the anticipated sale of County Grounds land to MRMC member organizations, which will release the County from growing future maintenance costs and allow MRMC partners to increase investments in the area.

The House of Correction (HOC) continues to pursue its Zero Landfill Initiative, which reduces the County's carbon footprint while providing job skills training for those in custody. Program participants collect electronics from County departments, replace what they can and recycle the

rest. This year the City of Franklin gave HOC the go-ahead to begin composting. In just a few months, hundreds of pounds of food waste from the HOC and local food banks has been combined with "zoo poo" from elephants and other herbivores at the Milwaukee County Zoo. What's more, the HOC has donated more than 8,000 pounds of worm casting fertilizer to community gardening groups through its vermiculture program. These eco-friendly efforts earned the HOC an I.Q. (Innovation Quotient) Award from the Milwaukee Business Journal.

In 2018 the Milwaukee County Zoo received the Governor's Tourism Stewardship Award for its commitment to sustainability and conservation. In 2019, the Zoo aims to contribute the equivalent of 5 percent of its budget—more than \$800,000—toward such efforts through field conservation, education, staff programs and training, and other green practices.

Promoting Regional Coordination

This year also brings a significant opportunity for regional coordination and partnership. Milwaukee County is seeking new space for both its Medical Examiner and Office of Emergency Management (OEM). At the same time, the Medical College of Wisconsin is aiming to enhance its research capabilities, forensic study and protective medicine curriculum. The 2019 budget includes planning funds for these partners to create a new Center for Forensic Science and Protective Medicine. This state-of-the-art facility will co-locate essential medical, safety and research services. Slated to open in early 2022, the new space will create a pipeline for forensic specialists and telecommunicators, create advanced training opportunities, modernize criminal justice investigations, and allow for refined coordinated emergency response to enhance patient outcomes. The new facility will also optimize communication and data-sharing between partners. This coordination is critical as Milwaukee County advances its response to the opioid epidemic, among other public health and safety needs.

The County's Office of the Medical Examiner investigates roughly 7,000 deaths a year, covering not only Milwaukee but also Jefferson, Kenosha, Racine and Ozaukee counties. Likewise, OEM plays an essential role in coordinating emergency response throughout Milwaukee's 19 municipalities, connecting public safety agencies and first responders in Milwaukee and Waukesha Counties through modern digital radio communications, and serving as the County's answering point for 911 calls. The Communications Center is the first to notify hospital emergency departments of incoming patients, while OEM regulates and educates the more than 500 paramedics in our countywide system.

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The Medical College is a leading national partner with OEM in emergency medicine research. Together, these partners will undoubtedly enhance both research and practice while positioning Milwaukee as nationwide leader. Moreover, constructing just one facility will be significantly less costly for taxpayers.

Investing in Our Workforce

Without a doubt, our employees are our most valuable asset. The County cannot truly pursue excellence without a fully engaged workforce. We know that the compensation structure in Milwaukee County is a major impediment to this goal. The County Executive believes that employees deserve to be paid fairly and competitively for the work they do. Addressing the issue is essential to attract and retain talent and increase the diversity of our workforce. That's why this budget prioritizes compensation more than any recent budget.

Once again, most employees will see a 1 percent increase at midyear, representing an annualized value of \$2.3 million. We know that this is not enough given that general market projections indicate 2019 salary increase budgets will be in the area of 2 to 2.5 percent for other organizations.

One of the most significant investments in this budget includes \$1.5 million toward new pay equity adjustments at midyear 2019—almost four times the amount budgeted in 2018. The reason this funding is not put into an across-the-board raise is to address key equity and market misalignment issues that cause significant turnover. If this funding is put toward an across-the-board raise, there is a risk of perpetuating the inequities and furthering turnover rates. These allotments for salary increases are in direct response to questions of fairness raised by employees during the County's employee engagement survey and listening circles. These actions will incrementally help level the playing field—primarily for hardworking staff on the front lines of service—to ensure employees are moved closer to fair and equitable compensation for the important work that they do. More than 200 employees have received equity increases so far in 2018, and approximately 83 percent of recipients were non-management staff. The priority again in 2019 is to target areas where turnover and equity issues are highest. Conversations are underway with departments on how to best do this in a way that is fair and equitable. We are thankful that a few Supervisors have also engaged in this conversation, and we hope this will lead to more systemic solutions to the County's compensation structure.

In 2018, nearly 45 percent of Milwaukee County employees responding to an exit survey cited compensation as a key reason for leaving their job at the County. The compensation



Office of Performance, Strategy & Budget Director Joe Lamers presents the 2019 budget at an open house at the Washington Park Urban Ecology Center.

quandary hits particularly hard with corrections officers, who—like many roles at Milwaukee County—can make between \$1 and \$2 more per hour doing the same job at a surrounding county. This results in high turnover and mandatory overtime that is unfair to employees and costly to taxpayers. The County Executive believes that our facilities must be staffed with well-trained, experienced officers. In efforts to reduce turnover, a pool of \$500,000 additional dollars will be made available at midyear for pay increases for corrections officers at the House of Correction and Milwaukee County Jail. Improved staffing levels will also allow more flexibility for corrections officers to implement programming—from workforce development to treatment and recovery—that provides those in custody the tools for a successful reentry to the community.

All in all, the recommended budget includes \$6.9 million of salary increases over the 2018 budget. This amount includes funding for the fully annualized cost of increases approved in 2018, plus new salary increases in 2019 as outlined above.

Employees will continue to enjoy generous holiday time, defined-benefit pensions, and competitive health insurance, in addition to a tuition reimbursement program. Through the Flexible Spending Accounts available to eligible employees, this budget matches out-of-pocket medical expenses dollar for dollar up to \$1,000. Employees will not see an increase in healthcare premiums or pension contributions in 2019.

Additionally, the County's two separate dental plans will be consolidated into one. Employees will not lose access to

their current dentist, as all dentists from the old plan will be covered with the new plan. In fact, employees will have more in-network dental options under the new plan. In order to incent use of urgent care over the emergency room, the 2019 plan will include an increased co-pay for ER visits. However, to ensure that individuals who need emergency care utilize the service, the entire co-pay is waived if the individual is admitted. Both measures will provide future cost savings to the County and ensure employees get the care they need.

The budget funds approximately \$88 million from the tax levy in healthcare and dental costs. Of this, nearly 60 percent of tax levy funds is allocated to retirees and 40 percent is allocated to current employees. For 2019, the projected tax levy cost of pension benefits is approximately \$80.6 million. Of this total, approximately 75 percent is earmarked for retiree costs. These costs represent our continued commitment to employees and retirees, but also our need to see additional revenue sources to cover these commitments.

Enhancing Cultural Attractions

Opening a Window to the Wild

The Milwaukee County Zoo is one of the region's top attractions, drawing in 1.3 million visitors each year and generating an economic impact of more than \$150 million. This budget continues Milwaukee County's investment in the Zoo, enhancing both animal habitats and the guest experience. The new West Entrance on Bluemound Road and Highway 100 opened in May, creating an additional parking lot with more than 500 spaces and easy access to the popular new Otter Passage exhibit. In partnership with concessions and retail vendor SSA, the Zoo introduced the "adult-friendly" Bear Garden with 12 rotating tap brews and the air stream Ooz Food Truck. Guests can now indulge in a variety of cheesy fare—including grilled cheese, mac and cheese, and cheese fries—while viewing the adjacent grizzly bear exhibit. In the first full year of the SSA partnership, the Zoo's per person revenues have increased in both food and merchandise sales, visitors receive a higher-quality dining experience, and the Zoo can focus on what it does best—caring for animals.

The first of three phases of the Zoo's signature Adventure Africa exhibit is on track to open in May of 2019. The expanded area will create a more natural atmosphere for up to five elephants, with two acres of exhibit space and a watering hole pool large enough for three full-size elephants to totally submerge. Phase one will also include zebras, impalas, crowned cranes and two species of forest antelope.

The 2019 capital budget will support phase two, which will include \$13.4 million for renovations to the hippopotamus exhibit. Philanthropic partners made this project possible for the County, as the exhibit will be financed with \$4.8 million from a private donor, \$4.3 million from the Zoological Society and \$4.3 million from the County. The exhibit will open in the spring of 2020 and will include an energy-efficient water filtration system and one of the few underwater hippo viewing pools in the country. Adventure Africa's third phase is currently in development.

In order to support these high value-added improvements, Zoo admission rates will increase modestly by \$0.75 effective April 1, 2019. These investments will allow the Zoo to continue as a model for animal management, conservation, research and education, all while providing a fun and engaging experience for families throughout the region.

Preserving Our 'Emerald Necklace'

With more than 150 parks spanning 15,000 acres, Milwaukee County Parks continue to be one of the region's premier park systems. This year the Parks Department is building on the success of its trails, dog parks and beer gardens to add an extraordinary amenity—camping. Modeled after similar outdoor camping programs in the region, Parks leaders will work with the County Board to identify locations for tent and group camping throughout the system. In order to leverage our existing natural resources and provide a rustic camping experience, the initial camping program will include the addition of picnic benches and fire pits to select sites. Conservation experts will also take care to ensure that plant and animal life in our parks remain undisturbed. Milwaukee's camping adaptation is expected to generate \$50,000 in new revenue and provide unique experience for urban adventurers.

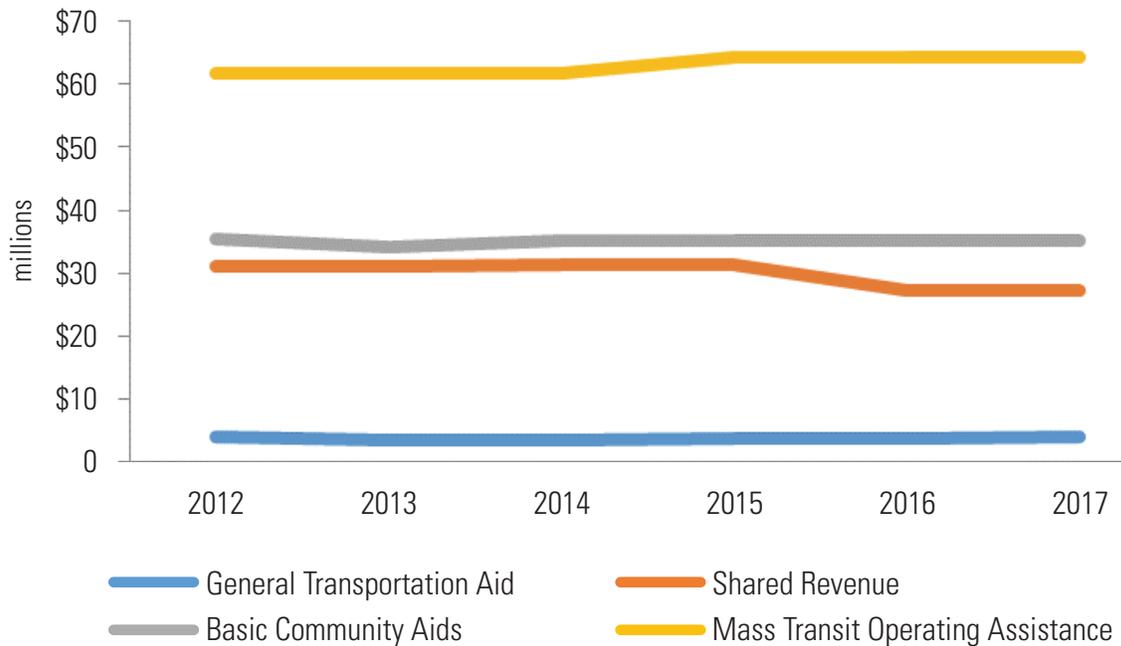
The popular China Lights lantern sculpture display will return to Boerner Botanical Gardens in 2019, with anticipated revenue of \$250,000 supporting Parks overall operations. The Parks are also wrapping up another successful beer garden season, bringing in an increase of \$50,000, in large part due to investments at South Shore Beer Garden and the implementation of a point-of-sale system to accept credit card payments.

The Parks budget also includes \$35,000 to continue to develop and implement a Diverse Swimming Program, which will help ensure that everyone in Milwaukee has access to this fun and potentially life-saving activity.

Ensuring Fiscal Sustainability

Ensuring the County is fiscally sustainable for generations

Milwaukee County Actual State Aid Trends (2012–2017)



Revenues from the State of Wisconsin sent back to Milwaukee County in order to provide essential services have remained largely flat since 2012.

to come is another top priority of the County Executive. Declining state financial support and accelerating costs—especially for pension and other commitments made in the past—contribute to the County’s deepening structural deficit. While this budget provides only a temporary stopgap, the partnerships the County has developed have well positioned us to seek changes with the State.

Closing the Gap

Although the largest gap-closing measure was the 1.1 percent tax levy cut made by departments, a number of other factors helped balance the 2019 budget. Due to a forecasted surplus in healthcare for 2018, the County’s fringe budget was able to absorb 2019 cost increases, according to an analysis by the Comptroller. This one-time savings was in large part due to high pension investment returns and unanticipated health insurance savings—but costs are estimated to spike again in future years.

Many states will see a boost in revenue this year after the Supreme Court ruled that states can collect online sales taxes. Online sales tax collections will begin in October 2018, and are expected to produce \$1.7 million of added revenue to Milwaukee County.

Given state law, counties can raise property taxes only

by the growth of the debt service and the value of new construction. So as not to increase borrowing and put the County further into debt, a \$1.3 million increase is included in the budget from the growth in property tax base from new construction projects. That said, the average homeowner will not see any increase in the County property tax.

The budget also includes a \$2 million reduction for the Behavioral Health Division. Due to the incredible work of BHD and the Mental Health Board along with the transition from institutional to community-based care, BHD has built up an operating reserve that is double what state statute requires. While a healthy reserve is important, this adjustment will allow BHD to contribute to countywide obligations and budget for cost savings or potential reserve contributions. This adjustment will ensure BHD maintains sound reserves while supporting the County as a whole, and will be reviewed on an annual basis. It is important to note that the level of services at BHD will not be reduced as a result of this allocation.

Additionally, the budget withdraws \$3.9 million from the debt service reserve. Although the withdrawal is lower than years past, taking money from the County’s rainy day fund to plug the budget gap is not a long-term solution.

The debt service reserve (DSR) is the only mechanism that

C O N T I N U E D

Milwaukee County has to carry over funds from year to year. Bond rating agencies strongly recommend that sufficient funds be reserved to account for emergencies and other unavoidable, unplanned, one-time expenses. It is therefore critical for the County to maintain a healthy reserve. The County Executive has intentionally built up the reserve to protect the County from unexpected events. While currently at \$27 million, the Government Finance Officers Association recommends setting aside at least two months operating budget—almost double what the County currently has.

While DSR has been used to balance the budget in previous years, it is not a viable ongoing funding source, particularly as County surpluses have diminished. While surpluses have been quite large in previous years, they have shrunk substantially. To illustrate, the 2017 year-end surplus was \$4.8 million, but the surplus must exceed \$5 million in order to be added to the debt reserve. That means the County is putting away less and less in our emergency savings fund.

Building Partnerships for a Better 414

It has become common practice to start the budget cycle by asking: “Where do we have to cut to balance the budget?” Our goal is to instead ask: “Where can we invest to improve the quality of life for Milwaukee County residents?”

We have run out of options to fix our budget problems locally. If we want to make real investments in our community, we will need to change the relationship between the state and local governments. We can only achieve this by working together and with the public’s support.

According to the County’s independently elected Comptroller’s five-year forecast, County expenditures will grow on average 2.3 percent each year while revenues will grow on average 0.9 percent.

The County faces outsized liabilities from earlier commitments to retirees that threaten to consume from 80 to nearly 100 percent of the operating tax levy within the next 10 years.

Deferred maintenance on buildings is mounting, with estimates of \$29 million for cultural facilities and more than \$200 million for a new Criminal Courthouse, based on the County’s current five-year Capital Improvement Plan. What’s more, the County’s Capital Improvements Committee could only fund 62% of the \$86.3 million of (non-Airport and non-BHD) requests for 2019.

In 2020, the assumed rate of return on pension investments will drop from 7.75 percent to 7.5 percent. Although the change may seem slight, it will result in \$6.6 million less toward the County’s bottom line. The County will soon



County Executive Chris Abele and County Board Supervisors Sylvia Ortiz-Velez, Steven Shea, Marina Dimitrijevic and Jason Haas welcome community members to a budget open house at Kosciuszko Community Center.

lose a significant revenue source of \$9 million annually as payments from the sale of the County’s Doyne Hospital to Froedtert Hospital will end based on contract. These payments will be reduced by half in 2021 and eliminated altogether in 2022.

Meanwhile, Milwaukee County taxpayers continue to send more and more to the State of Wisconsin. The amount of revenue that Milwaukee County residents and businesses send to the State, including income tax, has increased from approximately \$2.1 billion in 2009 to more than \$2.5 billion in 2015, according to the most recent reports available from the Wisconsin Department of Revenue. That’s a \$400 million increase. At the same time, dollars we receive back from the State have been largely flat.

Given these challenges, the Comptroller estimates that the budget gap will widen to nearly \$80 million by 2023.

The County provides so many essential and enriching services that improve quality of life. Absent any policy changes, the County will be forced to make deep service cuts in order to address the deficit.

Nevertheless, the County has never been better positioned to improve its outlook. With the support of the public, the County Board and the partnership of other key stakeholders, we can build a better 414.

Milwaukee County deserves better. And that is something we can all agree on.



**Milwaukee County Executive
Chris Abele**

**Director of Administrative Services
Teig Whaley-Smith**

**Department of Administrative Services, Fiscal Affairs Division,
Office of Performance, Strategy & Budget**

Director Joseph Lamers

Capital Budget Coordinator Vince Masterson

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Senior Budget & Management Analyst Jeremy Lucas

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Budget & Management Analyst Joshua Scott

Budget & Management Analyst Lindsey Shreves

Special Thanks to:

**Elected Officials • Department Heads • Departmental Staff
Staff of the Office of the Comptroller • House of Correction Print Shop**

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Milwaukee County Board of Supervisors

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First Vice-Chair

Marcelia Nicholson (5th District)

Second Vice-Chair

Sequanna Taylor (2nd District)

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18th District

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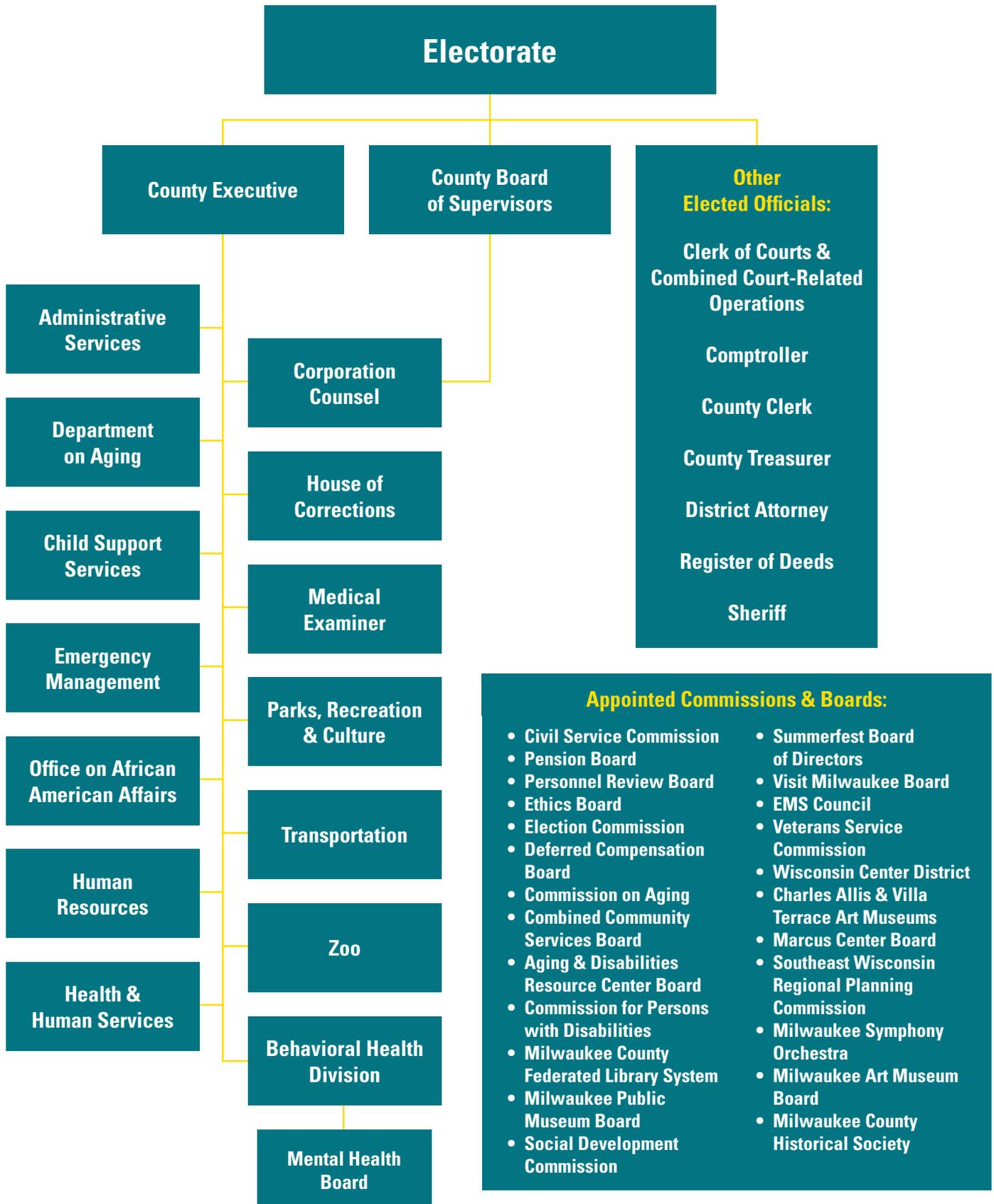
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ORGANIZATIONAL CHART



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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.

The budget summary page includes 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 (including adjustments for Overtime and projected vacancies) 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 "2019 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.

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 Outcomes 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 full-time FTEs (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: 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: Includes any changes to the Program Area for the 2019 budget compared to the 2018 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 2019 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.

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 952,085 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 595,351 residents² to small villages such as River Hills with a population of 1,600.³

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. Milwaukee County has a fairly small population of young people compared with other large metro areas, but still continues to grow. In 2018, the city of Milwaukee was ranked number nine for cities with the youngest entrepreneurs.

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

Basic Data

	Milwaukee County	Wisconsin
Land Area in Square Miles (2010)	241	54,158
Population (July 2017 estimate)	952,085	5,795,483
Population Density (Population per Square Mile)	3,926	105

Demographic Data

	Milwaukee County	Wisconsin
Persons Under 5 Years (July 1, 2017)	6.0%	5.8%
Persons Under 18 Years (July 1, 2017)	24.0%	22.1%
Persons 65 Years & Over (July 1, 2017)	13.2%	16.5%
High School Graduate or Higher	86.9%	91.4%
Bachelor's Degree or Higher	29.7%	28.4%
Veterans (2011–2015)	46,833	367,227

Economic Data

	Milwaukee County	Wisconsin
Housing Units (July 1, 2017)	418,888	2,695,462
Homeownership Rate (2012–2016)	49.4%	67.0%
Median Value of Owner-Occupied Housing Units (2012–2016)	\$150,000	\$167,000
Households (2012–2016)	382,778	2,310,246
Median Household Income (2012–2016)	\$45,263	\$54,610
Total Employment (2016)	445,787	2,524,329*
Total Employment, Percentage Change (2015–2016)	–1.5%	0.8%*
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 (2017)	1,579	19,545

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

10 Largest Principal Property Tax Payers

Taxpayer	2017 Equalized Value
Northwestern Mutual Life Insurance Co.	\$495,111,000
Mayfair Mall LLC	\$488,652,000
Bayshore Town Center LLC	\$335,552,000
US Bank Corp.	\$241,581,000
Mandel Group	\$212,811,000
Southridge Mall & Plaza	\$148,778,000
Walmart/Sam's Club	\$147,914,000
Metropolitan Associates	\$136,070,000
Juneau Village/Prospect Tower/Katz	\$124,102,000
Aurora Health	\$110,457,000

Source: 2017 Milwaukee County Comprehensive Annual Financial Report, Office of the Comptroller

10 Largest Private Sector Employers

Employer	Industry	2017 Employees	% of Total County Employment
Aurora Health Care, Inc.	Health Care System	26,462	5.53%
Ascension Wisconsin*	Health Care System	12,000	2.51%
Froedtert & Community Health	Health Care System	10,913	2.28%
GE Healthcare	Health Care Technologies	6,000	1.25%
The Medical College of Wisconsin	Private Medical School	5,573	1.17%
Children's Hospital	Health Care System	5,004	1.05%
Northwestern Mutual Life Insurance Co.	Insurance & Investment Products	5,000	1.05%
Goodwill Industries	Training Programs, Retail & Food	4,210	0.88%
US Bank NA	Banking Services	3,700	0.77%
The Marcus Corporation	Theaters & Hotel Properties	3,180	0.66%

Source: 2017 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

Budgetary 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

Milwaukee County Annual Budget Calendar

March through May

The Office of Performance, Strategy & Budget (DAS-PSB) develops budget assumptions for the upcoming fiscal year. Tax levy targets are submitted to the departments. Budget instructions and forms are submitted to department administrators.

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.

September & October

The County Executive holds listening sessions to solicit input from the public.

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

October & November

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

The County Board conducts the 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 & Audit Committee relative to the County Executive's Budget as well as amendments submitted by individual County Board supervisors.

January

Departments translate the budget to public service.

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 mid-November.

After the Budget has been adopted and a detailed summary of appropriations is provided to County departments, the Office of Performance, Strategy & Budget and Office of the Comptroller 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. The legal level of control for each budget is by department.

Once the budget is adopted, transfers of appropriations among departments (excluding those governed by the Mental Health Board) require approval by the Board of Supervisors. Supplemental appropriations for the purpose of public emergencies or from the contingency appropriation may be made from unanticipated revenues received or surplus, as defined by resolution adopted by a vote of two-thirds of the members of the Board of Supervisors. Supplemental appropriations from the issuance of tax anticipation notes require an affirmative vote of three-fourths of the members of the Board of Supervisors. Approved transfers of appropriations are processed by the Office of the Comptroller and Office of Performance, Strategy & Budget.

*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 a local option sales tax to fund state and local programs and services. Property taxes account for about 25 percent of total revenues. The local option sales tax provides approximately 7 percent of total budget.

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 to 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 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.
- e. Or supplement the Appropriation for Contingencies.

Operating Budget – Expenditure Policy

Under Wisconsin State Statute, no payment may be authorized or made and no obligation incurred against the County unless the County has sufficient appropriations for each payment. Budgetary control over expenditures is maintained by a formal appropriation and encumbrance system. Encumbrances are charged against appropriations when purchase orders, contracts, or other commitments are incurred. No payment may be made or obligation incurred against an appropriation unless the director first

certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this policy is void. A county officer who knowingly violates this policy is jointly and severely liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause.

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

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

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 allocated in accordance with established policies on one-time revenues and Chapter 6 of the Milwaukee County Code of Ordinances as amended through File Number 17-204.

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

C O N T I N U E D

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 refunding should total a minimum of 3-5% of refunded capital.

Unrestricted Fund Balance Policy

Unlike most other local governments in Wisconsin and across the Country, Milwaukee County's ability to retain unrestricted fund balance is extremely limited. Wisconsin State Statute 59.60(6)(b)(3) requires Milwaukee County to budget a prior year surplus or deficit in the next budget year. For example, a \$5m surplus from 2017 must be budgeted as revenue in the 2019 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 2018, through File Number 18-368, the Milwaukee County Board of Supervisors allocated up to \$5m of the 2017 operating surplus to the 2019 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 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:

- 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 carryforward provision was added in the 2015-2017 State budget that allows the county to carry forward unused levy limit capacity for a period of up to five years under certain conditions. The amount of the potentially available carry forward adjustment is determined by totaling the amount of any *unclaimed* carry forward percentages from each of the proceeding five years' levy limit worksheets. However, since the law specifies that the first worksheet that can be considered is the one for the 2014 levy, this is initially a two-year look back and will not truly provide for the potential of a five year carry forward until the 2019 levy year.¹

Property Tax Levy Rate Limit

The 2013-15 State Budget eliminated levy rate limits.

¹ 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.

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 measurable 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. 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. Departments 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 = Measurable
- A = Achievable
- R = Relevant
- T = Time-Bound

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 \$4.79 million surplus from 2017 must be budgeted as revenue in the 2019 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) 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 & 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 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

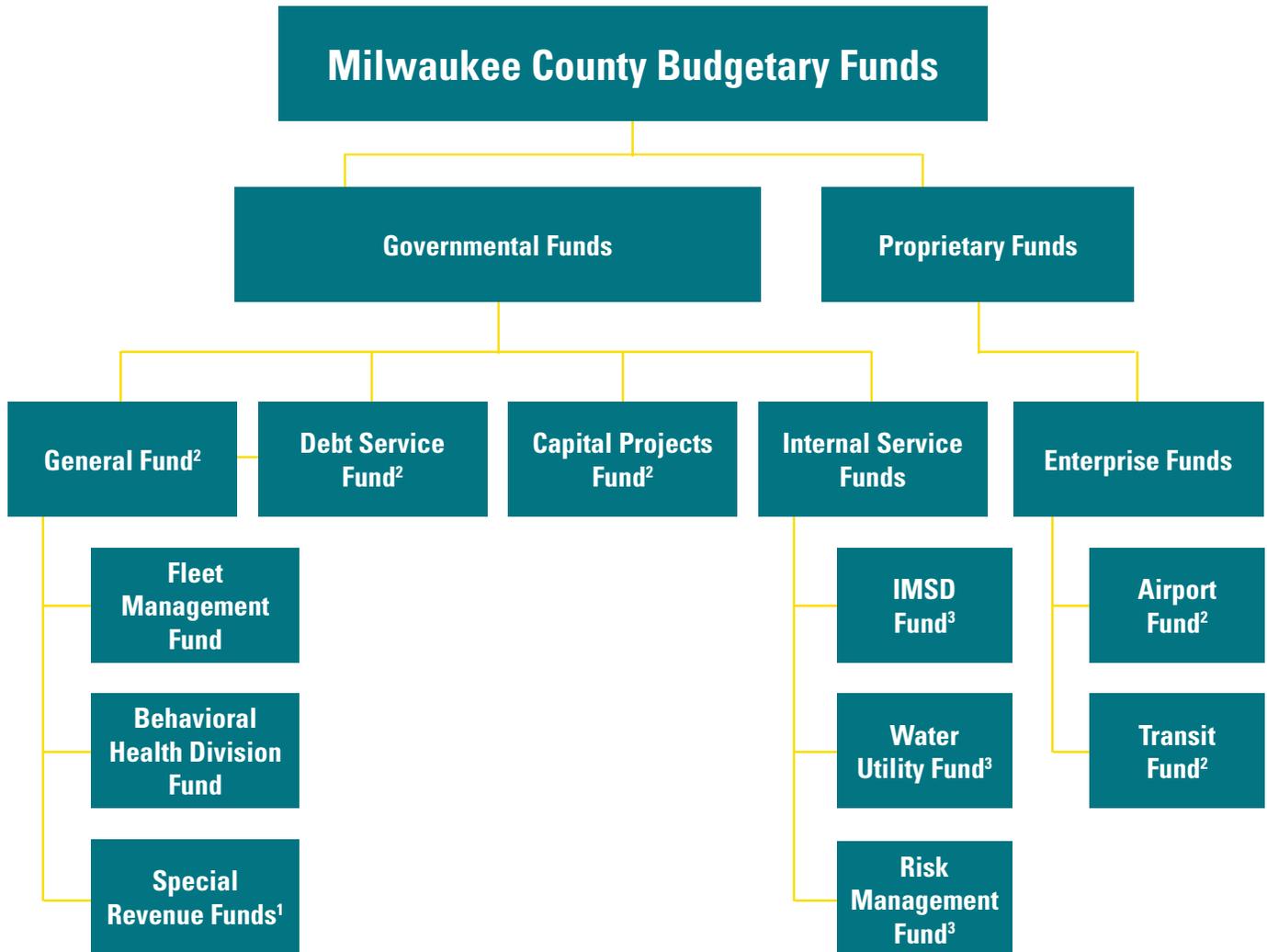
services provided to County departments.

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.

2019 Functional Area by Fund Type Summary

REVENUES

Functional Area	General ¹	Enterprise	Internal Service ²	Debt	Capital Projects	TOTAL
Legislative & Executive	13,000					13,000
Administration	15,070,743		4,624,671		24,102,231	43,797,645
General Government	12,960,766					12,960,766
Courts & Judiciary	29,951,024					29,951,024
Public Safety	28,795,347					28,795,347
Transportation & Public Works	36,591,861	206,170,283			83,469,254	326,231,398
Health & Human Services	259,306,646				701,516	260,008,162
Parks, Recreation & Culture	39,631,623				16,046,735	55,678,358
Debt Service				14,468,633		14,468,633
Non-Departmental Revenues	111,517,415					111,517,415
Non-Departmental Expenditures	10,076,623					10,076,623
TAX LEVY	294,128,329					294,128,329
TOTAL	\$838,043,377	\$206,170,283	\$4,624,671	\$14,468,633	124,319,736	\$1,187,626,700

EXPENDITURES

Functional Area	General ¹	Enterprise	Internal Service ²	Debt	Capital Projects	TOTAL
Legislative & Executive	2,428,538					2,428,538
Administration	45,278,929		29,097,814		24,227,231	98,603,974
General Government	8,242,574					8,242,574
Courts & Judiciary	53,162,409					53,162,409
Public Safety	115,231,410					115,231,410
Transportation & Public Works	36,154,478	214,921,260			83,469,254	334,544,992
Health & Human Services	350,176,013				701,516	350,877,529
Parks, Recreation & Culture	62,052,090				16,046,735	78,098,825
Debt Service				48,979,070		48,979,070
Non-Departmental Revenues						0
Non-Departmental Expenditures	97,457,379					97,457,379
TOTAL	\$770,183,820	\$214,921,260	\$29,097,814	\$48,979,070	\$124,444,736	\$1,187,626,700

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 2019 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											✓
Transportation Services							✓				
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

2019 Budget FAQs

Trends in State Aid

County Share of Property Tax Levy

Tax Levy Summary

Budget Assumptions

Long-Range Fiscal Analysis

Closing the 2019 Budget Gap

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.

2019 Budget FAQs

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

How much would this budget raise my property taxes?

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

The cost to operate County government makes up approximately 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 2019 Recommended Budget property tax levy increases by \$1.3 million over the 2018 level of \$292.8 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 4%. Of that, 1.43% 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. The Comptroller's Five-Year Financial Forecast concludes that, on average, revenues will grow by just 0.9% while expenditures will grow by 2.3%. Limited revenue growth is caused by State caps on local tax collections (property tax and sales tax), combined with steady or declining state and federal revenue. Average expenditure growth of 2.3% represents approximately the rate of inflation, or the cost to continue at the current level of operations. Historically, pension and health care costs have increased at a rate which exceeds inflation and these fringe benefit expenses have a significant impact on the structural deficit. For the 2019 budget, fringe benefits expenses are approximately flat compared to the 2018 budget. This is largely the result of high investment returns recently experienced in the pension fund, and the County has recently experienced lower than previously anticipated growth rates in medical costs.

Why is the pension contribution increasing?

Pension costs are expected to see some increases over a five-year forecast period. The minimal increase in 2019 is projected to be \$250,000. The employee contribution will remain unchanged from 2018.

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 and federal funding have forced Milwaukee County to divert around \$25 million per year in capital funding in order to maintain the infrastructure maintenance and level of service. 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. This fee was first included in the 2017 Adopted Budget for Milwaukee County. Revenues from this fee can only be used for transportation related activities like roads, bridges, trails and public transportation. In 2019, the annual Vehicle Registration fee charged by Milwaukee County will remain \$30.

Will health care contributions continue to increase?

Over the past year, medical care costs for Milwaukee County have seen a 3% inflationary increase. Over the past few years, 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. However, in 2019 these monthly contributions will remain at 2018 levels for employees.

Milwaukee County Health Care Monthly Premiums 2018-19		
	2018	2019
Single	\$138	\$138
EE+Child	\$193	\$193
EE+Spouse	\$276	\$276
EE+Family	\$304	\$304

How will the County balance the budget?

County expenses are projected to grow an average of 2.3% annually while revenue is growing at only 0.9% per year. In order to reduce this gap, the 2019 budget includes the following initiatives to expand revenues.

Investments in Revenue Initiatives: One goal of the 2019 budget is to find financial opportunities to expand the County's revenues. The initiatives include:

- Increasing the property tax levy.
- Personal Property Aid revenue.
- Collection of Online Sales Tax beginning in October 2018.

Investments in Information Technology: Funding is provided in the 2019 budget for major information technology related projects that include:

- Enterprise Resource Planning (ERP) software.
- mCase, a case management initiative to support the Department of Health & Human Services.
- Office of Emergency Management Computer-Aided

- Dispatch Initiative.
- Parks point-of-sale system.

Reducing the County's Footprint: The 2019 budget continues to minimize outstanding maintenance requirements by reducing infrastructure that is outdated and expensive to maintain. The 2019 budget reflects the anticipated planned sale and transfer of the County's Water Utility to the Milwaukee Regional Medical Center (MRMC) and the City of Wauwatosa. The budget also includes the anticipated sale of County Grounds land to MRMC member organizations, which will release the County from infrastructure improvements and maintenance responsibilities and costs.

Efficiency Measures: The 2019 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:

- Purchase and implementation of Enterprise Resource Planning Software to consolidate over 50 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.

Investment in Workforce: The 2019 budget includes continued investment in the County's workforce. These efforts include:

- \$3.1 million for equity pay increases, which includes the full annualized value of increases approved in 2018 and new equity increases at midyear 2019.
- Partial year funding for 2019 COLA (1%).
- Stabilize pay for everyone and increase pay for those below market.
- Fund a tuition reimbursement program and training fund.

Utilize One-Time Revenues Properly: The use of one-time, non-recurring revenues to finance ongoing, long-term operations is not sustainable. The 2019 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 2019 Recommended Capital Budget includes more than \$124.4 million in capital investments in the County's

infrastructure. Total County cash financing of \$36.2 million is included in the 2019 Capital Budget.¹

The 2019 Capital Budget continues to emphasize improving County infrastructure and assets while managing long-term costs. Highlights include:

- \$31 million for Bus Rapid Transit (BRT).
- \$13.4 million for the 2019 Bus Replacement Program.
- \$13.4 million for the Underwater Hippo Exhibit at the Milwaukee County Zoo.
- \$6.8 million for continuation of Milwaukee County's Enterprise Platform Modernization.

- \$5.5 million for the GMIA Physical Access Control System Upgrade.
- \$3.7 million for general fleet equipment.
- \$1.8 million for facility improvements to the Courthouse, Criminal Justice Facility & Safety Building.

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

There will be no increases in health care premiums or employee pension contributions for 2019. The table below illustrates an example of compensation changes from recent budgets.

Budget Effects on County Employees (2017-2019)

	Health Care Plans			
	Employee Only	Employee + Child	Employee + Spouse	Employee + Family
Base Salary (01/01/2017)	\$75,584	\$75,584	\$75,584	\$75,584
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	\$381	\$381	\$381	\$381
Increase in Health Premium	(\$96)	(\$276)	(\$432)	(\$408)
Change in Pension	—	—	—	—
2019 Base Salary	\$76,605	\$76,305	\$76,149	\$76,053
2019 COLA PP14	\$383	\$383	\$383	\$383
Increase in Health Premium	—	—	—	—
Change in Pension	—	—	—	—
2019 Total Compensation	\$76,988	\$76,688	\$76,532	\$76,436

¹ County cash financing primarily consists of sales tax and property tax levy for non-Airport capital projects while the Airport-related capital projects are cash financed mainly through Passenger Facility Charges and Airport Reserves. The Vehicle Registration Fee (VRF) was introduced as part of the 2017 Adopted Budget and is recognized as a County cash contribution. Typically, private contributions are one-time (non-County) allocations to specific capital projects pursuant to specific agreement(s). In order to more accurately account for the true County cash (i.e. sales tax, property tax and VRF) capital contribution requirement for non-Airport projects, private contributions are excluded. The 2019 Capital Budget includes private contributions of \$13.6 million.

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

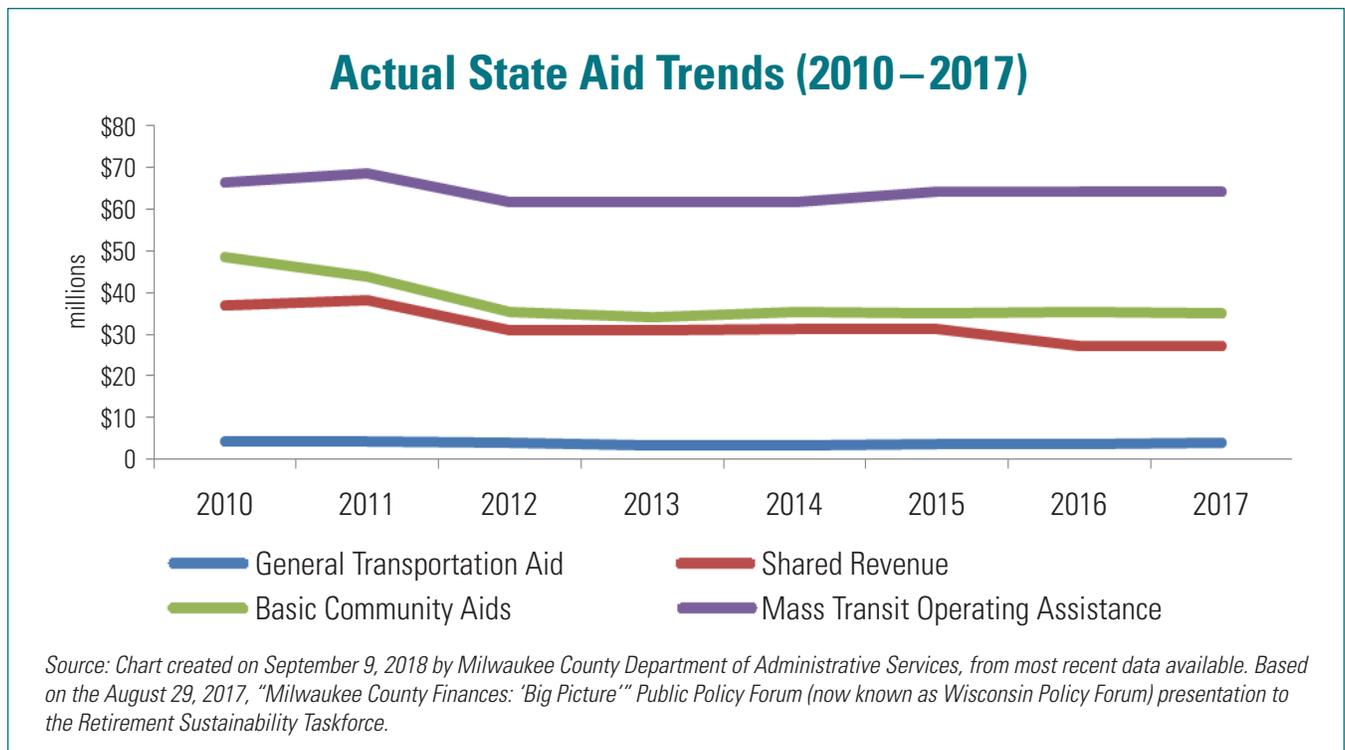
Trends in State Aid

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.

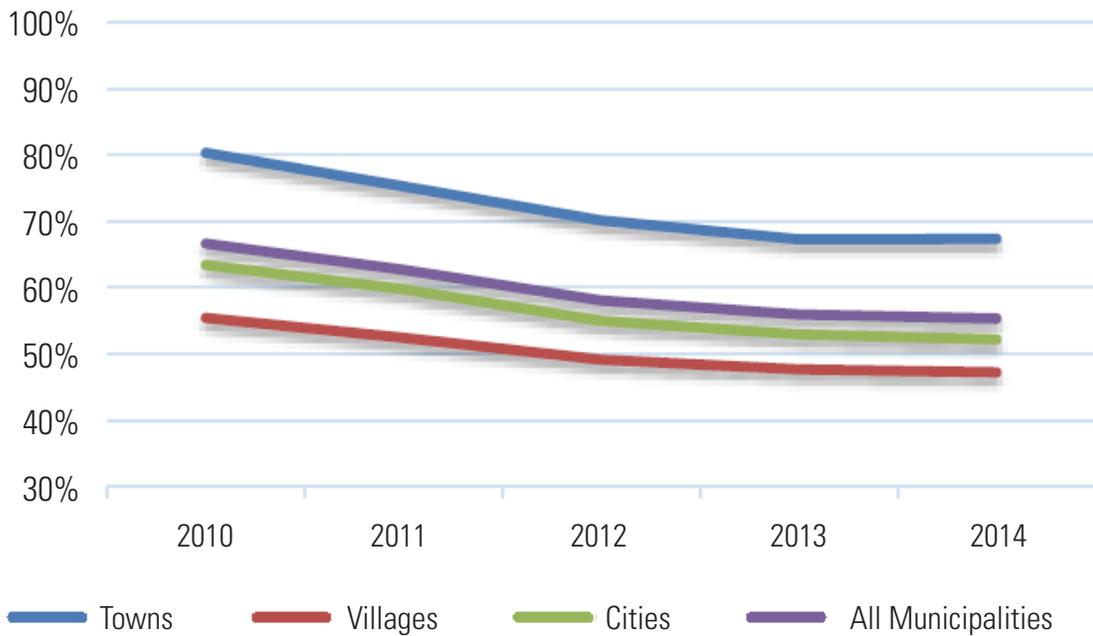
As the tables below illustrate, State Aid to municipalities has followed a flat or declining trend in recent years. In August 2018, the Public Policy Form (now known as the Wisconsin Policy Forum) examined State Aid trends for several funding sources that the State provides to the County for programmatic support. Specific funding

sources examined include General Transportation Aid, Basic Community Aids, Shared Revenue, and Mass Transit Operating Assistance. Specifically, in 2010, Milwaukee County received \$66.5 million of Mass Transit Operating Assistance; in 2017 the county only received \$64.2 million, reflecting a reduction in State funding for the County’s transit system. Basic Community Aids, which support human services programs, have declined from \$48.6 million in 2010 to \$35.0 million in 2018. State Shared Revenue, which provides unrestricted aid to the County, has declined from \$37.0 million in 2010 to \$27.3 million in 2017.

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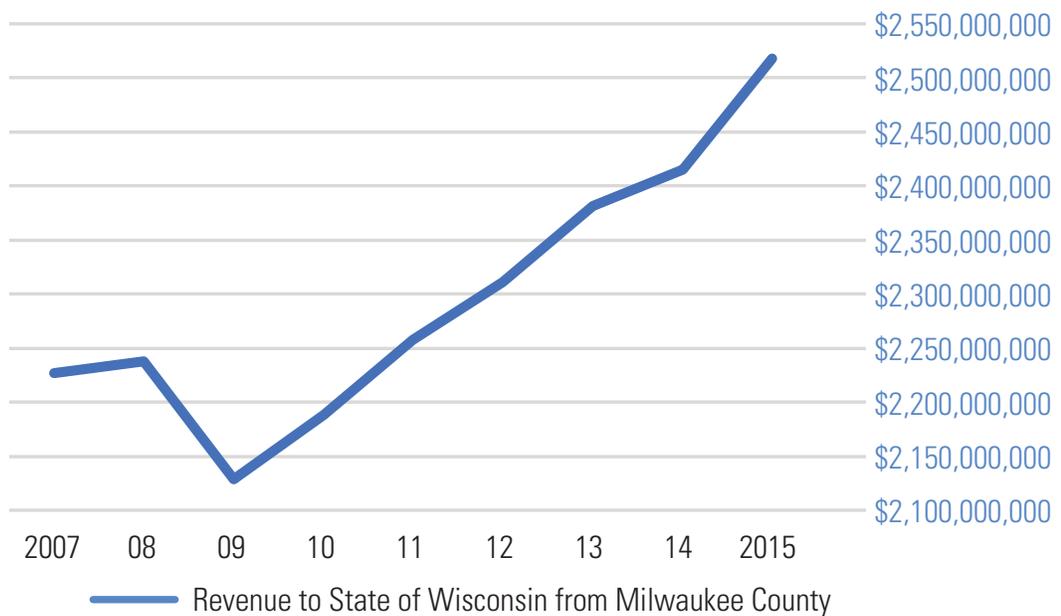


State Aid as % of State Revenue



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> (this report has been discontinued and a new updated report is not available from the State of Wisconsin Department of Revenue at this time).

Milwaukee County Revenue to the State Trends



Source: Chart created by Milwaukee County Department of Administrative Services, from most recent data in Wisconsin Department of Revenue, "State Taxes & Aids By Municipality and County For Calendar Year 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014" available at <https://revenue.wi.gov/Pages/Report/s.aspx#shared>. (This report has been discontinued and a new updated report is not available from the State of Wisconsin Department of Revenue at this time.) Note: Data excludes approximately \$25 million paid from State to County for the Economic Support Division which was moved to State in 2009.

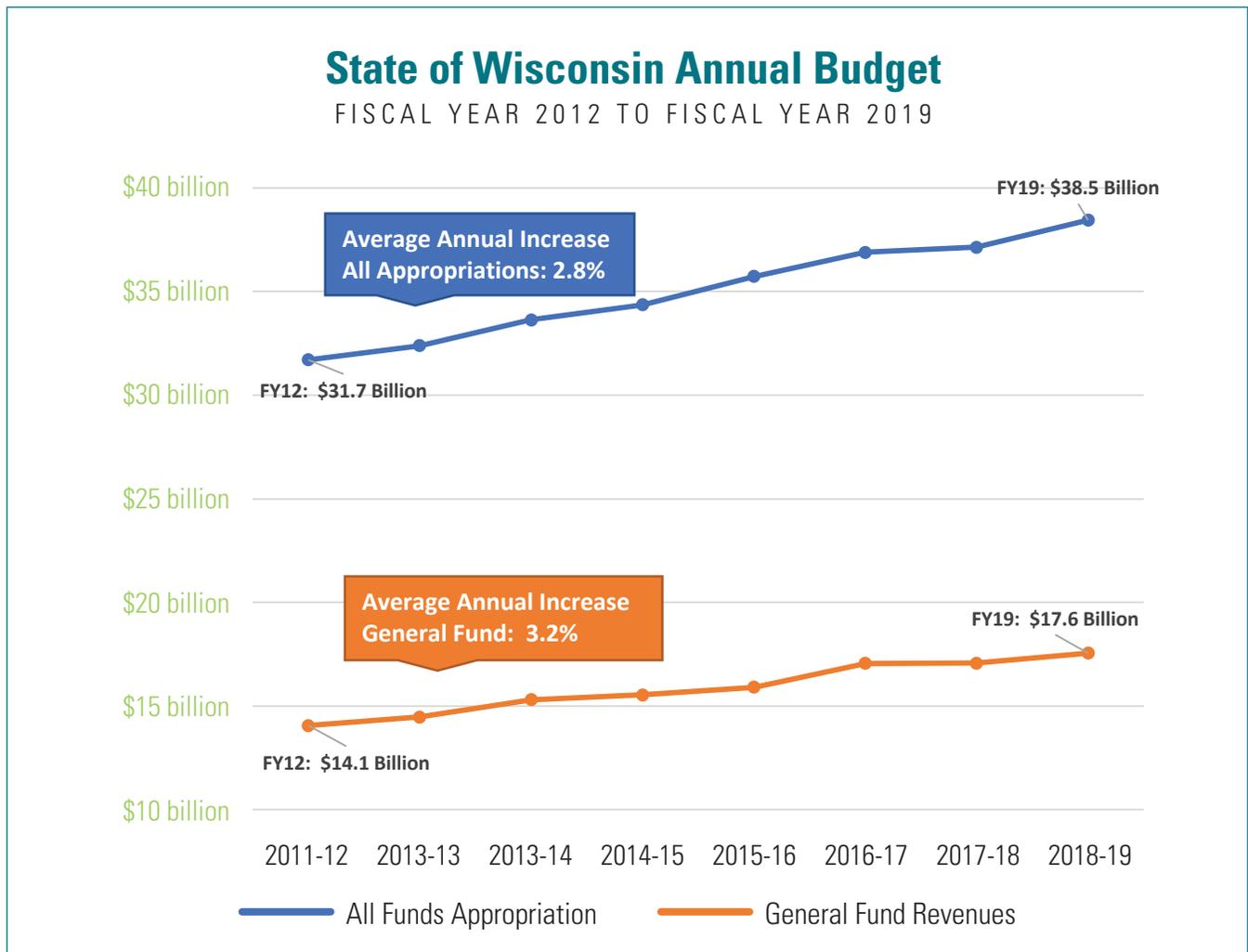
General Transportation Aid has remained relatively flat at approximately \$4.0 million from 2010 to 2017. Combined, these four revenue sources have been reduced from \$156.5 million in 2010 to \$130.3 million in 2017. The majority of this reduction occurred between 2010 and 2012 and was primarily the result of Wisconsin Act 10 which impacted collective bargaining, compensation, and employee benefits. In addition, the State assumed responsibility for the Income Maintenance program in 2010 and this led to a reduction in Basic Community Aids in 2012. Since 2012, these revenue sources have been reduced by a combined total \$1.6 million, from \$132.0 million to \$130.3 million. This results in a lack of available funds for inflationary or other cost increases, which contributes to the County's structural deficit.

Data from the State of Wisconsin Department of Revenue illustrates that these trends are not isolated to Milwaukee County alone. The "State Aid as % of State Revenue" graph shows that State Aid to all 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 55.39% in 2014. For the region of Milwaukee County, Washington County, Ozaukee County, Waukesha County, Walworth County, Racine County and Kenosha County (M7 Region) the average percentage was much lower at 46.81% in 2014. This means that of the revenue collected by the state in the M7 area (i.e. sales tax and income tax), only 46.81% of those funds were returned to M7 communities in 2014.¹ As of 2015, this same data is no longer available from the Department of Revenue. However, State data for Milwaukee County shows that Income Taxes and Sales and Use Taxes from the period of 2012 to 2016 have continued to increase, by approximately \$91.1 million² and \$84.0 million³ respectively.

Regardless of the nuances of 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 \$2.1 billion in 2009 to over \$2.5 billion in 2015 (as shown in the "Milwaukee County Revenue to the State Trends" graph).⁴

CONTINUED



Increased state revenue from municipalities 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. This results in extraordinary pressure on the existing property tax levy, and the need to raise additional revenue through user fees, including the vehicle registration fee. In Milwaukee County, flat or declining State Aid revenues have continued, despite the increased revenue generated for the state by Milwaukee County taxpayers.

As indicated in the “State of Wisconsin Annual Budget” graph on page 61, while the amount of revenue sent from Milwaukee County to the State of Wisconsin has increased, the amount of revenue the State sends back to Milwaukee County has been largely flat and in some instances has decreased. Meanwhile, the State of Wisconsin total budget has continued to increase. In 2011-12, State of Wisconsin appropriations for all funds totaled \$31.7 billion. The 2018-19 budget includes \$38.5 billion in appropriations across all funds. This represents a 21% increase over seven years, or an average increase of 2.8% per year. The State of Wisconsin’s General Fund budget, which is the primary fund from which state expenses are paid, has followed a similar trend. In 2011-12, the State of Wisconsin General Fund

revenue budget totaled \$14.1 billion. By 2018-19, this amount increases to \$17.6 billion. This reflects a 25% increase over seven years, or an average increase of 3.2% per year.⁵

Meanwhile, analysis prepared by the Milwaukee County Comptroller’s Office indicates that Milwaukee County revenues are growing by less than 1% per year. Each year, the Comptroller’s Office prepares a Five Year Financial Forecast, which is a tool for helping policymakers and the public understand future challenges and opportunities of the County budget. Similar to past years, the 2019 to 2023 forecast concludes that inflationary cost increases will not be offset by projected revenue increases. Expenditures are projected to grow by 2.3% on average, similar to the rate of inflation, while revenues grow by an average of just 0.9%. Limited revenue growth is caused by State mandated caps on locally collected revenues (property tax and sales tax), combined with flat and reduced revenues received from the State and Federal government. This results in a structural deficit for Milwaukee County which the Comptroller’s forecast projects to be \$16.8 million in 2019 and increasing to \$79.8 million by 2023 if actions are not taken to close the budget gap. This forecast highlights a need for additional revenue to support sustainable County operations. The forecast is described in more detail in the Long-Range Fiscal Analysis of the budget document.

- 1 Data taken from 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> (this report has been discontinued and a new updated report is not available from the State of Wisconsin Department of Revenue at this time).
- 2 Data taken from the State of Wisconsin, Department of Revenue, Reports September 8, 2018, Report I, “Income, Wisconsin Municipal Income Per Return Report (AGI)”, 2012, 2013, 2014, 2015, 2016.
- 3 Data taken from the State of Wisconsin Department of Revenue, Reports September 8, 2018, Report S, Sales Tax, County Sales Tax Distributions, Interactive Data.
- 4 Wisconsin Department of Revenue, “State Taxes & Aids By Municipality and County For Calendar Year 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, available at <https://revenue.wi.gov/Pages/Report/s.aspx#shared> (this report has been discontinued and a new updated report is not available from the State of Wisconsin Department of Revenue at this time).
- 5 Wisconsin Department of Administration, Enacted Budget, available at <https://doa.wi.gov/Pages/StateFinances/CurrentBiennialBudget.aspx>.

Cost to Continue				
	Expenditure	Revenue	Structural Deficit	Cost-to-Continue*
2018	\$1,056,556,396	\$1,056,556,396	—	
2019	\$1,076,871,733	\$1,060,056,855	(\$16,814,878)	(\$16,814,878)
2020	\$1,105,079,570	\$1,071,217,035	(\$33,862,535)	(\$10,475,548)
2021	\$1,130,542,394	\$1,077,257,807	(\$53,284,587)	(\$10,366,194)
2022	\$1,157,052,901	\$1,089,885,022	(\$67,167,879)	(\$13,883,292)
2023	\$1,183,483,449	\$1,103,716,485	(\$79,766,964)	(\$12,599,085)
			Average Gap:	(\$12,827,799)

* Cost-to-continue assumes that the prior year gap was eliminated with long-term solutions.
 * For 2020, the increase in pension contribution of \$6.6 million is considered an outlier and removed from cost-to-continue.
 * For 2021, the loss of \$9.0 million in Doyno Hospital revenue is considered an outlier and removed from cost-to-continue.
 Source: Office of the Comptroller¹ from the Office of the Comptroller, Milwaukee County Five-Year Financial Forecast 2019-2023, August 2018.

In 2018, of the \$1.70 billion total property taxes paid, Milwaukee County government makes up about 17.3 percent.

County Share of Property Tax Levy

The 2019 Budget for Milwaukee County levies approximately \$294 million in taxes on property during the year, which is approximately \$1.3 million over the 2018 Adopted Budget.

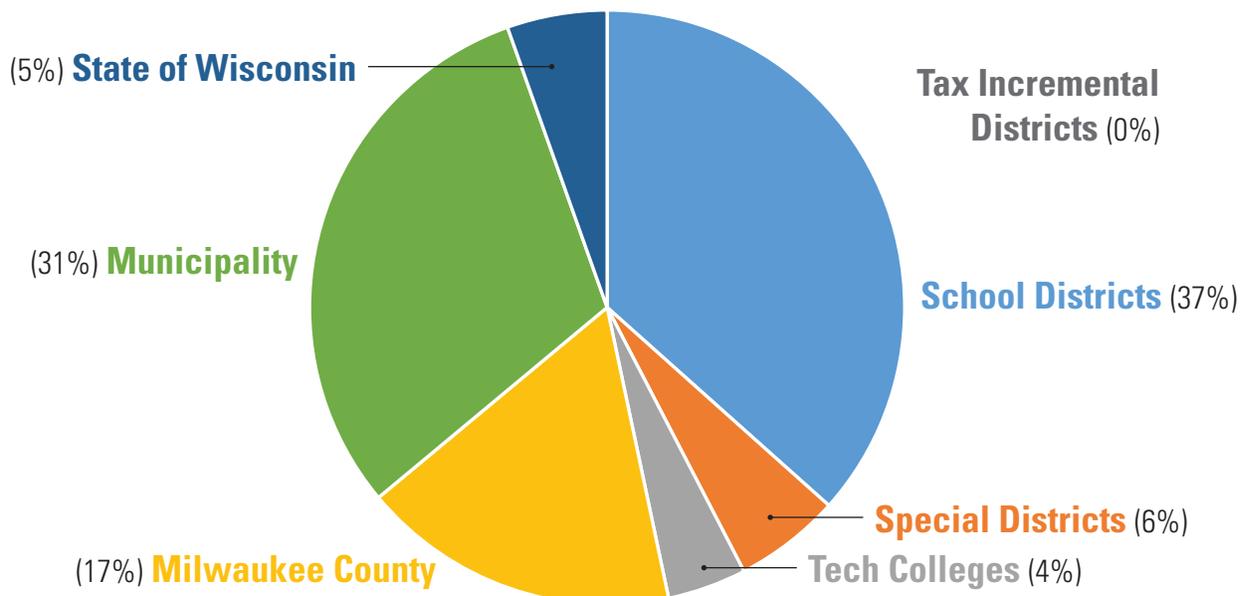
In 2018, according to data gathered by the Wisconsin Policy Forum, citizens and business will pay a total of approximately \$1.70 billion in property taxes to the various taxing entities in the County. These entities include:

- 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.

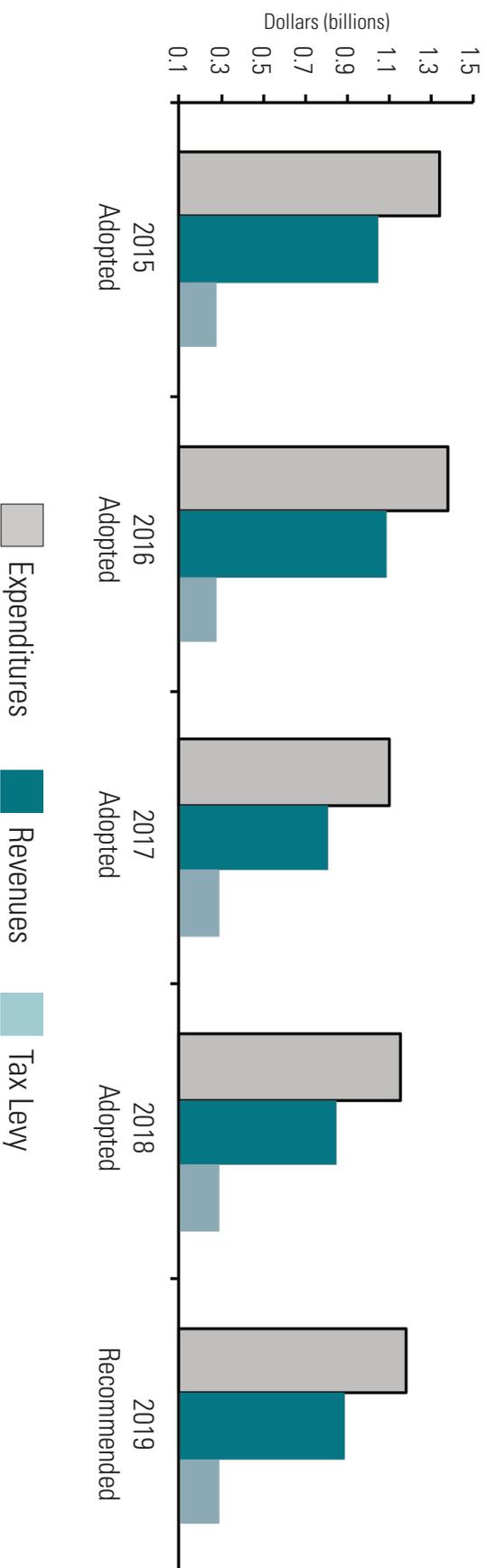
Of this \$1.70 billion total, Milwaukee County government makes up about 17.3 percent in 2018.

Distribution of Property Taxes in Milwaukee County



2019 BUDGET FOR GENERAL COUNTY PURPOSES

	2018 Adopted Budget	2019 Recommended Budget	Change	Percent
EXPENDITURE	\$1,148,961,486	\$1,187,626,700	\$38,665,214	3.37%
REVENUE	\$856,133,157	\$893,498,371	\$37,365,214	4.36%
TAX LEVY	\$292,828,329	\$294,128,329	\$1,300,000	0.44%



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 & 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 2019 budget. The figures below represent some of the significant known or estimated items that have been considered throughout the budget process.

Inflationary Concerns In the most recent Milwaukee County Comptroller's Five-Year Forecast, expenditures are predicted to increase by 2.3%, while revenues will grow by 0.9%. In line with the latest Five-Year Forecast, the 2019 Budget, expenditures are also forecasted to grow by an average of 2.3% and revenues are forecasted to grow by 0.2% from 2018. 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 The Milwaukee County Comptroller's projection demonstrates an average annual cost-to-continue structural deficit of \$12.8 million. This is an estimate of what will be needed by departments based on 2018 current operations. This estimate includes increased personnel costs and inflation.

Expenditures

Salaries & Wages The Comptroller's Five-Year Forecast, assumes expenditures for salaries and wages are expected to increase over 2018 amounts by approximately \$6.9 million or roughly 3.2 percent and includes a 1.0 percent

cost of living adjustment mid-year. In 2019, employee salaries and wages will also increase by a 1 percent Annual Increase Adjustment (approximately \$2.3 million). The 2018 budget included funding for a 1% increase at mid-year and the 2019 budget also includes funding for a 1% increase at mid-year. The 2019 budget also includes approximately \$1.6 million for the annualized value of 2018 equity adjustments and an additional \$1.5 million for 2019 equity adjustments funded at mid-year (\$3.1 million on an annualized basis).

Pension The Comptroller's Five-Year Forecast predicts that pension related expenditures will rise only by about \$1.3 million in 2019. Due to high investment returns, the total pension related expenses remain flat in the 2019 budget. The Pension Board has adopted a policy to reduce the assumed rate of return to 7.5 percent in 2020, which will increase the County's annual required contribution in 2020. The change in the assumed rate of return on Milwaukee County pension investments is also included in the Comptroller's forecasted cost-to-continue and will impact the 2020 budget.

Debt Service Reserve The 2019 Budget includes the use of \$3.9 million from the Debt Service Reserve.

Healthcare Costs The most recent five-year forecast conservatively assumes there is no change in plan design or premiums and no increase to healthcare costs in 2019. The forecast predicts 2019 healthcare expenses to be flat compared to the 2018 budget. This is the result of lower than previously anticipated growth in expenses in 2017 and 2018. However, healthcare costs are expected to increase by about 7.5 percent annually between 2020 and 2023.

Revenues

State & Federal Revenues State and federal revenues make up approximately 30 percent of County revenue in the 2019 Recommended Budget. This is a 1 percent increase from the 29 percent share of total county revenues in the 2018 Adopted Budget. The most recent five-year forecast provides mostly flat projections for state and federal revenues, but highlights a reduction of state revenue in 2019 due to a loss of \$3.2 million, which supported transit operations. The 2019 base budget assumed no change in state revenue from 2018. 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 Five-Year Forecast, includes unclaimed money in 2019 and projects this other revenue to increase by the CPI, or 2.3 percent. The budgeted revenue of \$1.3 million is expected to be realized in 2019.

Go Pass Revenue The 2019 Transit budget includes a proposed increase in the GO Pass as well as the New Freedom bus pass from \$1 to \$2 per day.

2017 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 2017 surplus of \$4.8 million is about \$0.2 million lower than as the surplus applied to the 2018 Adopted Budget.

Sales Tax The 2019 Recommended Budget is based on

actual historical collections and economic trends in the region and accounts for the new additional online sales tax revenue. In the 2019 budget, sales tax revenues are expected to grow at approximately 4 percent (\$3.1 million) from the 2018 Adopted Budget. Of this increase, \$1.4 million is due to growth and \$1.7 million increase is due to the addition of the online sales tax collections in Wisconsin, beginning in October 2018.

Vehicle Registration Fee (VRF) The 2018 Adopted Budget assumed 12 months of VRF revenue collections at the \$30 rate. The 2019 budget assumes the same rate and time frame; however, based on actuals, the County is expected to realize approximately \$700,000 more in revenue in 2019.

Property Tax Levy The five-year forecast assumes that between 2019 and 2023, approximately an additional 1.4 percent in property tax revenue is levied. For 2019 the forecast assumes \$4.1 million in additional tax levy revenue is added. The 2019 budget assumes a property tax levy revenue increase of approximately \$1.3 million. However, in 2018 the state has added an additional revenue, personal property tax aid of about \$1.6 million, which is included in the 2019 budget. 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. The personal property tax aid also offsets the allowable increase in property tax levy. 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.

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.

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 expenditures will grow more slowly and revenues will grow more quickly than projected in the past. In the 2019-2023 projection, the 2019 structural deficit is \$16.8 million, about \$14.2 million less than the 2018 forecast of \$31.0 million. On average, over the five-year period from 2019 to 2023, projected revenues increase from \$1.06 billion to \$1.10 billion (0.9% per year) and expenditures increase

from \$1.08 billion to \$1.18 billion (2.3% per year). Compared to the 2018-2022 forecast, annually this change reflects an increase in projected revenues of 0.02% and decrease in projected expenditures of 0.02%. By 2023, the structural deficit is projected to be increased to \$79.8 million.

Substantial drivers of the 2019 structural deficit include:

- Salaries and overtime.
- One-time expenditure reductions included in the 2018 budget.
- Inflationary increases in purchases of services.
- Professional services, service and uses.
- Increases in transit costs.
- Increases in debt service principle/interest.

C O N T I N U E D

Cost to Continue

	Expenditure	Revenue	Structural Deficit	Cost-to-Continue*
2018	\$1,056,556,396	\$1,056,556,396	—	
2019	\$1,076,871,733	\$1,060,056,855	(\$16,814,878)	(\$16,814,878)
2020	\$1,105,079,570	\$1,071,217,035	(\$33,862,535)	(\$10,475,548)
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2022	\$1,157,052,901	\$1,089,885,022	(\$67,167,879)	(\$13,883,292)
2023	\$1,183,483,449	\$1,103,716,485	(\$79,766,964)	(\$12,599,085)
			Average Gap:	(\$12,827,799)

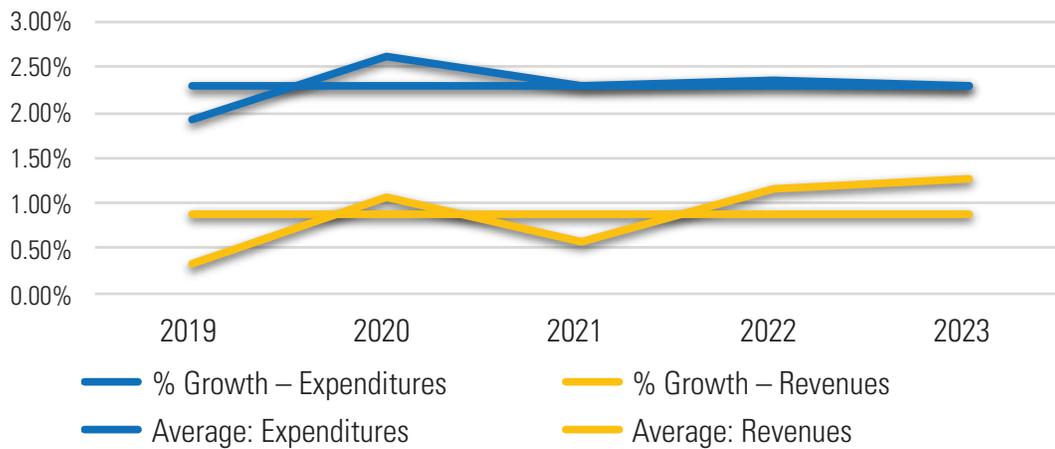
* Cost-to-continue assumes that the prior year gap was eliminated with long-term solutions.

* For 2020, the increase in pension contribution of \$6.6 million is considered an outlier and removed from cost-to-continue.

* For 2021, the loss of \$9.0 million in Doyne Hospital revenue is considered an outlier and removed from cost-to-continue.

Source: Office of the Comptroller¹

Forecasted Expenditure & Revenue Percentage Growth & Average Growth



Source: Office of the Comptroller¹

- Increases in commodities and utilities.
- Stagnant state and federal revenues.
- Elimination of contributions from reserves.

The drivers of the structural deficit is offset by the following assumed revenue increases:

- Sales tax.
- Other revenues.
- BHD health revenue.
- Property taxes.

The forecast shows that labor costs, especially fringe benefits, continue to be a primary driver of this structural imbalance. While decreasing by 1.1% from the 2018-2022 forecast, fringe benefits, including pension and healthcare, will grow by 20.3% during the 2019-2023 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%), 2015 (21.8%), and 2018 (21.4%) projections. In 2019, the healthcare cost projections remain flat; however, they grow at a rate of 7.5% per year for the rest of the 2019-2023 forecasted period. In 2020, adjustments in the pension fund's assumed rate of return from 7.75% to 7.5% will realign the assumed rate of return more closely with actual investment returns but also increase the County's pension obligation by \$6.6 million. The percentage of personnel costs to total county expenditures remains stagnant compared to the 2018-2022 forecast at about 43%.

While there are some assumed revenue increases, revenues not keeping pace with the county's expenditures are

another driver of the structural deficit. In the 2019 model, revenues are projected to grow at a slightly faster rate (a 0.02% increase) than the 2018 model, at 0.9% annually. Following very similar trends from the 2018 model, 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) and then remain flat at 2.3% growth throughout the forecast period. Revenues also spike in 2020. After 2020, 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 Doyme Hospital. By 2023 revenues have increased to approximately a 1.3% growth rate, however despite this positive trajectory, increased expenditure growth is still forecasted to exceed revenue growth by about 1%. The illustration demonstrates the need for a continued, long term focus on aligning revenues and expenditures.

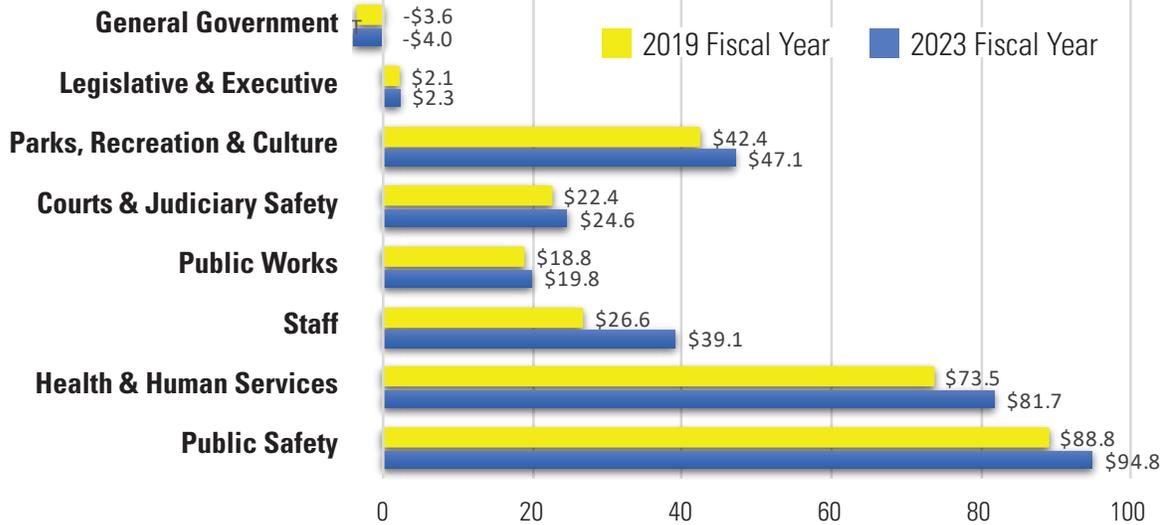
Expenditures Continue to Grow Faster Than Revenues

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 (2.3%) and revenues (0.09%), the County should continue to focus on realigning revenues and expenditures. Expenditures are now forecasted to rise 2.3% annually, a 0.2% decrease over 2018's projections and 0.1% increase over 2017's projections. While this is a more positive trend, approximately \$10.4 million from one-time revenues and expenditure reductions utilized in

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Forecasted Tax Levy Requirements (2019–2023)

in millions



Source: Office of the Comptroller¹

the 2018 budget, will no longer be available for 2019. This is up by \$3.1 million from the \$7.3 million one-time revenues utilized in the 2017 budget. Had the county implemented \$10.4 million in sustainable funding solutions, in 2019 the structural deficit would be reduced to \$6.4 million.

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. The County's ability to adjust property tax or sales tax revenue is limited by state law. "[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 2000, significant changes made by the County include:

- Restructuring of Other Post-Employment Benefits.
- Stabilizing pension costs by issuing Pension Obligation Bonds starting in 2009.
- Accelerating funding of unfunded pension liability and reducing the assumed rate of return on the pension fund.
- Realigning the share of health care costs borne by employees and retirees.
- Enforcing the Employee Health and Pension Contribution.
- Reducing staff by 1,457 since 2000 (excluding DHHS).
- Freezing salary step increases for employees from 2010-2018.
- Reducing the County's facilities' footprint by 1.6 million

square feet through the sale of underutilized assets.

- Deferring maintenance since 2000.
- Adding the Vehicle Registration Fee Revenue.

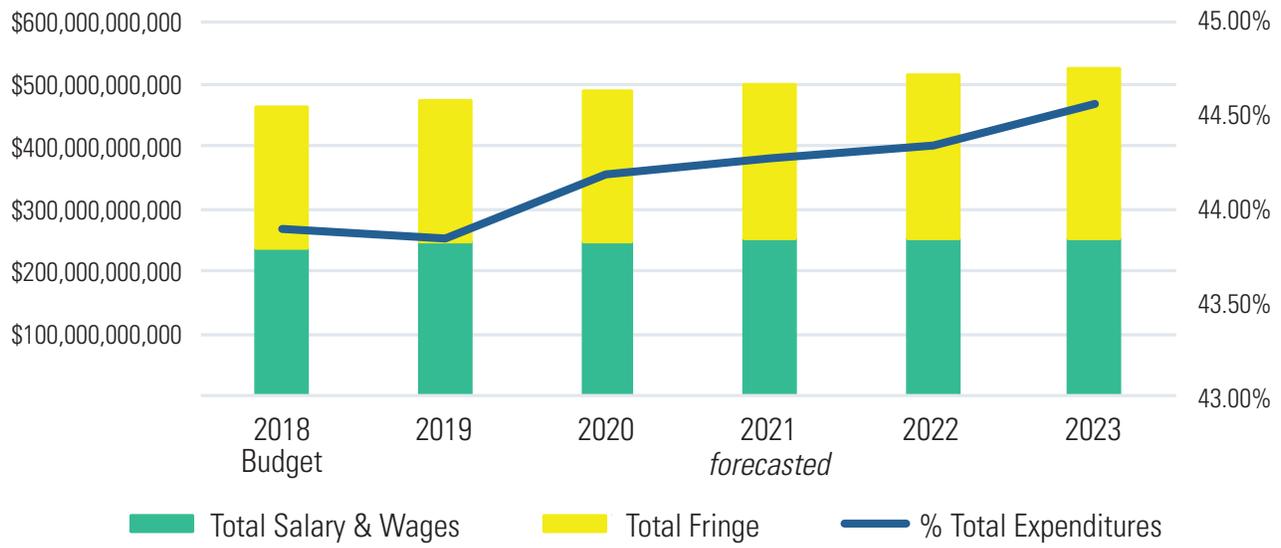
Additionally, the County continues to work on managing expenditures by:

- Controlling overtime, sick leave policies and other risk-type policies such as workers' compensation, to reduce payouts and liability accruals.
- Looking for new ways to deliver services, such as shifting behavioral health services to community based facilities and the Housing First Initiative.
- Working smarter, through the implementation of a new Enterprise Resource System to create efficiencies throughout the County in financial and human resource management, as well as, working towards the consolidation of multiple outdated IT systems to more efficient systems in facilities management and health and human needs.
- Decreasing energy spending by \$4.4 million in four years.

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 healthcare expenses continue to challenge the County's five year fiscal outlook. A forecast of the tax levy requirements

C O N T I N U E D

Forecasted Personnel Costs (2019–2023)



Source: Office of the Comptroller¹

by functional area from 2019-2023 is demonstrated in the graph above.

The largest increases are projected in Public Safety, Health & Human Services, and Public Works. However, the 2019 forecasted property tax allocation differs from the 2018 forecast, because the total dollar amount of property tax levy requirements have decreased in General Government, Public Safety, Health & Human Services, and Public Works. The 2019-2023 forecasted tax levy requirements for Parks, Recreation & Culture increases by nearly 50% from the 2018-2022 projection.

Salaries, Wages, Pension & Healthcare Costs Remain a Key Concern

While recent fiscal policy has “bent the structural deficit curve,” the County needs to continue to make significant structural changes to achieve long-term sustainability. Budgeted increases in pension (\$1.3 million) are substantially less in 2019 than prior years. This is due to the reduction in the assumed rate of return on pension investments and higher than expected investment earnings in 2017. However, while the growth in pension costs is down 3.4 percent from prior forecasts the cost still remains significant at 7.5 percent annual growth rate over the five-year period.

Similar to the 2018 forecast, salaries and wages (including overtime costs) increase by 3.7 percent over the five-year forecast period. To restore the one time expenditure

reductions from the 2018 budget and account for the 1 percent annual increase, salaries and wages are expected to increase by \$6.9 million in 2019, and then only 1 percent annually from 2020-2023.

The county benefited from healthcare savings in prior years and is expected to continue to benefit from no growth in healthcare costs in 2019. However, over the five-year forecasted period, healthcare costs are still expected to rise by 33.6 percent, the same as prior years’ projections. 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 \$10.8 million in 2019. This is a \$5.9 million increase over 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 2019, sales tax revenue of \$10.8 million is available to finance capital projects, \$31.8 million is provided for the 2019 debt service and \$33.9 million is available to support general operations. Compared to 2018, this is a \$1.1 million increase for debt service and \$6.3 million decrease to support general operations.

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Milwaukee 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.

2020 Updated Budget Gap Estimate

Per state statutes, Milwaukee County is required to adopt a balanced budget on an annual basis. This means that the \$16.8 million operating budget deficit projected for 2019 in the Comptroller's forecast must be closed within the adopted budget process. The County has consistently demonstrated strong expenditure management practices and has adhered

2020 Projected Operating Budget Gap

PRELIMINARY ESTIMATE

Description	Amount (millions)
Comptroller Forecast Increase in Structural Deficit 2019 to 2020	\$17.1
Debt Service Reserve Use in 2019 One-Time Revenue	\$3.9
Attorney Fee Increase Anticipated Rate Increase \$70 to \$100	\$1.5
Total	\$22.5

to this requirement to produce a balanced budget every year.

The projected structural deficit increases from \$16.8 million in 2019 to \$33.9 million in 2020. This is an increase of \$17.1 million. This \$17.1 million amount provides a base for projecting what the 2020 gap will be. There are other factors which will adjust this figure. Notably, any one-time solutions to close the gap in 2019 will increase the gap in future years. There are one-time tax levy savings measures included in the 2019 recommended budget. In particular, the recommended budget includes a debt service reserve withdrawal of \$3.9 million; this reserve cannot be considered a permanent funding source.

Also impacting the 2020 budget, a recent change in state law is expected to increase the hourly rate of court appointed attorneys from \$70 to \$100 per hour. This is preliminarily expected to increase tax levy costs in the Courts budget by approximately \$1.5 million in 2020.

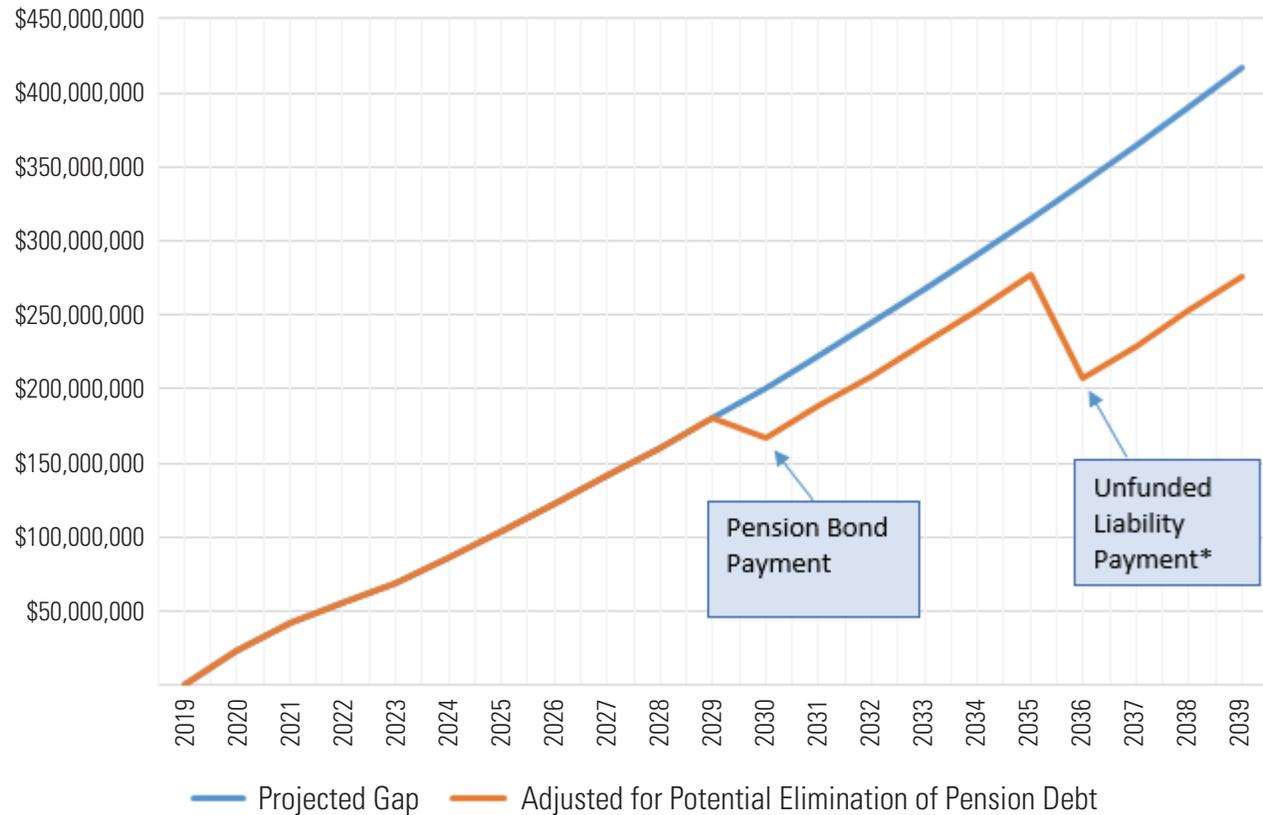
As a result of these factors, a budget gap of at least \$22.5 million can be expected for 2020. In early 2019, the Office of Performance, Strategy & Budget will conduct a more comprehensive examination of revenues and expenses across the County which will result in changes to this estimate. The \$22.5 million estimate does not include any one-time savings included in 2019 department budgets, potential impacts of the VW settlement and grant application, unclaimed revenue posted by the Treasurer's Office every other year. All of these items and other factors will be further considered as part of the 2020 annual budget process.

20-Year Outlook

The "Projected Structural Deficit (2020-2039)" chart on the following page demonstrates a longer term 20-year forecast, showing the ongoing impact of the structural imbalance between expenses and revenues. This projection is adjusted to reflect a balanced budget for 2019. Beginning in 2020, a deficit of \$22.5 million is projected, as detailed above. The structural deficit grows to \$68 million by 2023, based on annual increases outlined in the Comptroller's Five-Year Fiscal Forecast. In 2024 and beyond, revenues are projected to grow by 0.9% while expenses grow by 2.3%. Applying these assumptions results in a \$418 million structural deficit in 2039. This is the projected deficit before assumptions are made pertaining to the amortization of pension debts currently being paid out of the debt service and operating budgets.

A significant portion of the structural deficit relates to pension debt which is scheduled to be paid off over time. Specifically, the County is currently paying over \$33 million

Projected Structural Deficit (2020–2039)



* 2036 reflects payment of unfunded pension liability, if assumed investment returns are realized.

Source: Office of the Comptroller¹

of annual debt service in order to amortize a \$400 million Pension Obligation Bond that was issued in 2009. This debt is scheduled to be paid off in 2029. Additionally, the pension fund has an unfunded liability of \$569 million, as per the Actuarial Valuation January 1, 2018. The 2019 budget contribution to the Employees' Retirement System is expected to total \$72.2 million, of which \$52.8 million is paid towards unfunded liability, \$17.7 million covers normal pension costs of current employees, and \$1.6 million pays for administrative expenses in the fund. An analysis prepared by the Department of Administrative Services estimated that payments to the unfunded liability will grow by approximately 2.79% per year, reaching as high as \$94 million in 2035. The unfunded liability is scheduled to be amortized over a 20-year period. The above chart reflects full payment of the unfunded liability in 2036. This is shown to demonstrate the impact that the unfunded liability has on the County's structural deficit. However, it must be noted that full payment of this liability depends on the ability of the pension fund to meet investment return assumptions.

As a result of these assumptions related to pension debt, in 2039 the projected gap is reduced from \$418 million to

approximately \$276 million. Payment of pension debt will positively impact the County's financial forecast. However, there are other factors impacting the forecast which cause the projected structural deficit to continue even after pension debts are paid off. Most notably, revenue growth of 0.9% is not sufficient to sustain operations at the rate of inflation. Limited revenue growth is caused by caps on locally collected taxes (property tax and sales tax) and by flat and reduced revenues received from the state and federal government.

On the expenditure side of the equation, resolving the structural deficit will require continued examination of service delivery models, continued identification of operational efficiencies, paying down and reducing debts. The County has been operating in this environment for several years, dating back as far as the early 2000s. Substantial efficiencies and savings have already been realized. Savings have included both intentional initiatives to become more efficient and unintentional savings determined necessary to balance a budget with limited revenues. Examples of intentional savings initiatives include reducing approximately 1.6 million square feet of space in recent years in order to align the facilities footprint with actual needs in the County.

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Additionally, Other Post Employment Benefits have been restructured, resulting in an estimated \$40 million of savings per year. Unintentional savings examples include freezing of the County's salary step scale since 2010, which has resulted in substantial budget savings but has also resulted in salary inequities across the County. Deferring as much as \$400 million of infrastructure maintenance saves an estimated \$35 million a year on debt service. However, the County owns buildings which house state-mandated and priority services which have infrastructure needs that must be addressed in the near future.

It is unlikely that all deferred maintenance can be funded and that the structural deficit can be resolved by reducing expenditures alone. Changes in the County's revenue structure are also necessary, which would require intervention and changes at the state level. As indicated above, locally collected taxes are limited by state statutes while funds from the state have been flat and reduced in recent years. Resolving these issues will require continued monitoring of expenses combined with increased opportunities to grow revenues.

¹ From the Office of the Comptroller, Milwaukee County Five-Year Financial Forecast 2019-2023, August 2018.

² Overall, County cash financing for capital projects (\$36.2 million) includes sales tax, computer reserves, tax levy, PFC revenue and airport reserves. Refer to the Capital Improvements Budget Introduction for additional detail.

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Combined, a \$22.4 million gap is projected between both the operating and capital budget. This is the estimated gap prior to the identification of tax levy savings within department budget requests.

Closing the 2019 Budget Gap

Dating back as far as the early 2000's, Milwaukee County has been faced with a structural budget deficit which means that each year, County officials and policy makers have been required to focus budget planning efforts on where to reduce expenditures while opportunities to make new investments are limited. The structural deficit is caused by stagnant revenue growth which is limited by State statutes and is not sufficient to keep pace with inflationary operating cost increases. Historically, pension and health care expenses have risen at levels higher than inflation, and these fringe benefit costs have contributed significantly to the structural deficit. Over the past several years, the annual budget gap that has had to be closed has ranged from approximately \$20 million to \$40 million.

Process

In the early part of each calendar year, the Office of Performance, Strategy and Budget (PSB) develops budget assumptions for the upcoming fiscal year. These assumptions allow policy makers to develop strategy for the upcoming budget. This also helps to determine the magnitude of changes that must be made in order to produce a balanced budget. As a result of the structural deficit, tax levy reduction targets are typically distributed to operating departments in April or early May. Departments are tasked with identifying savings within their budget as part of the department request phase. Requested budgets are due in July. The County Executive then reviews department requests and submits a recommended budget to the County Board by October 1. The budget is adopted by the County Board in November.

2019 Budget Projections

In early 2018, PSB projected a \$23.5 million operating

budget gap for 2019. This estimate was based on projected expenditure growth of \$25.4 million, offset by net revenue growth of just \$2.0 million. Expenditures were projected to increase by \$25.4 million primarily due to the need to increase compensation, cover increased fringe benefits costs, and to support inflationary operating cost growth. Revenue growth of \$2.0 million included projected increases in taxes and fees (including sales tax and property tax), offset by debt service reserves used in the 2018 budget, as well as new parking fee revenues which were included in the 2018 budget but ultimately not approved for implementation.

In addition to the operating budget deficit, the budget for cash financing of capital projects was under-funded by \$5.4 million in 2018 compared to County policy goals. Specifically, the County has a goal to cash finance 20% of capital projects. The 2018 budget fell \$5.4 million short of this goal.

The initial operating budget gap estimate of \$23.5 million included approximately \$7.0 million of projected fringe benefit cost increases for health care and pension. This estimate was based on prior year expenditure trends as well as information provided by County actuaries. More recent estimates indicate that fringe benefit costs in 2019 will be approximately flat compared to the 2018 budget. This is based on updated actuarial information, combined with a review of 2017 year end actuals and 2018 year to date expenditure data. The pension fund benefited from a high investment rate of return of 15.68% in 2017, which results in a flattening of costs for 2019. Meanwhile, actuarial reports indicate that health care expenditure growth has trended at approximately 3%, as opposed to 7.5% previously projected

by actuaries and included in the 2018 budget. As a result, the 2019 health care budget remains flat compared to 2018. Despite these cost savings for 2019, fringe expenditure growth remains expected in future years.

Primarily due to changes in fringe benefits cost estimates, the operating budget gap estimate was revised from \$23.5 million down to \$17.0 million in July. The capital cash financing budget shortfall remains at \$5.4 million. Combined, a \$22.4 million gap is projected between both the operating and capital budget. This is the estimated gap prior to the identification of tax levy savings within department budget requests.

Closing the 2019 Budget Gap

In June of 2018, the County Executive issued a memo to all departments regarding 2019 budget requests. The memo indicated that departments should put forth requested budgets with a tax levy reduction that is 1.1% lower than expenditures in the 2018 adopted budget. This 1.1% reduction was estimated to save \$7.5 million of tax levy. In addition, departments were asked to absorb inflationary cost increases. This means that new funding was not made available for the increased cost of utilities, commodities, and contract services. This results in an estimated savings of \$6.6 million.

These and other savings needed to close the \$22.4 million gap were ultimately identified in the budget process. Most departments participated in the tax levy reduction program as part of the request phase of the budget. Additional tax levy savings identified include anticipated collection of online sales tax, increased investment revenues projected by the Treasurer, Law Enforcement Grant savings, and a planned withdrawal of funds from the debt service reserve. The below chart provides a high level summary of how the budget gap was closed within the 2019 budget process. This is followed by a description of major savings initiatives and other changes.

Summary of Tax Levy Savings

Online Sales Tax Collections (\$1.7 million): A United States Supreme Court ruling in June of 2018 has determined that states can collect online sales taxes. The State of Wisconsin has confirmed that online sales taxes will be collected in Wisconsin beginning in October 2018. \$1.7 million has been added to the County's 2019 budget for this change. This amount was estimated by the State for Milwaukee County.

Investment Revenue Increase (\$1.5 million): The Treasurer's Office has projected that investment revenues will increase by \$1.5 million, based on actual results in 2018.

2019 Budget Gap Estimate

Description	Early Gap Estimate (May) (millions)	Revised Estimate (July)* (millions)
Salaries**	\$6.8	\$6.8
Healthcare	\$5.0	—
Pension	\$2.0	\$0.3
Debt Service	\$0.5	\$1.5
Operating Cost to Continue	\$6.6	\$6.6
2018 Restorations	\$2.6	\$2.6
Liability Insurance	\$0.6	—
Seasonal Employee Conversions	\$1.3	\$0.5
Total Expense	\$25.4	\$18.3

Revenue Change — Lost Revenues

Debt Service Reserves	\$6.6	\$6.6
Parking Fees	\$1.6	\$1.6

Revenue Changes — Increased Revenues

Property Tax	(\$2.9)	(\$2.9)
Sales Tax	(\$1.8)	(\$1.3)
VRF Increase	(\$0.7)	(\$0.7)
Unclaimed Revenue	(\$1.3)	(\$1.2)
Other Changes	(\$3.5)	(\$3.5)
Total Revenue Changes	(\$2.0)	(\$1.4)
Operating Gap Total	\$23.5	\$17.0
Capital Cash Financing Below 20% Goal	\$5.4	\$5.4
Total Operating & Capital Gap	\$28.9	\$22.4

* Revised estimate reflects budget gap estimate prior to department levy savings identified at request phase of the budget (pre-July 15).

** Salary increase estimate of \$6.8 million reflects centrally funded increases, does not include reclasses funded by departments

BHD Abatement/Reserve (\$2.0 million): The 2019 budget includes a \$2.0 million expenditure abatement in the BHD budget, to account for current reserve levels and prior year surplus activity. This abatement will not impact expenditure authority in the department. If the abatement causes the department to deficit, BHD will need to draw from their reserves to cover the cost. Tax levy savings from the abatement is in addition to savings realized from BHD's tax levy reduction target.

Debt Service Reserve Withdrawal (\$3.9 million): A \$3.9

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million withdrawal from the debt service reserve is included in the 2019 budget. This withdrawal was determined necessary in order to support cash financing of capital projects, and to restore capital cash financing back to the County's 20% policy goal.

Law Enforcement Grant Savings (\$500,000): Since 2013 the County has provided a \$500,000 grant to the Milwaukee Police Department for handling of 9-1-1 cellular service calls within the borders of the City. The grant is expiring and the County has informed the City of Milwaukee that \$0 will be allocated for 2019.

Unallocated Contingency Reduction (\$1.0 million): The 2018 budget includes \$6.0 million of unallocated contingency for unanticipated costs which may occur during the year. The 2019 recommended budget reduces this amount to \$5.0 million.

Departmental Levy Savings Estimate (\$13.9 million): Departmental savings estimated at \$13.9 million are included in the budget. This amount includes both savings on inflationary expenses which departments are asked to absorb, as well as reductions compared to the 2018 budget. Below is brief summary of some of the departmental savings initiatives included in the 2019 budget; this list is not all inclusive. Additional details are stated within the departmental narratives section of the budget.

- Corporation Counsel reduces commodities and services spending by \$68,000, including a reduction in legal fees budgeted for departments who need outside legal counsel.
- The Department of Administrative Services (DAS) reduced the 2019 IT central spend budget by approximately \$407,000. In addition, DAS has reduced the major maintenance budget by \$400,000 in order to cover inflationary cost increases throughout the department.
- The Office of Emergency Management has negotiated \$112,000 of reductions in contractual obligations, including a reduction in radio maintenance contract costs.
- The Medical Examiner projects referral autopsies to increase by approximately 30 percent, resulting in additional revenue of \$190,000.
- The Milwaukee County Transit System budget reduces tax levy by \$1.3 million and further absorbs approximately \$2 million of increased operating expenses. Tax levy savings include modifications to freeway flyer routes, a reduction in school route services, and increasing the GO Pass from \$1 to \$2 per day. In addition, the budget includes a reduction of contracted administrative expenses, and a \$1 million increase in Federal 5307 revenue to support the operating budget.
- The Behavioral Health Division (BHD) met their \$2.1

Summary of Major Gap Closing Initiatives

Description	Amount (millions)
Operating Gap	\$17.0
Capital Cash Finance Gap	\$5.4
Total Estimated Gap/ Savings Needed	\$22.4

Tax Levy Savings

Online Sales Tax Collections	(\$1.7)
Investment Revenue Increase	(\$1.5)
BHD Abatement / Reserve	(\$2.0)
Debt Service Reserve Withdrawal	(\$3.9)
Law Enforcement Grant Savings	(\$0.5)
Unallocated Contingency Reduction	(\$1.0)
Departmental Levy Savings Estimate	(\$13.9)
Subtotal Tax Levy Savings	(\$24.5)

Tax Levy Increases

MRMC & Water Utility Land Sale Levy Impact	\$0.8
Fire Charge Uncollectible	\$0.9
Business Intelligence Initiative	\$0.3
New Positions (Content Officer, Energy Manager)	\$0.2
Subtotal Tax Levy Costs	\$2.1
Remaining Gap	0

million tax levy reduction target and identified additional savings to cover inflationary and other cost increases. Inpatient Services will be integrating a new position of Psychiatric Technicians who will be responsible for performing various functions now provided by Certified Nursing Assistants, reducing the need for outside security and saving \$0.8 million in the Emergency Room. BHD has reduced overtime spending in the 2019 budget by \$0.6 million. Professional service fees are reduced by \$1.4 million. Food savings of \$0.3 million are realized due to a lower census and a re-estimate of costs.

- DHHS reduced \$1.0 million of tax levy from their budget primarily through identification of realignments and efficiencies, including reduction of vacant positions, combining evening reporting and alternative sanctions, and increased revenues including an increase in Youth Aids revenue, Medicaid revenue for Wrap and the Disability Resource Center.

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- Aging revenues are increased by \$547,000 primarily due to an increase in Federal funding for the Aging Resource Center.
- Parks department revenues are increased by approximately \$400,000 compared to the 2018 budget (after backing out the \$1.6 million of parking fee revenue which was not approved in 2018). Increased revenues are projected for China Lights, golf fees, dog-tags, cell tower leasing, and for the introduction of camping in County parks.
- Zoo revenues are projected to increase by \$392,000 over the 2018 budget. This recognizes the full annual value of admissions increases implemented in 2018, an additional \$0.75 admissions increase planned for April of 2019, and a State energy grant of \$45,000. Projected increases in admission fees are offset by reduced special exhibit and sea lion show revenue. It is important to note that in 2017 and 2018, zoo revenues have trended below budget due to weather conditions and construction of the zoo interchange. The 2019 budget assumes that attendance will be positively impacted by completion of the zoo interchange. Weather conditions will always be a known risk. While zoo revenues have trended below budget in 2017 and 2018, the 2019 zoo revenue budget remains below 2016 actuals.
- The Register of Deeds has reduced tax levy by a net total of \$187,000, as a combined result of reducing one position, identified savings in document indexing, and recognizing an increase in real estate transfer fee revenue.
- The County's budget includes assumptions regarding savings related to vacancy and turnover (V&T) in each department's budget. Many departments requested to reduce V&T as part of their 2019 budget requests. For most departments, the recommended budget maintains V&T at the same level as 2018. This resulted in savings of approximately \$2.0 million compared to the requested budget. For many departments, this was a savings on top the savings already identified as part of their tax

levy reduction target.

The following items result in tax levy increases of approximately \$2.2 million.

- Sale of the Milwaukee Regional Medical Center (MRMC) and transfer of the water utility is expected to have a tax levy cost of \$800,000. Reimbursement to the County for these facilities will be reduced. In lieu of laying off staff working on these systems, the positions will be allocated to other County owned facilities to catch up on long deferred maintenance and will now be paid for with tax levy funding.
- The County budget includes revenues for fire charge collections on County grounds. These revenues have trended below budget in recent years. A \$900,000 revenue reduction is included in the 2019 budget to align the budget to actuals.
- The budget includes \$300,000 in new funding for Business Intelligence initiatives in IMSD.
- Two new positions are created with funding from savings identified above, including an Energy Efficiency Manager in the Facilities Management Division, and a Content Officer position, which will replace duties currently performed by a contracted web administrator.

Conclusion

The combined changes described above result in a balanced operating budget for 2019 and an increase in the budget for capital cash financing back to the 20% policy goal. While these changes result in a balanced budget for 2019, this budget can largely be considered a "temporary fix" which does not fully address the County's ongoing structural deficit. Early projections, detailed in the Long Range Fiscal Analysis section of the budget, estimate that the County will be faced with a budget gap of \$22.5 million in 2020. It is recommended that the County Board continues to work with the County Executive to focus on long term fiscal sustainability.

The 2019 gross expenditure budget is \$1,187,626,700, an increase of \$38,665,214 (or 3%) from the 2018 Adopted Budget.

2019 Expenditure Analysis

The 2019 gross expenditure budget is \$1,187,626,700, an increase of \$38,665,214 (or 3%) from the 2018 Adopted Budget. The 2019 expenditure budget includes \$1.063 billion for departmental and non-departmental operations and debt service, and \$124.4 million for capital projects. In comparison with the 2018 Adopted Budget, operating budget expenditures increase by \$6.6 million (or 0.6%), and capital budget expenditures increase by \$32 million (or 26%).

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

2019 Countywide Expenditure Highlights

As instituted in the 2018 budget, both active and legacy fringe benefit costs remain centralized. In 2019, these costs are only allocated out to those departments that are reimbursed by outside revenue sources. Additionally, changes made in 2018 related to charges apportioned to departmental budgets for covering the cost of provided interdepartmental services also remain centralized. These charges are represented in Non-Departmental Expenditure narrative, agency 1940.

2019 Expenditure Highlights by Category

Personal Services increase by \$8.6 million (or 2%) primarily related to employee salary increases. This includes funding for a 1% across-the-board increase, funding for equity adjustments and funding for reclassifications.

Operation Costs decrease by \$3.8 million (or 2%). This reduction is largely due to funding limitations caused by revenue constraints, combined with tax levy targets that were issued as part of the 2019 budget process.

Debt & Depreciation increase by \$1.0 million from \$116.5 million to \$117.5 (or 1%).

Capital Outlay increases \$43.2 million (or 46%) from 2018. The capital outlay included in the capital improvement budget increases by \$32 million (or 26%) over 2018. The increase is largely due to inclusion of the Bus Rapid Transit project, which has a total cost of \$31 million. Of this amount, \$23.9 million is funded by federal government and private contributions and \$7.1 million is funded through bonding. Additionally, the Zoo's Underwater Hippo Exhibit has a total cost of \$13.4 million, of which \$9.1 million is funded with private contributions and \$4.3 million is funded with bonds. Operating Capital Outlay, not including items related to Capital Outlay/Depreciation Contra (see the Non-Departmental Expenditure narrative, agency 1940, for additional detail), including funding for major maintenance, increases by \$340,000 (or 2%).

Internal Service Charges including the net total of abatements and crosscharges between County departments decrease by approximately \$8.2 million (or 26%) in 2019.

2019 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 2018 Adopted Budget.

Legislative & Executive

The expenditure increase of \$250,841 (or 44%) in the **Office of the County Executive** is related to budgeting the office at historical actuals.

The Milwaukee County **Office of Intergovernmental Relations** increase expenditures by \$7,712 (or 3.5%). The increase is related to employee compensation.

General Government

Expenditures in the **Office of the Register of Deeds** decrease by \$152,807 (or 9%) due to a reduction in personnel, including one employee transfer to the Department of Administrative Services.

Expenditures in the **Office of the Treasurer** increase by \$42,280 (or 4%) mainly due to increases in employee compensation.

The **Election Commission** expenditures decrease by \$134,471 (or 21%) mainly due to reduction in election related expenditures for 2019.

The expenditures for the **Office of the County Clerk** increase by \$181,139 (or 4.3%) due to aligning personnel budgets to actuals and rectifying an omission in the 2018 budget.

Administrative

In the **Department of Human Resources**, expenditures increase by \$463,850 (or 8%) due to corrective market employee compensation and personnel changes.

Expenditures increase in the **Office of the Corporation Counsel** by \$79,024 (or 7%) mainly due to restructuring personnel and employee compensation.

Expenditures increase in the **Office of African American Affairs** by \$119,939 (or 19%) mainly due to additional contractual services for racial equity training.

Department of Administrative Services – Internal Service Funds

Expenditures in the **DAS–Water Distribution System** program area decrease by \$488,495 (or 10%) primarily due to a reduction in capital outlay.

Public Safety

Expenditures in the **Office of the Sheriff** increase by \$1,811,712 (or 4%) due to the inclusion of additional deputy salaries that were finalized in a new labor agreement.

Expenditures in the **House of Correction** increase by \$1,695,710 (or 4%) due to growth in personal and professional services contracts and salaries and overtime for personnel.

The **Medical Examiner** expenditures increase by \$288,578 (or 7.3%) due to increased professional service contracts and additional personnel.

Courts & Judiciary

Expenditures in **Combined Court Related Operations** increase by \$1.1m (or 4.5%) primarily due to increases in contracted services.

The **Department of Child Support Services** expenditures increase by \$394,713 (or 2%) mainly due to an increase in personnel costs.

Courts Pre-Trial Services expenditures increase by \$225,263 (or 5%) due to professional services contract increases.

Transportation

Expenditures in the **Airport Division** increase by \$8.1 million (or 9%) from 2018. This is related to additional allocations of fringe, increases in personnel, contracts, commodity, and operating capital outlay costs.

Expenditures in the **Fleet Management Division** increase by \$922,213 (or 8%) primarily due to increased personnel costs, capital outlay and additional departmental service demand.

Expenditures in **Highway Maintenance** decrease by \$964,018 (or 4.2%) due to the creation of Department of Transportation Public Works—Transportation Services Division, which separates the function of highway project management and design from highway maintenance.

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Health & Human Services

In the **Milwaukee County Mental Health Board's Behavioral Health Division (BHD)**, expenditures decrease \$6.7 million (or 3%). The decrease is related to a transfer of professional services contracts from BHD to DHHS, a reduced projection for wraparound services, and for an expenditure abatement included in the BHD budget.

The **Milwaukee County Department of Health & Human Services** increased expenditures by \$22.5 million (or 22%). This is primarily due to a transfer of fringe expenses from the non-departmental budget back to the DHHS budget. In addition, funding is added for additional programming in the Children's Long Term Support (CLTS) program and for the transfer of professional services contracts from BHD to DHHS.

Department on Aging expenditures increase by \$1.3 million (or 7.4%) primarily due to aligning purchase of service contracts to actuals.

Recreation & Culture

In the **Department of Parks, Recreation & Culture**, expenditures increase by \$1.9 million (or 6%) from 2018. The increase is primarily the result of personnel costs from transitioning some seasonal employees to full time.

Expenditures increase for the **Zoological Department** by over \$557,038 (or 3.5%). The increase is primarily the result of personnel costs from transitioning some seasonal employees to full time.

Expenditures decrease for the **University of Wisconsin—Extension** by \$46,516 (or 9%) from 2018. The decrease is primarily due to the removal of expenses related to occupying 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 \$2.4 million (or 32%) from \$7.4 million to \$5.0 million due to the removal of one-time items budgeted in allocated contingency in 2018, as well as a \$1.0 million reduction in unallocated contingency compared to the 2018 adopted budget.

Centralized Active Fringe expenditures decreased by \$25.9 million (or 20%) as a result of allocating additional costs to revenue producing departments.

COMBINED CAPITAL & OPERATING EXPENDITURES BY FUNCTIONAL AREA

County Budget Expenditure Comparison (Capital & Operating)

TOTAL Operating & Capital Expenditures by Functional Area	2016 Actual	2017 Actual	2018 Budget	2019 Budget	\$ Change from 2018 Budget	% Change from 2018 Budget
Legislative & Executive	\$4,715,062	\$2,525,227	\$2,145,713	\$2,428,538	\$282,825	13%
Administration	\$122,213,175	\$132,348,844	\$95,068,239	\$94,649,854	(\$418,385)	0%
General Government	\$15,296,862	\$10,289,015	\$8,270,443	\$8,242,574	(\$27,869)	0%
Courts & Judiciary	\$70,541,568	\$56,728,139	\$51,343,517	\$53,162,409	\$1,818,892	4%
Public Safety	\$186,514,413	\$136,480,907	\$114,823,477	\$120,914,543	\$6,091,066	5%
Transportation & Public Works	\$284,317,556	\$292,811,411	\$306,644,448	\$334,544,992	\$27,900,544	9%
Health & Human Services	\$597,852,448	\$340,105,405	\$332,980,235	\$350,860,329	\$17,880,094	5%
Parks, Recreation & Culture	\$90,657,323	\$85,844,351	\$63,721,878	\$76,387,012	\$12,665,134	20%
Debt Service	\$50,299,599	\$51,404,166	\$48,532,388	\$48,979,070	\$446,682	1%
Non-Departmental Revenues	\$0	\$0	\$0	\$0	\$0	—
Non-Departmental Expenditures ¹	(\$48,064,814)	(\$2,261,739)	\$125,431,148	\$97,457,379	(\$27,973,769)	-22%
TOTAL	\$1,374,343,192	\$1,106,275,726	\$1,148,961,486	\$1,187,626,700	\$38,665,214	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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CAPITAL EXPENDITURES BY FUNCTIONAL AREA

County Budget Expenditure Comparison — Capital

TOTAL Operating & Capital Expenditures by Functional Area	2016 Actual	2017 Actual	2018 Budget	2019 Budget	\$ Change from 2018 Budget	% Change from 2018 Budget
Legislative & Executive	\$0	\$0	\$0	\$0	\$0	—
Administration	\$ 21,035,948	\$31,138,105	\$20,028,229	\$18,935,113	(\$1,093,116)	-5%
General Government	\$0	\$0	\$0	\$0	\$0	—
Courts & Judiciary	\$0	\$0	\$0	\$0	\$0	—
Public Safety	\$1,595,623	\$252,000	\$3,694,095	\$5,683,133	\$1,989,038	54%
Transportation & Public Works	\$39,633,213	\$55,255,945	\$63,250,046	\$83,469,254	\$20,219,208	32%
Health & Human Services	\$69,030	\$0	\$0	\$701,516	\$701,516	-
Parks, Recreation & Culture	\$19,404,496	\$16,834,800	\$5,432,723	\$15,655,720	\$10,222,997	188%
Debt Service	\$0	\$0	\$0	\$0	\$0	—
Non-Departmental Revenues	\$0	\$0	\$0	\$0	\$0	—
Non-Departmental Expenditures ¹	\$0	\$0	\$0	\$0	\$0	—
TOTAL	\$81,738,310	\$103,480,850	\$92,405,093	\$124,444,736	\$32,039,643	26%

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.

OPERATING EXPENDITURES BY FUNCTIONAL AREA

County Budget Expenditure Comparison — Operating

TOTAL Operating & Capital Expenditures by Functional Area	2016 Actual	2017 Actual	2018 Budget	2019 Budget	\$ Change from 2018 Budget	% Change from 2018 Budget
Legislative & Executive	\$4,494,917	\$2,555,722	\$2,145,713	\$2,428,538	\$282,825	12%
Administration	\$90,693,151	\$86,384,368	\$75,040,010	\$75,714,741	\$674,731	1%
General Government	\$1,489,694	\$9,372,322	\$8,270,443	\$8,242,574	(\$27,869)	0%
Courts & Judiciary	\$69,340,122	\$54,595,343	\$51,343,517	\$53,162,409	\$1,818,892	3%
Public Safety	\$184,295,623	\$140,480,122	\$111,129,382	\$115,231,410	\$4,102,028	4%
Transportation & Public Works	\$240,843,018	\$236,027,290	\$243,394,402	\$251,075,738	\$7,681,336	3%
Health & Human Services	\$485,942,695	\$308,504,553	\$332,980,235	\$350,158,813	\$17,178,578	5%
Parks, Recreation & Culture	\$78,209,637	\$66,288,880	\$58,289,155	\$60,731,292	\$2,442,137	4%
Debt Service	\$74,014,257	\$66,190,666	\$48,532,388	\$48,979,070	\$446,682	1%
Non-Departmental Revenues	—	—	—	—	—	—
Non-Departmental Expenditures ¹	\$176,703,989	\$192,288,345	\$125,431,148	\$97,457,379	(\$27,973,769)	-29%
TOTAL	\$1,406,027,103	\$1,162,687,611	\$1,056,556,393	\$ 1,063,181,964	\$6,625,571	0.6%

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.

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

2019 Revenue Analysis

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 & Budget (PSB) 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 followed the above outlined

process for forecasting. Ultimately, PSB used a rolling average of data and elasticity measures.

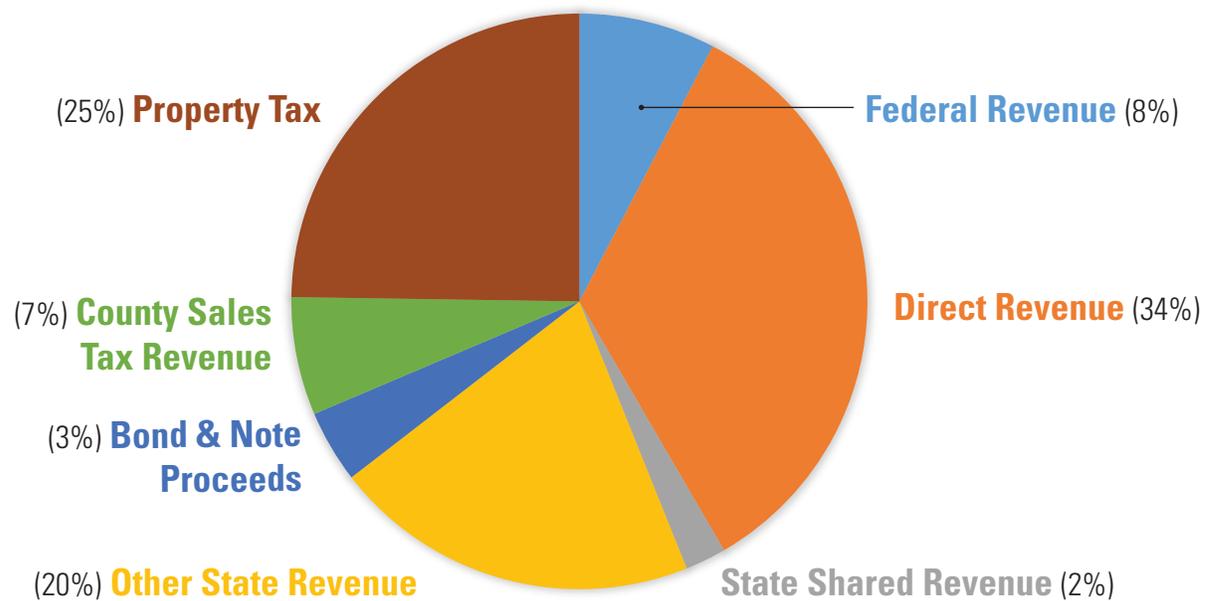
As with the expenditure analysis, several revenue appropriation units are rolled into categories for illustration purposes in the departmental and non-departmental narratives. The combinations of major revenue types include the following:

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

Revenue Overview

The 2019 revenue budget is \$1,187,626,700, an increase of \$38,665,214, or 3% from the 2018 Adopted Budget. Revenue increases are primarily driven by capital expenditures in Transit and Zoo. Direct Revenue increases from \$390 million to \$403 million (or 3%) and represents 34% of total revenue in 2019. The 2019 budget includes \$91 million (or 8%) in

Composition of 2019 Budgeted Countywide Revenues



Federal Revenue, an increase of 25% from \$72 million in the 2018 Adopted Budget due to increased federal grant revenue attributed to the Bus Rapid Transit capital project.

Property Tax Levy represents 25% of budgeted revenues in 2019 at \$294 million. State Aids, including Basic Community Aids, Youth Aids, General Transportation Aids, Transit Aids, Airport funding and other funding represent 20% of total revenues, or \$244 million; State Shared Revenue is budgeted at \$27.2 million (or 2%) and represents virtually no change from the 2018 Adopted Budget. County sales tax revenue increases \$3 million in 2019 to \$78.7 million and represents 7%. The remaining 3%, totaling \$42 million, includes indirect revenues, and bond proceeds (see chart above).

Wisconsin State Statute 341.35(1) allows local governments to establish and implement a VRF in addition to the regular annual state fee paid for a vehicle. The fee applies to vehicles kept in the municipality or county where the vehicle is registered. Revenues from this fee can only be used for transportation related activities like roads, bridges, trails and public transportation. Revenues of \$15.7 million are budgeted within the Department of Transportation's Transit/Paratransit Division and \$1 million in the Highway Division.

A contribution of \$3.9 million from the Reserve for County Bonds is included for 2019, a reduction of \$2.7 million

(or 42%). This level of contribution is required in order to overcome challenging year to year variations in structural balance. Use of Debt Reserve funds is allowed statutorily to protect the County from unexpected one-time deficits.

Revenue Highlights by Category

Direct Revenue increases by \$12 million or 3% in 2019.

Sales Tax revenue is increases countywide by \$3 million in 2019, from \$75.7 million to \$78.7 million due to organic growth and the *South Dakota v. Wayfair Inc.* Supreme Court decision allowing for collection of internet sales tax..

- 2019 sales tax collections are projected to increase from the 2018 Adopted Budget. The sales tax budgeted in Org 1996 is the net sales tax collections of \$78.7 million, less an allocation of \$10.7 million for capital improvements for a total of \$68 million. \$31.8 million is dedicated to debt service for 2019, resulting in a net of \$36.2 million for general fund purposes.

Federal Revenue decreases by a total of \$18.3 million or 25% in the 2019 Budget.

State Revenue remains flat in 2019. This includes \$27.2 million in State Shared Revenue, unchanged from 2018, as well as \$244 million in Other State Revenue.

C O N T I N U E D

Indirect Revenues, which include charges by County departments to other departments for services, decrease by \$1.0 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	2017 Actual	2018 Budget	2019 Budget	\$ Change from 2018 Budget	% Change from 2018 Budget
Direct Revenue	\$576,579,915	\$390,904,554	\$403,227,968	\$12,323,414	3%
Federal Revenue	\$91,167,854	\$72,660,022	\$91,018,305	\$18,358,283	25%
State Shared Revenue	\$27,305,169	\$27,259,289	\$27,259,289	\$0	0%
Other State Revenue	\$234,175,141	\$244,940,577	\$244,779,697	(\$160,880)	0%
Bond Proceeds	\$31,560,128	\$39,642,309	\$43,619,074	\$3,976,765	10%
Sales Tax	\$74,602,527	\$75,726,406	\$78,796,038	\$3,069,632	4%
Prior-Year Surplus	\$5,000,000	\$5,000,000	\$4,798,000	(\$202,000)	-4%
Indirect Revenue	\$0	\$0	\$0	\$0	-
Tax Levy	\$291,077,828	\$292,828,329	\$294,128,329	\$1,300,000	0%
TOTAL	\$1,331,468,562	\$1,148,961,486	\$1,187,626,700	\$38,665,214	3%

Operating Budget Revenue Comparison

Source	2017 Actual	2018 Budget	2019 Budget	\$ Change from 2018 Budget	% Change from 2018 Budget
Direct Revenue	\$567,052,906	\$358,783,301	\$364,286,915	\$5,503,614	2%
Federal Revenue	\$59,972,524	\$59,575,663	\$62,865,789	\$3,290,126	6%
State Shared Revenue	\$27,305,169	\$27,259,289	\$27,259,289	\$0	0%
Other State Revenue	\$231,554,671	\$242,478,023	\$241,954,096	(\$523,927)	0%
Bond Proceeds ^b	\$2,025,453	\$0	\$0	\$0	-
Sales Tax	\$67,759,027	\$70,881,788	\$68,014,546	(\$2,867,242)	-4%
Prior-Year Surplus ^a	\$5,000,000	\$5,000,000	\$4,798,000	(\$202,000)	-4%
Indirect Revenue	\$0	\$0	\$0	\$0	-
Tax Levy	\$281,827,664	\$292,578,329	\$294,003,329	\$1,425,000	0%
TOTAL	\$1,242,497,414	\$1,056,556,392	\$1,063,181,964	\$6,625,572	1%

^a Reflects Budgeted Figures in 2016 Actuals

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

Capital Budget Revenue Comparison

Source	2017 Actual	2018 Budget	2019 Budget	\$ Change from 2018 Budget	% Change from 2018 Budget
Direct Revenue	\$9,527,009	\$32,121,253	\$38,941,053	\$6,819,800	21%
Federal Revenue	\$31,195,330	\$13,084,359	\$28,152,516	\$15,068,157	115%
State Shared Revenue	\$0	\$0	\$0	\$0	-
Other State Revenue	\$2,620,470	\$2,462,554	\$2,825,601	\$363,047	15%
Bond Proceeds	\$29,534,675	\$39,642,309	\$43,619,074	\$3,976,765	10%
Sales Tax	\$6,843,500	\$4,844,618	\$10,781,492	\$5,936,874	123%
Prior-Year Surplus	\$0	\$0	\$0	\$0	-
Indirect Revenue	\$0	\$0	\$0	\$0	-
Tax Levy	\$9,250,164	\$250,000	\$125,000	(\$125,000)	-50%
TOTAL	\$88,971,148	\$92,405,093	\$124,444,736	\$32,039,643	35%

Comparison of Funded Full-Time Position Equivalents

BY FUNCTIONAL AREA

		2016	2017	2018	2019	2018-2019 Change
LEGISLATIVE & EXECUTIVE						
1000	County Board	31.0	29.0	29.0	29.5	0.5
1011	County Executive—General Office	9.0	9.0	6.6	9.0	2.4
1020	County Executive—Intergovernmental Relations	2.0	2.0	1.1	1.1	0.0
1021	County Executive—Veterans Service	5.0	5.0	4.9	4.9	0.0
	Total Legislative & Executive	47.0	45.0	41.6	44.5	2.9
STAFF						
1040 ⁵	Department of Administrative Services (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	5.9	0.0
1110 ⁴	Civil Service Commission	0.0	0.0	0.0	0.0	0.0
1120 ⁴	Personnel Review Board	13.00	13.0	12.8	12.8	0.0
1905 ⁴	Ethics Board	0.8	0.0	0.0	0.0	0.0
1130	Corporation Counsel	20.0	19.9	22.5	22.5	0.0
1019	DAS—Office for Persons with Disabilities	0.0	0.0	0.0	0.0	0.00
1140	Department of Human Resources	55.0	54.9	57.5	57.4	(0.1)
5700	DAS—Facilities Management	0.0	0.0	0.0	0.0	0.0
1150	DAS—Risk Management	5.4	7.0	6.9	6.9	0.0
1151	DAS—Fiscal Affairs	0.0	0.0	0.0	0.0	0.0
1151	DAS—General Fund	180.3	195.6	178.2	182.2	4.0
1152	DAS—Procurement	0.0	0.0	0.0	0.0	0.0
1160	DAS—Information Management Services	44.6	46.0	45.1	51.0	5.9
1192	DAS—Economic Development	0.0	0.0	0.0	0.0	0.0
	Total Staff	319.1	340.4	328.9	338.8	9.9
COURTS & JUDICIARY						
2000	Combined Court Related Operations	293.0	284.1	278.9	281.1	2.2
2430	Department of Child Support Services	145.0	147.0	144.5	142.0	(2.5)
2900	Courts—Pre-Trial Services	2.0	2.0	2.0	2.0	0.0
	Total Courts & Judiciary	440.0	433.1	425.4	425.0	(0.3)
GENERAL GOVERNMENTAL SERVICES						
3010 ⁵	Election Commission	0.0	0.0	0.0	0.0	0.0
3090	County Treasurer	7.5	8.5	8.4	8.4	0.0
3270	County Clerk	20.5	21.5	19.6	19.5	(0.1)
3400	Register of Deeds	30.2	31.0	29.0	27.1	(1.9)
3700	Office of the Comptroller	57.1	55.9	54.3	55.5	1.2
	Total General Governmental Services	115.3	116.9	111.2	110.5	(0.8)

(CHART CONTINUES ON NEXT PAGE)

Comparison of Funded Full-Time Position Equivalents

BY FUNCTIONAL AREA

		2016	2017	2018	2019	2018-2019 Change
PUBLIC SAFETY						
4000	Office of the Sheriff	779.7	705.1	723.6	735.0	11.4
4300	House of Correction	386.2	402.3	394.6	396.3	1.7
4500 ¹	District Attorney	165.3	165.4	160.3	160.9	0.6
4800	Emergency Management	65.5	66.0	60.1	62.6	2.5
4900	Medical Examiner	31.2	29.9	31.6	32.6	1.0
	Total Public Safety	1427.9	1368.7	1370.1	1387.3	17.1
DEPARTMENT OF TRANSPORTATION						
5040	Airport	283.2	284.3	290.1	287.6	(2.5)
5083 ⁶	Transportation Services	0.0	0.0	0.0	9.9	9.9
5100 ⁶	Highway Maintenance	139.4	135.6	131.0	122.5	(8.5)
5300	Fleet Management	34.5	34.3	33.9	33.2	(0.7)
5800	Director's Office	8.0	8.0	8.0	8.0	0.0
	Total Transportation	465.1	462.2	463.0	461.2	(1.8)
HEALTH & HUMAN SERVICES						
6300	DHHS—Behavioral Health Division	545.9	542.8	514.1	484.8	(29.3)
7900	Department on Aging	77.1	76.4	73.3	74.8	1.50
7990 ^{2,3}	Department of Family Care	71.3	0.0	0.0	0.0	0.0
8000	Department of Health & Human Services	291.4	315.1	329.1	323.5	(5.6)
	Total Health & Human Services	985.7	934.3	916.5	883.0	(33.4)
PARKS, RECREATION & CULTURE						
9000 ⁷	Parks Division	375.3	439.2	459.6	469.2	9.6
9500	Zoological Department	253.1	252.0	200.5	202.3	1.8
9910	University Extension	0.75	0.75	0.75	0.75	0.0
	Total Parks, Recreation & Culture	629.2	692.0	660.9	672.3	11.4
TOTAL — ALL OPERATING DEPARTMENTS		4429.3	4392.6	4317.6	4322.5	4.9

* The 2017, 2018 and 2019 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2016 FTEs 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 and 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.

⁶ Transportation Services (5083) was previously a part of the Highway Maintenance Department. In 2019, Transportation Services was separated into its own agency.

⁷ Seasonal FTEs were underrepresented in the 2018 Recommended Budget. No subsequent amendments to correct this were adopted. FTEs now reflect actual counts.



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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B U D G E T S U M M A R Y

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures					
Personnel Costs	\$2,032,147	\$990,749	\$1,004,886	\$1,041,659	\$36,773
Operation Costs	\$43,172	\$135,513	\$150,636	\$134,854	(\$15,782)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$426,556	\$0	\$0	\$0	\$0
Total Expenditures	\$2,501,875	\$1,126,262	\$1,155,522	\$1,176,513	\$20,991
Revenues					
Direct Revenue	\$0	\$173	\$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	\$2,501,875	\$1,126,089	\$1,155,522	\$1,176,513	\$20,991
Effective Tax Levy*	\$1,273,042	\$1,126,089	\$1,155,522	\$1,176,513	\$20,991
Personnel					
Full-Time Pos. (FTE)**	12.0	10.0	10.0	10.0	0.0
Elected Supervisors	18.0	18.0	18.0	18.0	0.0
Seas/Hourly/Pool Pos.	1.0	1.0	1.0	1.5	0.5
Overtime \$	\$575	\$212	\$0	\$0	\$0

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

**FTEs include Vacancy & Turnover & Overtime.

Department Mission:

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

Department Description:

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

Strategic Program Area 1: County Board

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data				
Item	2016 Actual	2017 Actual	2018 Target	2019 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	2016 Actual*	2017 Actual*	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$1,147,941	\$1,093,639	\$1,155,522	\$1,176,513	\$20,991
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,147,941	\$1,093,639	\$1,155,522	\$1,176,513	\$20,991
FTE Positions	13.0	11.0	11.0	11.5	0.5

**These figures represent the actual expenditures pursuant to 2013 Wisconsin Act 14.*

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Elected Supervisors individually determine within their own district offices how best to represent and serve their constituents on County policies and contacts.				

Major Changes:

The 2018-2020 term of the Milwaukee County Board began at the Organizational Meeting on April 16, 2018, when elected Supervisors were sworn into office and selected from the body a Chairperson and a First and Second Vice-Chair. The 2020-2022 term of the Milwaukee County Board will organize after the spring 2020 election in April.

Act 14 mandated a number of provisions relating to the structure and responsibilities of the County Board, and instituted a tax levy cap for this department’s annual budget of no more than 0.4 percent of the total tax levy with limited exceptions. The County Board will manage its budget in compliance with Act 14.

The 2019 budget includes an additional 0.5 FTE hourly Legislative Assistant position that is funded through a transfer of funds from operations to personnel. This hourly position will support district and departmental operations.

B U D G E T S U M M A R Y

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures					
Personnel Costs	\$1,058,843	\$700,422	\$559,214	\$809,875	\$250,661
Operation Costs	\$3,614	\$3,921	\$12,084	\$12,264	\$0
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$218,364	\$207,302	\$0	\$180	\$180
Total Expenditures	\$1,280,822	\$911,645	\$571,298	\$822,139	\$250,841
Revenues					
Direct Revenue	\$0	\$0	\$0	\$0	\$0
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,280,822	\$911,645	\$571,298	\$822,139	\$250,841
Effective Tax Levy*	\$750,201	\$704,343	\$571,298	\$821,959	\$218,610
Personnel					
Full-Time Pos. (FTE)**	9.0	9.0	9.0	9.0	0.0
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime \$	\$0	\$0	\$0	\$0	\$0

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

**The 2019 Budget FTEs represent the total number of employees in the County Executive's Office

Department Mission: The Milwaukee County Executive works to create a safe, enjoyable and prosperous community for all people in Milwaukee County by providing leadership, guidance, and vision, and by managing and directing high-quality, responsive and cost-effective government services.

Department Description: The County Executive is the elected chief executive officer for Milwaukee County. The County Executive has the following duties and responsibilities: coordinate and direct all administrative and management functions of County government; appoint, supervise, and direct all department heads and members of boards and commissions; recommend annually a County budget to the County Board.

Strategic Program Area 1: General Office

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
Total Executive Branch Staff	2,497	2,526	2,553	2,458
Departments Managed	25	24	24	24

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$1,280,822	\$911,645	\$571,298	\$822,139	\$218,610
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,280,822	\$911,645	\$571,298	\$822,139	\$218,610
FTE Positions	9.0	9.0	9.0	9.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Performance Measures have not yet been created for this Program Area				

Strategic Implementation: Nine staff positions are provided in 2019 to assist the County Executive in day-to-day administrative oversight and management of the County. Since 2011, there have been no additional positions added in the Office of the County Executive. In 2018, Vacancy and Turnover was increased in the Adopted Budget. The 2019 budget expenditures increase to fully fund the authorized and filled positions in the Office of the County Executive.

B U D G E T S U M M A R Y

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures					
Personnel Costs	\$156,813	\$110,033	\$93,981	\$101,693	\$7,712
Operation Costs	\$194,024	\$102,099	\$127,889	\$127,889	\$0
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$61,775	\$64,258	\$0	\$0	\$0
Total Expenditures	\$412,613	\$276,390	\$221,870	\$229,582	\$7,712
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	\$412,613	\$276,390	\$221,870	\$229,582	\$7,712
Effective Tax Levy*	\$306,981	\$212,132	\$221,870	\$229,582	\$7,712
Personnel					
Full-Time Pos. (FTE)**	2.0	2.0	1.1	1.0	(0.1)
Seas/Hourly/Pool Pos.	0.0	0.0	0.0	0.0	0.0
Overtime \$	\$0	\$0	\$0	\$0	\$0

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

**FTEs include Vacancy & Turnover (VANDT) & Overtime (OT).

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.

GOVERNMENT AFFAIRS (1020) BUDGET

Department: **Government Affairs**

UNIT NO. **1020**

FUND: **General — 0001**

Strategic Program Area 1: Government Affairs

Service Provision: **Discretionary**

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

What We Do: Activity What We Do: Activity Data				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
Activity Data is not yet tracked for this Program Area.				

How We Do It: Program Budget Summary					
Category	2015 Actual	2017 Actual	2018 Budget	2019 Budget	2018/2017 Variance
Expenditures	\$412,613	\$276,390	\$221,870	\$229,582	\$7,712
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$412,613	\$276,390	\$221,870	\$229,582	\$7,712
FTE Positions	2.0	2.0	1.1	1.0	(0.1)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 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 2019 budget, one position of Liaison Government Affairs is unfunded but funding is included to procure the services through contractual services.

VETERANS' SERVICES (1021) BUDGET

Department: **Veterans' Services**

UNIT NO. **1021**

FUND: **General — 0001**

BUDGET SUMMARY

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures					
Personnel Costs	\$187,607	\$117,465	\$115,292	\$128,167	\$12,875
Operation Costs	\$66,538	\$70,993	\$81,662	\$72,037	(\$9,625)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$45,463	\$52,967	\$69	\$100	\$31
Total Expenditures	\$299,607	\$241,425	\$197,023	\$200,304	\$3,281
Revenues					
Direct Revenue	\$0	\$0	\$0	\$0	\$0
Intergov Revenue	\$6,500	\$3,250	\$0	\$13,000	\$13,000
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$6,500	\$3,250	\$0	\$13,000	\$13,000
Tax Levy	\$293,107	\$238,176	\$197,023	\$187,304	(\$9,719)
Effective Tax Levy*	\$177,987	\$185,209	\$196,954	\$187,204	\$4,995
Personnel					
Full-Time Pos. (FTE)**	2.0	2.0	2.0	1.9	(0.1)
Seas/Hourly/Pool Pos.	3.0	3.0	3.0	3.0	0.0
Overtime \$	\$0	\$0	\$0	\$0	\$0

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

**FTEs include Vacancy & Turnover & Overtime.

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.

VETERANS' SERVICES (1021) BUDGET

Department: **Veterans' Services**

UNIT NO. **1021**
FUND: **General — 0001**

Strategic Program Area 1: Veteran's Services

Service Provision: Mandated

Strategic Outcome: Self-Sufficiency

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
Number of Information requests handled	12,000	14,500	14,000	12,000
Number of Outreach events conducted	43	57	48	48
Number of People Reached-Office and Outreach	5707	6376	6300	6300
Number of veterans assisted with determining state vet's benefit eligibility	359	878	750	725
Number of Federal applications submitted	386	370	400	400
Number of State applications submitted	906	1438	1200	1150
Dollar amount of approved applications for State Dental Care/Subsistence Aid	\$86,000	\$91,538	\$80,000	\$75,000
County Veteran Population Served per FTE	23,826	23,400	22,400	21,400
Vets/Surv Spouse Property Tax Credit #/\$	816/2.97M	840/\$3.1M	840/\$3.1M	850/\$3.2M

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$299,607	\$241,425	\$197,023	\$200,304	\$3,281
Revenues	\$6,500	\$3,250	\$0	\$13,000	\$13,000
Tax Levy	\$293,107	\$238,176	\$197,023	\$187,304	(\$9,719)
FTE Positions	5	5	5	4.9	(0.1)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 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	35%	35%	35%	35%
Number of people reached –walk-ins/outreach	5,707	6376	6,300	6,300

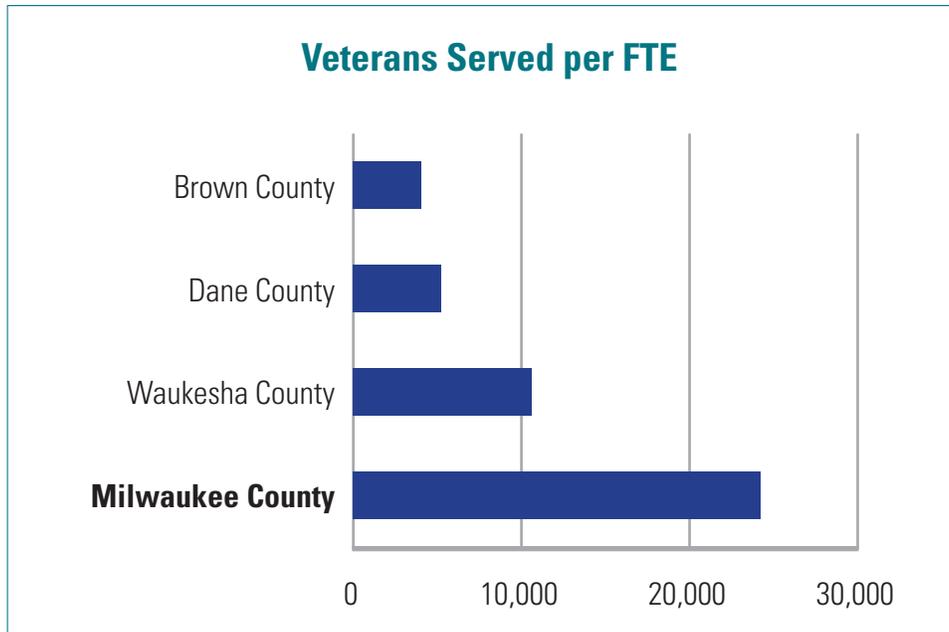
VETERANS' SERVICES (1021) BUDGET

Department: **Veterans' Services**

UNIT NO. **1021**

FUND: **General — 0001**

*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 tax levy amount is reduced from \$40,000 to \$30,000 for 2019 to reflect actual spending. This fund 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 2019.

Newly gained access to State of Wisconsin data on service members returning from active duty allows the county veterans service office to mail hundreds of post cards each year, notifying returning veterans of eligibility for veteran's benefits.

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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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B U D G E T S U M M A R Y

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures					
Personnel Costs	\$771,533	\$616,879	\$498,574	\$517,954	\$19,380
Operation Costs	\$930,260	\$517,767	\$448,127	\$483,527	\$35,400
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$12,500	\$0	(12,500)
Interdept. Charges	\$275,856	\$0	\$0	\$0	\$0
Total Expenditures	\$1,977,649	\$1,134,646	\$959,201	\$1,001,481	\$42,280
Revenues					
Direct Revenue	\$4,184,250	\$5,279,415	\$6,160,028	\$7,421,389	\$1,261,361
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$4,184,250	\$5,279,415	\$6,160,028	\$7,421,389	\$1,261,361
Tax Levy	(\$2,836,601)	(\$4,144,769)	(\$5,200,827)	(\$6,419,908)	(\$1,219,081)
Effective Tax Levy*	(\$3,461,317)	(\$4,293,761)	(\$5,200,827)	(\$6,419,908)	(\$1,219,081)
Personnel					
Full-Time Pos. (FTE)**	7.0	8.0	7.9	7.9	0.00
Seas/Hourly/Pool Pos.	0.5	0.5	0.5	0.5	0.00
Overtime \$	\$9	\$73	\$0	\$0	0.00

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

**FTEs include Vacancy & Turnover & Overtime.

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 in 2017), 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.

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	2016 Actual	2017 Actual	2018 Target	2019 Target
Checks Issued	69,724	71,197	80,000	70,000
Delinquent Tax Notices Processed	14,248	14,148	15,000	15,000
Unpaid Property Tax Parcels Submitted	1,568	1,448	1,500	1,500

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$1,747,014	\$752,297	\$659,201	\$701,481	\$42,280
Revenues	\$3,640,204	\$2,718,481	\$3,080,000	\$2,830,000	(\$250,000)
Tax Levy	(\$1,893,190)	(\$1,966,185)	(\$2,420,799)	(\$2,128,519)	(\$292,280)
FTE Positions	7.5	8.5	8.5	8.5	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 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 2019 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 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 has more efficiently monitored delinquent property tax payment plans. The department will continue 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	2016 Actual	2017 Actual	2018 Target	2019 Target
This Service Area has no Activity Data.				

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$230,636	\$382,349	\$300,000	\$300,000	\$0
Revenues	\$1,174,046	\$2,560,934	\$3,080,028	\$4,591,389	\$1,511,361
Tax Levy	(\$943,410)	(\$2,178,585)	(\$2,780,028)	(\$4,291,389)	(\$1,511,361)
FTE Positions	0.0	0.0	0.0	0.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Budget	2019 Budget
Return on Investment	0.48%	0.82%	1.29%	1.9%
Investment Income per dollar spent on Investment Advisory Services	\$6.83	\$5.47	\$9.35	\$15.30

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 2019 are budgeted at an increased level due to market performance. The expenditure for investment advisor fees for 2019 remains unchanged from 2018 at \$300,000.

The 2019 Budget does not include a budget amount for the allocation of earnings on general obligation bonds & notes. There are estimates included for airport debt and capital funds. 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	2016 Actual	2017 Actual	2018 Budget	2019 Budget
Earnings on all Funds (Net of Mark-to-Market)	\$2,864,370	\$2,948,119	\$3,427,028	\$5,281,389
Earnings on Trust Fund Reserves and other Deferred Interest Liabilities	(\$43,039)	(\$9,691)	(347,000)	(\$410,000)
Earnings on Bonds Allocated to Capital Fund and Debt Service Fund	(\$857,814)	(\$846,156)	\$0.00	\$0.00
General Fund Earnings	\$1,963,517	\$2,092,272	\$3,080,028	\$4,871,389

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B U D G E T S U M M A R Y

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures					
Personnel Costs	\$1,273,717	\$971,033	\$964,368	\$999,447	\$35,079
Operation Costs	\$809,767	\$251,716	\$505,471	\$371,911	(\$133,560)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$290,386	\$133,191	\$0	\$0	\$0
Total Expenditures	\$2,373,871	\$1,355,941	\$1,469,839	\$1,371,358	(\$98,481)
Revenues					
Direct Revenue	\$629,268	\$646,637	\$659,766	\$593,446	(\$66,320)
Intergov Revenue	\$237,403	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$866,671	\$646,637	\$659,766	\$593,446	(\$66,320)
Tax Levy	\$1,507,201	\$709,303	\$810,073	\$777,912	(\$32,161)
Effective Tax Levy*	\$862,958	\$576,112	\$810,073	\$777,912	(\$32,161)
Personnel					
Full-Time Pos. (FTE)**	16.3	16.2	16.6	16.7	0.1
Seas/Hourly/Pool Pos.	4.2	4.2	3.0	2.8	(0.2)
Overtime \$	\$0	\$0	\$0	\$0	\$0

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

** FTEs include Vacancy & Turnover & Overtime.

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's Office runs and maintains the legislative workflow software Legistar, its public-facing counterpart the Milwaukee County Legislative Information Center (CLIC) and all the hardware and software that accompanies it. The County Clerk issues marriage licenses and domestic partnership terminations, 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.

COUNTY CLERK (3270) BUDGET

Department: **County Clerk**

UNIT NO. **3270**

FUND: **General — 0001**

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 2019: The Milwaukee County Clerk's Office does not anticipate major changes in operations in 2019. It will continue to provide the highest quality service at the lowest cost possible. It will seek ways to maximize efficiency in every area of service it provides. As Domestic Partnerships were eliminated in the State of Wisconsin, the County Clerk's Office will experience lower revenues due to no Domestic Partnership Declarations being issued.

COUNTY CLERK (3270) BUDGETDepartment: **County Clerk**UNIT NO. **3270**FUND: **General — 0001****Strategic Program Area 1: County Clerk**Service Provision: **Mandated**Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data				
Activity Data	2016 Actual	2017 Actual	2018 Target	2019 Target
Marriage Licenses Issued	5,355	5,300	5,300	5,000
Marriage License Waivers	360	435	400	300
Domestic Partnership Declarations Issued	28	20	25	N/A
County Board Files Maintained	743	1,200	900	950
County Ordinances Published	28	19	22	20
County Board Proceedings Published	12	13	14	14
Contractor Lien Notices/Vendor Levies	7	20	16	15
Contractor Qualification Statements	38	N/A	N/A	N/A
Claims Processed	304	200	250	270
Summons and Complaints Processed	171	150	160	170
New Contracts Assigned to Files	N/A	N/A	N/A	N/A
Lobbying Registrations	59	60	50	40
Oaths of Office Administered	48	60	60	60
Wisconsin DNR Licenses Sold	195	300	200	200
Passport Applications Processed	2,044	2,000	2,000	2,000
Documents Notarized	5,818	5,800	5,800	5,300

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2018/2019 Variance
Expenditures	\$1,219,885	\$795,630	\$839,111	\$875,101	\$35,990
Revenues	\$587,599	\$572,347	\$584,016	\$547,696	(\$36,320)
Tax Levy	\$632,287	\$223,282	\$255,095	\$327,405	\$72,310
FTE Positions	12.0	13.0	12.8	12.8	0.0

COUNTY CLERK (3270) BUDGET

Department: **County Clerk**

UNIT NO. **3270**

FUND: **General — 0001**

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Customer Satisfaction Survey Rating	98%	99%	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: All 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 members of the public on a daily basis and each customer 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 (3270) BUDGETDepartment: **County Clerk**UNIT NO. **3270**FUND: **General — 0001****Strategic Program Area 2: Election Commission****Service Provision:** Mandated**Strategic Outcome:** High Quality, Responsive Services

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Elections	4	2	4	2
Special Elections	0	1	1	0
Recounts	1	0	0	0
State/City/Muni/School Board Referendum	4	4	4	4
Campaign Finance Statements	160	150	140	140
Nomination Papers	36	0	35	0

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$1,153,986	\$560,311	\$630,728	\$496,257	(\$134,471)
Revenues	\$279,072	\$74,290	\$75,750	\$45,750	(\$30,000)
Tax Levy	\$874,914	\$486,021	\$554,978	\$450,507	(\$104,471)
FTE Positions	8.5	7.2	6.8	6.7	(0.1)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Budget	2019 Budget
Customer Satisfaction Survey Rating with Election Stakeholders	N/A	90% Excellent	92% Excellent	94% 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 2019 elections include:

Spring Primary – February 19, 2019

Spring General – April 2, 2019

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 Granicus, formerly known as 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 also work to improve the process of programming and conducting the canvass.

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REGISTER OF DEEDS (3400) BUDGET

Department: **Register of Deeds**

UNIT NO. **3400**

FUND: **General — 0001**

BUDGET SUMMARY

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures					
Personnel Costs	\$2,106,262	\$1,273,156	\$1,315,803	\$1,208,011	(\$107,792)
Operation Costs	\$242,671	\$320,681	\$306,510	\$260,900	(\$45,610)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$662,416	\$0	\$0	\$595	\$595
Total Expenditures	\$3,011,349	\$1,593,836	\$1,622,313	\$1,496,506	(\$152,807)
Revenues					
Direct Revenue	\$4,549,999	\$4,667,814	\$4,527,500	\$4,630,500	\$103,000
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$96,851	\$66,822	\$67,826	\$0	(\$67,826)
Total Revenues	\$4,646,850	\$4,734,636	\$4,595,326	\$4,630,500	\$35,174
Tax Levy	(\$1,635,501)	(\$3,140,800)	(\$2,973,013)	(\$3,160,944)	(\$187,981)
Effective Tax Levy*	(\$3,018,233)	(\$3,140,800)	(\$2,973,013)	(\$3,160,399)	(\$187,386)
Personnel					
Full-Time Pos. (FTE)**	30.3	31.0	29.0	26.1	(2.9)
Seas/Hourly/Pool Pos.	0.0	0.0	0.0	0.0	0.0
Overtime \$	\$105,180	\$75,505	\$83,536	\$50,328	(\$33,208)

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

**The 2019 Budget FTEs include Vacancy & Turnover & Overtime.

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).

Major Changes in FY 2019: One position of Supervisor – Document Indexing is abolished and one position Analyst GIS position is transferred to the Land Information Office (LIO) in the Department of Administrative Services.

REGISTER OF DEEDS (3400) BUDGETDepartment: **Register of Deeds**UNIT NO. **3400**FUND: **General — 0001****Strategic Program Area 1: Administration****Service Provision:** Mandated**Strategic Outcome:** High Quality, Responsive Services

What We Do: Activity Data			
Activity	2017 Actual	2018 Target	2019 Target
Phone calls received at main phone numbers	N/A	N/A	N/A
4011 phone line – answered by staff	854	1,000	1,000
4021 phone line – calls to information message	4,204	5,000	5,000

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$581,236	\$341,983	\$323,083	\$320,268	(\$2,815)
Revenues	\$158	\$76	\$0	\$0	\$0
Tax Levy	\$581,078	\$341,907	\$323,083	\$320,268	(\$2,815)
FTE Positions	4.3	4.0	3.4	2.9	(0.5)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 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 the public, professionals and internal business partners regularly. Calls are answered and delegated based on the caller's needs.

REGISTER OF DEEDS (3400) BUDGET

Department: **Register of Deeds**

UNIT NO. **3400**

FUND: **General — 0001**

Strategic Program Area 2: Real Estate Services

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity Data	2017 Actual Requests	2018 Target Requests	2019 Target Requests
Requester			
Individuals	218	250	220
Law Firms	116	170	120
Financial Institutions	56	80	60
Title Insurers/Researchers	86	40	90
Others (Utilities, outside government)	9	35	10
Total Mail/Phone Searches	485	575	500
Follow up Required from Requester	41	50	40
Document Types Requested			
Mortgage	79	150	80
Deed	292	130	300
Assignments	52	110	60
Releases	51	85	60
LisPendens	12	50	15
Other*	66	100	70
Total Documents	552	625	585

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

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$905,959	\$515,105	\$473,544	\$347,750	(\$125,794)
Revenues	\$4,125,451	\$4,337,823	\$4,221,000	\$4,330,000	\$109,000
Tax Levy	(\$3,219,493)	(\$3,822,718)	(\$3,747,456)	(\$3,982,250)	(\$234,794)
FTE Positions	6.5	7.0	7.0	<u>56.0</u>	<u>(24.0)</u>

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Percent of time that recorded paper documents scanned into the imaging system within 2 business days after the recorded date	100%	100%	100%	100%
Percent of document data INDEXED within 4 business days after the recorded date	92%	86.5%	92%	93%
Percent of indexed data VERIFIED within 10 business days after the indexed date	98.2%	96%	98.2%	97%

REGISTER OF DEEDS (3400) BUDGET

Department: **Register of Deeds**

UNIT NO. **3400**

FUND: **General — 0001**

Strategic Overview:

Real Estate Services has two 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 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.
- 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.

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 and correct them.

REGISTER OF DEEDS (3400) BUDGETDepartment: **Register of Deeds**UNIT NO. **3400**FUND: **General — 0001****Strategic Program Area 3: Vital Statistics****Service Provision:** Mandated**Strategic Outcome:** Quality of Life

What We Do: Activity Data			
Activity Data	2017 Actual	2018 Target	2019 Target
Vital Records Placed on File	29,289	28,000	28,000
Cert Copies: Birth, Death, Marriage Records	74,940	85,000	85,000
Vital Records Correction, No Fee	5,494	2,500	5,000
Vital Records No Fee – Veterans Office Use Only	207	200	200
Marriage Registration	4,652	4,000	4,000
Genealogy – Records Reviewed	233	400	250

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$738,411	\$316,257	\$321,322	\$318,686	(\$2,636)
Revenues	\$420,211	\$325,066	\$302,000	\$296,000	(\$6,000)
Tax Levy	\$318,200	(\$8,809)	\$19,322	\$22,686	\$3,364
FTE Positions	8.0	8.0	7.0	7.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Percent of death records and marriage records examined and processed within 1 business day of receipt	100%	100%	100%	100%
Percent of mail requests for the purchase of vital records sent out within 2 business days of receipt	100%	100%	100%	100%

Strategic 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 putting 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. There are no major changes to this program area for 2019.

REGISTER OF DEEDS (3400) BUDGETDepartment: **Register of Deeds**UNIT NO. **3400**FUND: **General — 0001****Strategic Program Area 4: Document Examination & Cashier Services**Service Provision: **Mandated**Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity Data	2017 Actual	2018 Target	2019 Target
Recordings	104,358	100,000	102,000
Transfer Tax Collected	16,435	12,000	14,000

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Target	2019 Target	2019/2018 Variance
Expenditures	\$460,781	\$237,706	\$301,666	\$346,082	\$44,416
Revenues	(\$631)	(\$51)	\$0	\$0	\$0
Tax Levy	\$461,412	\$237,757	\$301,666	\$346,082	\$44,416
FTE Positions	7.5	8.0	7.5	8.2	0.7

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Percent of electronic documents recorded within 2 business days of receipt (1 day for 2018)*	100%	100%	100%	100%
Percent of paper documents recorded within 2 business days of receipt	50%	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:

There are no major changes to this program area for 2019.

REGISTER OF DEEDS (3400) BUDGETDepartment: **Register of Deeds**UNIT NO. **3400**FUND: **General — 0001****Strategic Program Area 5: Tax Listing Services**Service Provision: **Discretionary**Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	2017 Actual	2018 Target	2019 Target
This Service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Target	2019 Target	2019/18 Variance
Expenditures	\$249,077	\$117,063	\$134,872	\$136,720	\$1,848
Revenues	\$4,810	\$4,900	\$4,500	\$4,500	\$0
Tax Levy	\$244,267	\$112,163	\$130,372	\$132,220	\$1,848
FTE Positions	3.0	3.0	3.0	3.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Number of times when previous month's assessor information sent to each municipality by the 25 th of each month (20 days for 2018)	All 12 months	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:

There are no major changes to this program area for 2019.

REGISTER OF DEEDS (3400) BUDGETDepartment: **Register of Deeds**UNIT NO. **3400**FUND: **General — 0001****Strategic Program Area 6: Land Records Modernization****Service Provision:** Mandated**Strategic Outcome:** High Quality, Responsive Services

What We Do: Activity Data			
Activity	2017 Actual	2018 Target	2019 Target
This Service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Target	2019 Target	2019/18 Variance
Expenditures	\$75,886	\$65,721	\$67,826	\$0	(\$67,826)
Revenues	\$96,851	\$66,822	\$67,826	\$0	(\$67,826)
Tax Levy	(\$20,965)	(\$1,101)	\$0	\$0	0
FTE Positions	1.0	1.0	1.0	0.0	(1.0)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 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 Automated Mapping and Land Information System (MCAMLIS) program in the Economic Development Division of the Department of Administrative Services. At that time, one position remained in the Register of Deeds and was cross charged to the MCAMLIS program.

Strategic Implementation:

This program area is eliminated in 2019. One position is transferred to the Land Information Office in the Department of Administrative Services.

B U D G E T S U M M A R Y

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures					
Personnel Costs	\$6,086,036	\$4,731,502	\$3,693,710	\$3,876,449	\$182,739
Operation Costs	\$651,144	\$599,187	\$569,770	\$569,770	\$0
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$794,644	(\$42,790)	(\$44,390)	(\$45,990)	(\$1,600)
Total Expenditures	\$7,531,824	\$5,287,899	\$4,219,090	\$4,400,229	\$181,139
Revenues					
Direct Revenue	\$350,544	\$330,663	\$318,431	\$315,431	(\$3,000)
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$350,544	\$330,663	\$318,431	\$315,431	(\$3,000)
Tax Levy	\$7,181,279	\$4,957,236	\$3,900,659	\$4,084,798	\$184,139
Effective Tax Levy*	\$3,864,797	\$4,037,366	\$3,945,049	\$4,130,788	\$185,739
Personnel					
Full-Time Pos. (FTE)**	57.2	55.9	54.3	55.5	1.2
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime \$	\$39,761	\$9,280	\$0	\$0	\$0

Effective Tax Levy excludes interdepartmental charges and fringe benefit costs.

***FTEs include Vacancy & Turnover & Overtime.*

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 Services provides management of the Office, reviews fiscal notes and contracts and conducts fiscal projections and 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.

COMPTROLLER (3700) BUDGETDepartment: **Comptroller**UNIT NO. **3700**FUND: **General — 0001****Strategic Program Area 1: Administration****Service Provision:** Mandated**Strategic Outcome:** High-Quality, Responsive Services

What we Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
Provide fiscal projections to County Board & County Executive	12	12	12	12
Provide monthly summaries of contract notifications	12	12	12	12
Review contracts as to funds available	Approx. 1,200	Approx. 1,400	1,400	1,400

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$1,238,450	\$658,537	\$413,983	\$579,951	\$165,968
Revenues	\$0	\$169	\$0	\$0	\$0
Tax Levy	\$1,238,450	\$658,368	\$413,983	\$579,951	\$165,968
FTE Positions	5.6	4.2	3.3	4.2	0.9

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 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 Services 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 providing a five-year fiscal forecast.

Strategic Implementation: There are no major changes in 2019. The commodities and services expenditures budgets are centralized in the Administration Section from all other Sections except the Audit Services Division.

Strategic Program Area 2: Central Accounting

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

What we Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
Produces the Annual CAFR and single Audit Report	1	1	1	1
Closes financial system on annual basis	1	1	1	1
Prepares countywide financial reports	12	12	12	12

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$786,282	\$519,025	\$437,266	\$446,296	\$9,030
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$786,282	\$519,025	\$437,266	\$446,296	\$9,030
FTE Positions	6.6	6.6	6.4	6.4	0.0

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: One Accountant is abolished and a Senior Accountant is created to align more closely with current staffing. Additionally, one Senior Accountant is created to specifically manage all GASB related analyses and implementations in the future.

The commodities and services expenditures budget is centralized in the Administration Section.

COMPTROLLER (3700) BUDGETDepartment: **Comptroller**UNIT NO. **3700**FUND: **General — 0001****Strategic Program Area 3: Central Payables****Service Provision:** Administrative**Strategic Outcome:** High Quality, Responsive Services

What we Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
Pays County's bills for services and commodities	\$169M	Approx. \$260M	\$260M	\$260M
Implemented Payment Plus program	\$330,000	\$308,340	\$298,000	\$298,000

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$1,032,256	\$629,439	\$469,116	\$504,956	\$35,840
Revenues	\$331,253	\$313,026	\$298,431	\$298,431	\$0
Tax Levy	\$701,003	\$316,413	\$170,685	\$206,525	\$35,840
FTE Positions	9.7	9.7	9.3	10.0	0.7

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 2019. The commodities and services expenditures budget is centralized in the Administration Section.

COMPTROLLER (3700) BUDGETDepartment: **Comptroller**UNIT NO. **3700**FUND: **General — 0001****Strategic Program Area 4: Central Capital****Service Provision:** Mandated**Strategic Outcome:** High Quality, Responsive Services

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Debt Issues	2	4	3	4
Monitor Capital Program	ongoing	ongoing	ongoing	ongoing
Issue Carryover Report	1	1	1	1

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$390,711	\$269,682	\$229,499	\$225,688	(\$3,811)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$390,711	\$269,682	\$229,499	\$225,688	(\$3,811)
FTE Positions	2.0	2.0	2.0	2.0	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 2019. The commodities and services expenditures budget is centralized in the Administration Section.

Strategic Program Area 5: Central Payroll

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Processes payroll	26	26	26	26
Issues W-2s	1	1	1	1

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$1,077,818	\$799,115	\$637,494	\$647,140	\$9,646
Revenues	\$19,291	\$17,468	\$20,000	\$17,000	(\$3,000)
Tax Levy	\$1,058,526	\$781,646	\$617,494	\$630,140	\$12,646
FTE Positions	11.7	11.7	11.7	12.0	0.3

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 2019. The commodities and services expenditures budget is centralized in the Administration Section.

COMPTROLLER (3700) BUDGETDepartment: **Comptroller**UNIT NO. **3700**FUND: **General — 0001****Strategic Program Area 6: Audit Services****Service Provision:** Mandated**Strategic Outcome:** High Quality, Responsive Services

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Fraud, Waste, and Abuse Allegations Processed	124	115	115	115
Bank Reconciliations Performed	763	716	748	748

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$2,550,085	\$2,046,765	\$1,728,478	\$1,698,846	(\$29,632)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$2,550,085	\$2,046,765	\$1,728,478	\$1,698,846	(\$29,632)
FTE Positions	17.5	17.6	17.6	16.9	(0.7)

Strategic Overview: Pursuant to Wisconsin Statutes §59.255(2)(i), the Audit Services Division 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 2019.

COMPTROLLER (3700) BUDGETDepartment: **Comptroller**UNIT NO. **3700**FUND: **General — 0001****Strategic Program Area 7: Research Services****Service Provision:** Administrative**Strategic Outcome:** High Quality, Responsive Services

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Produce Annual Budget Overview	1	1	1	1
Prepare resolutions for elected officials and departments	N/A	N/A	100	100
Provide professional administrative staff for legislative meetings	98	109	115	115

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$456,223	\$365,337	\$303,254	\$297,352	(\$5,902)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$456,223	\$365,337	\$303,254	\$297,352	(\$5,902)
FTE Positions	4.0	4.0	4.0	4.0	0.0

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 2019. The commodities and services expenditures budget is centralized in the Administration Section.



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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B U D G E T S U M M A R Y

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures					
Personnel Costs	\$2,970	\$161,470	\$449,481	\$462,944	\$13,463
Operation Costs	\$40,551	\$338,162	\$180,213	\$286,689	\$106,476
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$43,521	\$499,632	\$629,694	\$749,633	\$119,939
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	\$43,521	\$499,632	\$629,694	\$749,633	\$119,939
Effective Tax Levy*	\$43,521	\$478,893	\$629,694	\$749,633	\$119,939
Personnel					
Full-Time Pos. (FTE)**	0.0	3.0	5.9	5.9	0.0
Seas/Hourly/Pool Pos.	0.0	0.0	0.0	0.0	0.0
Overtime \$	\$0	\$0	\$0	\$0	\$0

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

**FTEs include Vacancy & Turnover & Overtime.

Department Mission: Through strategic partnerships and collaboration with County leaders and community organizations, OAAA will 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, advises policymakers and the public on recommendations for changes in programs and laws for the benefit of the African American community, develops and implements policies, plans, and programs related to the special needs of African Americans, and promotes 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 OAAA 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.

OAAA will lead the organization’s equity work in support of the countywide goal of improving equitable service delivery and organizational culture through the use of an equity lens and framework. OAAA will also support

OFFICE ON AFRICAN AMERICAN AFFAIRS (1090) BUDGET

Department: **Office on African American Affairs**

UNIT NO. **1090**

FUND: **General — 0001**

enterprise quality initiative by addressing racial bias in decision-making through the implementation of racial equity tools, training, and evidence-based models. OAAA aims to improve racial equity in: operations, fiscal appropriations, IS systems, policies and programs, legislation, workforce, organizational culture and community engagement.

Major Changes in 2019: To support the development of OAAA and its focus on attracting resources to Milwaukee County to address disparate issues that adversely impact the African American community, all existing positions are sustained. In 2019, OAAA will look to develop a racial equity plan, which would include racial equity training countywide.

Strategic Program Area 1: Office on African American Affairs

Service Provision: Discretionary

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity				
Activity Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Performance Measures are not yet available for the Office on African American Affairs.				

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$43,521	\$499,632	\$629,694	\$749,633	\$119,939
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$43,521	\$499,632	\$629,694	\$749,633	\$119,939
FTE Positions	1.0	3.0	5.9	5.9	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 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 on African American Affairs (OAAA), 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, social justice reform, health metrics, education, and youth engagement.

Strategic Implementation: In 2019, OAAA will continue to implement a multi-modal strategy for addressing disparate challenges facing the African American community within Milwaukee County. This includes a racial equity action plan, community outreach, data collection and analysis, fostering collaborative initiatives with governmental and non-governmental organizations (NGO’s), and providing leadership in racial equity collaborations.

Funding is provided in 2019 for countywide all-employee training on racial equity. This will follow training for all leadership in 2018.

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**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**

B U D G E T S U M M A R Y

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures					
Personnel Costs	\$259,645	\$158,625	\$180,593	\$207,949	\$27,356
Operation Costs	\$54,061	\$58,138	\$97,885	\$66,732	(\$31,153)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$66,049	\$31,579	\$0	\$0	\$0
Total Expenditures	\$379,755	\$248,342	\$278,478	\$274,681	(\$3,797)
Revenues					
Direct Revenue	\$45	\$139	\$0	\$0	\$0
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$45	\$139	\$0	\$0	\$0
Tax Levy	\$379,711	\$248,203	\$278,478	\$274,681	(\$3,797)
Effective Tax Levy*	\$183,545	\$216,624	\$278,478	\$274,681	(\$3,797)
Personnel					
Full-Time Pos. (FTE)**	2.5	2.5	2.8	2.8	0.0
Seas/Hourly/Pool Pos.	10.0	10.0	10.0	10.0	0.0
Overtime \$	\$94	\$58	\$0	\$0	\$0

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

**FTEs include Vacancy & Turnover & Overtime.

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.

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.

**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**

Major Changes in FY 2019: The Ethics Board is partnering with MSD to create an online filing system for Statements of Economic Interests (SEI's) for use by the end of the year. 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.

**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**

Strategic Program Area 1: Personnel Review Board

Service Provision: Discretionary

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Number of Meetings	26	24	26	26
Number of Cases Filed	115	47	68	60
Cases Closed	108	55	63	56
Number of Cases Heard by the PRB	37	18	15	13
Written Decisions Issued During the Year	64	12	15	12
Number of Determinations Appealed	4	1	2	3
Number of Pending Court Cases	5	3	4	2

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$277,017	\$222,790	\$224,289	\$246,011	\$21,722
Revenues	\$45	\$0	\$0	\$0	\$0
Tax Levy	\$276,973	\$222,790	\$224,289	\$246,011	\$21,722
FTE Positions	2.5	2.5	2.8	2.8	0.0
Part-Time Board Members	5.00	5.00	5.00	5.00	0.00

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Average Number of Days to Resolve a Case	42	30	30	30
Cases Closed in 90 Days	104 (98%)	45 (96%)	66 (97%)	97%
Days Between Hearing and Written Decision	29	23	25	25

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 relative consistency in volume of charges for employee disciplinary matters and continued levels of service, training, and outreach. The 2019 Budget for the Personnel Review Board maintains its 5 part-time non-County employee Board members as well as its high level of service.

**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**

Strategic Program Area 2: Civil Service Commission

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Number of Commission Meetings	5	6	5	6
Number of BHD Hearing Examiner Meetings	3	8	8	8
Number of BHD Disciplinary Cases Filed	9	9	9	9
Number of Disciplinary Cases Heard by the Commission	3	8	3	3
Requests to Transfer Positions from Classified to Unclassified	10	2	3	3
Merit System and Other Non-Disciplinary Appeals	1	4	3	3
Changes to Civil Service Rules	1	1	1	0

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$13,722	\$18,369	\$30,404	\$20,020	(\$10,384)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$13,722	\$18,370	\$30,404	\$20,020	(\$10,384)
FTE Positions	0.0	0.0	0.0	0.0	0.0
Part-Time Board Members	5.0	5.0	5.0	5.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Average Number of Days to Resolve a Case	43	39	48	49
Cases Closed in 90 Days	9 (100%)	9 (100%)	100%	100%
Days Between Hearing and Written Decision	73	56	50	50

**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**

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 positions 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, 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.

**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**

Strategic Program Area 3: Ethics Board

Service Provision: Discretionary

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Meetings	6	5	6	4
Written Opinions	15	15	15	15
Investigation Requests/Verified Complaints Filed	5	8	4	4
Open Records Requests	4	6	10	8

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$89,016	\$7,043	\$23,785	\$8,650	(\$15,135)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$89,016	\$7,043	\$23,785	\$8,650	(\$15,135)
FTE Positions	0.0	0.0	0.0	0.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Average Number of Days to Issue Advisory	44	21	10	10
Average Number of Days to resolve Investigation Request/Complaint	83	81	60	60
Statement of Economic Interests Filings	95%	86%	98%	99%

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 2019 Budget allows increased levels of service, training, and outreach to the County employees, officials, and the public due to streamlined operations. The 2019 Budget also maintains the Ethics Board’s high level of service.

B U D G E T S U M M A R Y

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures					
Personnel Costs	\$2,416,949	\$1,696,239	\$1,997,506	\$2,088,831	\$91,325
Operation Costs	\$114,254	\$111,866	\$186,850	\$118,750	(\$68,100)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	(\$980,811)	(\$850,345)	(\$1,141,926)	(\$1,086,127)	\$55,799
Total Expenditures	\$1,550,392	\$957,761	\$1,042,430	\$1,121,454	\$79,024
Revenues					
Direct Revenue	\$166,862	\$175,000	\$175,000	\$175,000	\$0
Intergov Revenue	\$5,455	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$172,317	\$175,000	\$175,000	\$175,000	\$0
Tax Levy	\$1,378,075	\$732,381	\$867,430	\$946,454	\$79,024
Effective Tax Levy*	\$1,664,924	\$1,582,726	\$2,009,356	\$2,032,581	\$23,225
Personnel					
Full-Time Pos. (FTE)**	20.0	19.9	22.5	22.5	0.0
Seas/Hourly/Pool Pos.	0.0	0.0	0.0	0.0	0.0
Overtime \$	\$2,572	\$4,284	\$0	\$0	\$0

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

**The FTEs include Vacancy & Turnover & Overtime.

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 (OCC) serves as chief legal counsel to all Milwaukee County departments 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.

CORPORATION COUNSEL (1130) BUDGET

Department: **Corporation Counsel**

UNIT NO. **1130**

FUND: **General — 0001**

Major Changes in 2019:

- The OCC is budgeted with a full staffing model, based upon the 2017 and 2018 hiring of highly qualified attorneys and support staff, with skill sets applicable to a wide variety of practice areas. To accommodate this full staffing model and increased salary requirements, the OCC made significant reductions to its operating costs in all areas and revisited the allocation of expenses to certain budget line items to more properly reflect actual spending categories. OCC continues to advocate for the addition of staff to reduce the need for costlier outside counsel, but given the County-wide fiscal challenges for 2019, no new positions are included.

CORPORATION COUNSEL (1130) BUDGETDepartment: **Corporation Counsel**UNIT NO. **1130**FUND: **General — 0001****Strategic Program Area 1: Corporation Counsel**Service Provision: **Mandated**Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
This service area does not have activity data at this time.				

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$1,550,392	\$957,761	\$1,042,430	\$1,121,454	\$79,024
Revenues	\$172,317	\$225,380	\$175,000	\$175,000	\$0
Tax Levy	\$1,378,075	\$732,381	\$867,430	\$946,454	\$79,024
FTE Positions	20.0	19.9	22.5	22.5	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 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 and elected officials.

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B U D G E T S U M M A R Y

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2018/2019 Variance
Expenditures					
Personnel Costs	\$6,410,008	\$5,035,440	\$4,367,378	\$4,879,036	\$511,658
Operation Costs	\$605,033	\$727,780	\$920,545	\$826,900	(\$93,645)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$796,348	\$900,754	\$119,593	\$165,429	\$45,836
Total Expenditures	\$7,811,390	\$6,663,975	\$5,407,515	\$5,871,365	\$463,850
Revenues					
Direct Revenue	\$1,315,912	\$1,684,168	\$1,588,117	\$1,891,242	\$303,125
Intergov. Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,315,912	\$1,684,168	\$1,588,117	\$1,891,242	\$303,125
Tax Levy	\$6,495,477	\$4,979,807	\$3,819,398	\$3,980,123	\$160,725
Effective Tax Levy*	\$3,038,447	\$2,703,538	\$3,173,050	\$3,207,719	\$35,669
Personnel					
Full-Time Pos. (FTE)**	56.0	54.9	57.5	59.4	1.9
Seas/Hourly/Pool Pos.	0.0	0.0	0.0	0.0	0.0
Overtime \$	\$40,732	\$76,150	\$0	\$0	\$0

*Effective Tax Levy excludes interdepartmental charges and fringe benefits.

**FTEs include Vacancy & Turnover & Overtime.

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 seven (7) service areas which include the Director’s Office; Total Rewards; Employee Relations; Talent Acquisition & HR Operations; Learning & Development; Benefits & HR Metrics; Retirement Plan Services.

2019 Changes: One position of Recruitment Rep is authorized and funded in 2019. Two new positions in Employee Retirement Services were approved in March 2018 by County Board file 18-138. Those positions are also authorized and funded in 2019.

HUMAN RESOURCES (1140) BUDGET

Department: **Human Resources**

UNIT NO. **1140**

FUND: **General — 0001**

Strategic Program Area 1: Directors Office

Service Provision: **Mandated**

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

What We Do: Activity				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Activity Data is tracked by each division				

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$985,905	\$769,510	\$278,146	\$388,148	\$110,002
Revenues	\$6,720	\$6,864	\$200	\$6,200	\$6,000
Tax Levy	\$979,185	\$762,646	\$277,946	\$381,948	\$104,002
FTE Positions	4.0	1.8	1.5	0.4	(1.1)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Performance Measures are tracked by each division				

Strategic Implementation: The Director's Office develops and drives the 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. FTEs decrease due to an increase in vacancy and turnover adjustment. Expenditures increase due to an increased allocation of equity and merit salary increases.

FTE's decrease due to an increase in vacancy and turnover.

HUMAN RESOURCES (1140) BUDGETDepartment: **Human Resources**UNIT NO. **1140**FUND: **General — 0001****Strategic Program Area 2: Compensation & HRIS****Service Provision:** Administrative**Strategic Outcome:** Attracting and Retaining a High-Performing Workforce

What We Do: Activity			
Activity	2017 Actual	2018 Target	2019 Target
Positions Reclassed/Reallocated	96	150	175
Position Action Forms Processed	3,400	2,600	2,600

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$710,959	\$411,445	\$405,156	\$402,046	(\$3,110)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$710,959	\$411,445	\$405,156	\$402,046	(\$3,110)
FTE Positions	6.0	6.0	6.0	5.0	(1.0)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Performance Measures have not yet been created for this Program Area				

Strategic Implementation: In support of HR's Total Rewards strategy, this division is responsible for developing, managing, and administering competitive, equitable, and innovative and consistent compensation programs designed to attract, engage, and retain employees. The goal of this division is to administer equitable and market-appropriate compensation strategies that support a high-performing work environment across Milwaukee County within the parameters established by Milwaukee County Government. This division also manages employee data within HR Systems.

1 FTE is moved to HR Operations and Talent Acquisition program area.

HUMAN RESOURCES (1140) BUDGET

Department: **Human Resources**

UNIT NO. **1140**

FUND: **General — 0001**

Strategic Program Area 3: Employee Relations

Service Provision: **Administrative**

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

What We Do: Activity				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Number of Employment Investigations	37	48	70	70

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2018/2019 Variance
Expenditures	\$1,969,479	\$1,568,688	\$1,174,093	\$1,206,629	\$32,536
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,969,479	\$1,568,689	\$1,174,093	\$1,206,629	\$32,536
FTE Positions	18.0	17.3	19.0	19.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Performance Measures have not yet been created for this program area				

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 conflicts or concerns, collaborating with Corporation Counsel on legal matters, and connecting employees and managers to a wide array of HR services. This area is also responsible for collective bargaining.

There are no major changes to this program area in 2019.

HUMAN RESOURCES (1140) BUDGET

Department: **Human Resources**

UNIT NO. **1140**

FUND: **General — 0001**

Strategic Program Area 4: HR Operations and Talent Acquisition

Service Provision: **Administrative**

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

What We Do: Activity			
Activity	2017 Actual	2018 Budget	2019 Budget
Job Requisitions	373	585	644
Applications Processed	23,049	17,500	25,354
New Employees Oriented	738	700	740
Central NEO Sessions	26	26	26
Background Checks	1,389	1,800	1,980
Pre-Employment Health Screens/Drug Tests	559	500	670
Open Records Request	114	240	400

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2018/2019 Variance
Expenditures	\$1,243,345	\$1,063,670	\$797,832	\$994,196	\$196,364
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,243,345	\$1,063,670	\$797,832	\$994,196	\$196,364
FTE Positions	7.0	7.4	8.0	10.0	2.0

How Well We Do It: Performance Measures				
Performance Measure	2017 Budget	2017 Actual	2018 Budget	2019 Budget
Cycle Time	60 Days	77 Days	45 Days	45 Days

Strategic Implementation: The Talent Acquisition team is focused on creating and building a comprehensive outreach plan that will develop relationships with and secure for hire the best possible talent to serve our community and carry out the services provided by Milwaukee County. This effort includes sourcing candidates, attending recruitment events, posting job vacancies, assessing applicant qualifications, developing and administering applicant performance tests, and providing qualified candidates to department heads and hiring managers. The HR Operations team provides key strategic functions that serve the Workforce of Milwaukee County. HR Operations coordinates and proctors the New Employee Orientation program, a critical step in getting our new talent off to the right start. Other workforce operations include pre-employment activities, managing the public and County staff walk-ins, processing Unemployment Compensation claims, and responding to Open Record Requests.

Expenditures increase due to an increase of 2.0 FTEs; the funding of one Recruitment Representative and 1 FTE moving from the Compensation and HRIS program area.

HUMAN RESOURCES (1140) BUDGET

Department: **Human Resources**

UNIT NO. **1140**

FUND: **General — 0001**

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	2016 Actual	2017 Actual	2018 Target	2019 Target
Training Sessions Completed – Instructor Led	110	59	65	71
Training Sessions Completed - Online	10,568	6,827	16,500	18,150
Training Participants – Instructor Led	947	932	876	850
Training Participants - Online	2,476	7,475	17,200	19,275

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2018/2019 Variance
Expenditures	\$564,198	\$581,950	\$560,867	\$507,568	(\$53,299)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$564,198	\$581,950	\$560,867	\$507,568	(\$53,299)
FTE Positions	3.0	4.0	4.0	4.0	0.0

How Well We Do It: Performance Measures			
Performance Measure	2017 Actual	2018 Actual	2019 Target
Overall Program Satisfaction Leadership Excellence	93.4%	90.4%	94%
Overall Program Satisfaction Management Development Program	95.2%	90.2%	94%

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 area 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.

This area develops, coordinates and facilitates a variety of employee learning opportunities, through online learning, classroom sessions, certification programs, and ad hoc training opportunities. This team administers the Learning Management system, which maintains hundreds of learning sessions available to employees.

HUMAN RESOURCES (1140) BUDGETDepartment: **Human Resources**UNIT NO. **1140**FUND: **General — 0001****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	2016 Actual	2017 Target	2017 Actual	2018 Target	2019 Target
Life Status Events Processed	865	800	1,138	850	800
Customer Service Calls	6,006	7,000	8,299	7,250	8,000
Customer Service Emails	1,260	1,000	3,239	1,250	3,000

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2018/2019 Var
Expenditures	\$787,167	\$590,848	\$603,504	\$487,736	(\$115,768)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$787,167	\$590,848	\$603,504	\$487,736	(\$115,768)
FTE Positions	5.0	6.0	6.0	6.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Budget	2019 Budget
Wellness Participation	70%	69%	75%	75%
Response to initial Benefit inquiries within 1 business day	95%	95%	96%	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.

Expenditures decrease due to a reduction in professional services contracting.

HUMAN RESOURCES (1140) BUDGET

Department: **Human Resources**

UNIT NO. **1140**

FUND: **General — 0001**

Strategic Program Area 7: Retirement Plan Services

Service Provision: Administrative

Strategic Outcome: Attracting and Retaining a High-Performing Workforce

What We Do: Activity				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Number of retirees receiving benefits	8,165	8,179	8,300	8,300
Retirements Processed	291	246	300	300
Process out Deceased Members	278	281	300	300
Customer Service Calls*	10,000	NA	14,000	14,000
Customer Service Emails*	4,000	NA	5,000	5,000
Research Legal Issues / Compliance*	75	85	100	75
Open Records Request Responses*	30	NA	75	75

*Numbers are approximate

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2018/2019 Variances
Expenditures	\$1,554,742	\$1,677,304	\$1,587,917	\$1,885,042	\$297,125
Revenues	\$1,1,309,192	\$1,677,304	\$1,587,917	\$1,885,042	\$297,125
Tax Levy	\$245,549	\$0	\$0	\$0	\$0
FTE Positions	13.0	13.0	13.0	15.0	2.0

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, member services and education, 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 manage documentation 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 and salary levels.

HUMAN RESOURCES (1140) BUDGET

Department: **Human Resources**

UNIT NO. **1140**

FUND: **General — 0001**

Retirement Plan Services will continue developing opportunities to improve operational effectiveness. The goal is to enhance member services through continuous process improvement and fully leveraging the benefits of a hosted pension system. Savings from these efforts are realized in the annual Retirement Plan Services' funding request.

Two FTE's were added in March of 2018 through County Board File 18-138, one Senior Pension Research and one Compliance Analyst.

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B U D G E T S U M M A R Y

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures					
Personnel Costs	\$28,086,968	\$21,109,484	\$17,302,068	\$19,158,186	\$1,856,118
Operation Costs	\$40,417,648	\$44,378,700	\$42,217,665	\$42,529,878	\$312,213
Debt & Depreciation	\$1,067,528	\$943,014	\$2,501,297	\$1,811,799	(\$689,498)
Capital Outlay	\$2,887,874	\$3,543,794	\$2,833,101	\$1,982,417	(\$850,684)
Interdept. Charges	\$8,448,076	\$8,039,668	\$1,738,354	\$877,330	(\$861,024)
Total Expenditures	\$80,908,094	\$78,014,659	\$66,592,484	\$66,359,609	(\$232,875)
Revenues					
Direct Revenue	\$13,011,262	\$11,941,581	\$12,402,259	\$11,354,176	(\$1,048,083)
Intergov Revenue	\$456,920	\$878,240	\$452,278	\$611,100	\$158,822
Indirect Revenue	\$57,820,751	\$31,216,005	\$6,165,626	\$5,663,896	(\$501,730)
Total Revenues	\$71,288,934	\$44,035,826	\$19,020,163	\$17,629,172	(\$1,390,991)
Tax Levy					
Tax Levy	\$9,619,160	\$33,978,833	\$47,572,321	\$48,730,437	\$1,158,116
Effective Tax Levy*	\$46,752,265	\$52,736,049	\$51,800,223	\$53,275,838	\$1,475,615
Personnel					
Full-Time Pos. (FTE)**	226.9	245.4	225.2	235.2	10.0
Seas/Hourly/Pool Pos.	3.5	4.0	5.0	5.0	0.0
Overtime \$	\$405,216	\$370,762	\$299,832	\$294,192	(\$5,640)

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

**FTEs include Vacancy & Turnover & Overtime.

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.

DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

Department: **Department of Administrative Services (DAS)**

UNIT NO. **1151**

FUND: **General — 0001**

- Community Business Development Partners (CBDP) works to increase overall economic viability for targeted and disadvantaged businesses (TBEs 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, 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, (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. 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. 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.

Major Changes:

- Investments in IMSD personnel and services total \$1.3 million. Those increases are offset by a decrease in depreciation costs and an increase in crosscharges to other departments.
- 8 new positions are included in the 2019 Budget
 - o 6.0 FTEs are funded in IMSD in 2019. These positions are authorized and unfunded in 2018.
 - o 1.0 FTE Energy Efficiency Program Manager is created in the Facilities Management Sustainability Division
 - o 1.0 FTE Digital Coordinator is created in the Central Business Office

Strategic Program Area 1: DAS Management

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
Climb Maturity Scale	N/A	N/A	2.5	2.5

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$579,554	\$437,953	\$1,694	\$633,470	\$631,776
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$579,554	\$437,953	\$1,694	\$633,470	\$631,776
FTE Positions	3.0	3.0	0.7	2.7	2.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Wisconsin Forward Award	Commitment	Commitment	Proficient	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 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. The office will continue to strengthen its focus on countywide economic development initiatives.
- The Office for People with Disabilities is transferred to the Facilities Management Division.
- A Cybersecurity program is being developed in the Information Management Services Division to protect Milwaukee County from cyber threats through the development of an Information Security Management Program (IMSP).

DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

Department: **Department of Administrative Services (DAS)**

UNIT NO. **1151**

FUND: **General — 0001**

- 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 fees at both Wil-O-Way Grant and Wil-O-Way Underwood will increase. 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.
- Expenditures increase mostly due to the inclusion of funding for potential equity and merit salary increases (\$200,000), and the removal of an expenditure abatement that was included in the 2018 Budget (\$265,000). A change in the departmental distribution of vacancy and turnover assumptions also increases the personnel expenditures number of FTEs represented in this strategic area.

Strategic Program Area 2: DAS Central Business Office

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
Climb Maturity Scale	2	2	3.5	3.5

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$1,157,158	\$1,309,607	\$720,684	\$794,794	\$74,110
Revenues	\$1,855	\$152,585	\$0	\$0	\$0
Tax Levy	\$1,155,303	\$1,157,022	\$720,684	\$794,794	\$74,110
FTE Positions	13.0	11.0	11.0	11.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
No. of Procedures (Intra & Inter Departmental) Developed and Trained On	N/A	1	3	5

Strategic Overview: The Central Business Office (CBO) provides centralized financial support for the Department of Administrative Services, Office of Emergency Management, Office on African American Affairs 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.

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 documented standard processes. 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 more tasks systematically.

Expenditures increase due to a staffing reorganization that occurred in early 2018 and the addition of a 1 FTE Digital Coordinator. The Digital Coordinator position was previously a contracted position and will support web site administration and the CBO’s graphic support services.

DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

Department: **Department of Administrative Services (DAS)**

UNIT NO. **1151**

FUND: **General — 0001**

Strategic Program Area 3: DAS Procurement

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Service

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
Price Agreements – With Budget Year Start Date	151	170	180	220
Requisitions Processed to Purchase Order Annually	16,621	23,726	17,775	25,000
Sealed Public Bids	60	67	70	70
Request For Proposals – Procurement Administered	31	35	40	40

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$1,284,065	\$1,102,914	\$607,331	\$587,074	(\$20,257)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,284,065	\$1,102,914	\$607,331	\$587,074	(\$20,257)
FTE Positions	8.0	8.0	8.0	7.9	(0.1)

How Well We Do It: Performance Measures					
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target	
Spend Under Management (Aberdeen Benchmark ¹)	42%	50%	55%	55%	
Cycle Time (Requisition to Purchase Order) – Percentage One Day or Less	65.5%	64.71	75.0%	75.0%	
Sealed Bid Responses (Average Responses/Bid)	3.3	2.9	4.0	4.0	
MarketPlace Central ² Use – Unique Users/Month Peak	371 (June 2016)	400	450	500	

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.

DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

Department: **Department of Administrative Services (DAS)**

UNIT NO. **1151**

FUND: **General — 0001**

Strategic Implementation: Procurement will continue implementation of broad-based technology initiatives that began in 2015 with the implementation of a procurement module included in the Enterprise Resource Planning (ERP) project. With migration away from Marketplace Central (MPC) beginning in 2019, all competitive acquisitions will remain on technology platforms that permit visibility and include a broader base of potential participants in Milwaukee County contracting. The ERP implementation also allows for a single unified 'notification of opportunities' registration site and immediate access to all related documents.

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, inclusive of new authority for TBE set asides.

Procurement's goal is to achieve 'model government' status. As such, in 2019, Procurement will complete the process of formal credentialing of all staff in its' department by Universal Public Procurement Certification Council (UPPCC) program, with minimum of Certified Professional Public Buyer (CPPB) certification; and begin process for application National Institute of Governmental Purchasing (NIGP) OA4 Accreditation.

Procurement personnel expenditures are adjusted to realign with anticipated 2019 actuals.

Strategic Program Area 4: Community Business Development Partners

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
Certifications	1130	1145	1150	1160
Committed Contract Value to Targeted Businesses	\$912,305	\$4.5 million	\$4.51 million	\$4.55 Million

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$1,037,664	\$829,475	\$577,934	\$559,524	(\$18,410)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,037,664	\$829,475	\$577,934	\$559,524	(\$18,410)
FTE Positions	7.0	7.0	7.0	6.9	(0.1)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Total Number of DBE Firms Certified	1130	1145	1150	1160

Strategic Overview: The Community Business Development Partners (CDBP) 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 CDBP Division is responsible for the certification of minority and women owned businesses under the Disadvantaged Business Enterprise (DBE) program. In addition, the CDBP 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 CDBP 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 CDBP 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 CDBP 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.

DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

Department: **Department of Administrative Services (DAS)**

UNIT NO. **1151**

FUND: **General — 0001**

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 reports on the economic impact that Milwaukee County 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 2019 and beyond is to integrate contract information from the new ERP system into B2G Now. The integration of B2G Now and ERP 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 set participation on a departmental basis versus on individual contract. This new approach is called "Acquisition Planning" and involves Procurement, CBDP and the Owner Department to develop a plan to achieve DBE/TBE participation. The combination of B2G Now and Acquisition Planning will provide an overall assessment of the economic impact on communities within Milwaukee County.

CBDP personnel, and commodities-services expenditures are adjusted to realign with anticipated 2019 actuals.

Strategic Program Area 5: Performance, Strategy & Budget

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
# of Budgets Produced	2	2	2	2
Organizational Budgets	82	82	82	82
Total Expenditure Budget	\$1,374,343,192	\$1,106,275,726	\$1,148,961,486	\$1,187,626,700

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$1,217,490	\$958,436	\$656,800	\$827,698	\$170,898
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,217,490	\$958,436	\$656,800	\$827,698	\$170,898
FTE Positions	7.0	8.0	8.0	9.9	1.9

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Bond Agency Rating	Fitch IBCA: AA+ Moody's: Aa2 S&P: AA			
GFOA Distinguished Budget Presentation Award	1	1	1	1

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 (PSB) is expanding upon the use of long-term financial planning in Milwaukee County's budget process. This includes development of a twenty year financial model which combines financial forecasting with strategic planning. The model projects revenues and expenditures over a long-term period, using assumptions about economic conditions, spending trends, and other relevant factors. The model also includes analysis of expenditure and revenue scenarios which may be considered to address the County's structural budget deficit. Long-term financial planning combines forecasting with strategizing to identify future challenges and opportunities, causes of fiscal imbalances for further analysis, and strategies to secure long-term sustainability.

PSB will continue to provide assistance towards the development of a countywide Enterprise Resource Program

DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

Department: **Department of Administrative Services (DAS)**

UNIT NO. **1151**

FUND: **General — 0001**

(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 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.

Expenditures increase due to a transfer in of two positions from other DAS program areas.

DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGETDepartment: **Department of Administrative Services (DAS)**UNIT NO. **1151**FUND: **General — 0001****Strategic Program Area 6: Reimbursement**Service Provision: **Administrative**Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
# of TRIP Accounts	41,663	N/A	N/A	N/A

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$65,534	\$18,232	\$0	\$0	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$65,534	\$18,232	\$0	\$0	\$0
FTE Positions	1.0	1.0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Performance Measures have not yet been created for this program area.				

Strategic Overview: This program area was discontinued in 2018.

DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

Department: **Department of Administrative Services (DAS)**

UNIT NO. **1151**

FUND: **General — 0001**

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	2016 Actual	2017 Actual	2018 Actual	2019 Actual
# of New IT Projects Requested	25	37	40	37
# of IT Projects Managed	45	52	44	TBD
# of Contracts Managed	100	125	138	TBD

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$2,803,355	\$2,491,189	\$1,332,405	\$1,486,259	\$153,854
Revenues	\$2,814,982	\$1,549,679	\$0	\$1,500	\$1,500
Tax Levy	(\$11,627)	\$941,510	\$1,332,405	\$1,484,759	\$152,354
FTE Positions	13.5	13.5	15.0	17.0	2.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
% of Projects Completed per Approved Schedule*	86%	88%	85%	85%
% of IT Contracts Conformance to County Contract Standards and Ordinances	Not measured	Not measured	100%	100%
Project Manager: Contractor Ratio – # of Contractors (C) Versus County Workforce (FTE) Ratio	73% C 19: FTE 7	70% C 19: FTE 8	71% C 20: FTE 8	TBD
IT Maturity Score	2.1	2.5	2.6	2.6

*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:

The Project Management, Execution and Governance Strategic Program Area is responsible for Countywide Information Technology strategy, technology governance and administration, as well as project and technology portfolio management. This Strategic Program Area provides the framework and expertise to manage IT projects, the technology portfolio, business development analysis, contracts and financial and other administrative responsibilities.

Strategic Implementation:

In 2019, the Governance Team will continue to lead the IT maturity initiative to optimize IMSD’s business and technical processes leading to consistent, quality IT services, risk mitigation and on-time, on budget project delivery. Expenditures increase due to funding two positions in 2019 that were previously unfunded.

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Department: **Department of Administrative Services (DAS)**

UNIT NO. **1151**

FUND: **General — 0001**

Strategic Program Area 8: Applications Development

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Budget	2019 Target
Number of Service Hours Performed (Project and Support)	23,341 hours	24,961 hours	26,000 hours	28,000 hours
Applications Supported	524	611	605	600
Documents Managed – (ECM)	6,885,338	8,744,903	10,000,000	12,000,000

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$1,690,359	\$1,379,055	\$1,119,939	\$1,249,395	\$129,456
Revenues	\$1,690,359	\$777,539	\$0	\$0	\$0
Tax Levy	\$0	\$601,516	\$1,119,939	\$1,249,395	\$129,456
FTE Positions	12.0	14.5	13.6	15.6	2.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Tier III (Application-Related) Support Tickets Received and Addressed	2,544	2,168	2,060	2,000
Applications Development Team Service Hours Percentage of Project vs Support Time by Employees and Contractors	47% Project / 54% Support	60% Project / 40% Support	80% Project / 20% Support	80% Project / 20% Support
Applications Development Team Service Hours Percentage of Project vs Support Time by Employees Only	28% Project / 72% Support	35% Project / 65% Support	40% Project / 60% Support	42% Project / 58% Support
Application Contractor Ratio – # of Contractors (C) versus County Workforce (FTE) Ratio	40% FTE 6 : C 4	50% FTE 10 : C 10	52% FTE 11 : C 12	54% FTE 13 : C 15
IT Maturity Score - Gartner Applications Development	1.8	2.0	2.1	2.2

Strategic Overview: The Application Development Strategic Program Area is responsible for the lifecycle management (governance, development, and maintenance) of multi-platform Countywide and departmental automated application systems. These systems provide services that enable department and divisions to efficiently manage day to day operations, collect revenues, lower costs, enable transparency, and provide services to the constituency of County.

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Lifecycle management encompasses software architecture, computer programming, software testing, software maintenance, change management, continuous integration, and application release management of the County's 611 applications in use by the various County departments and divisions. This Program Area is also responsible for the development, integration, and the alignment of all new technology application deployments across the County technology and user landscape.

Strategic Implementation:

In 2019, this Strategic Program Area will:

- Increase development and support capacity by improving administrative processes, implementing proven frameworks and best practices in delivering IT services and applications. The increased capacity will enable the area to provide more project implementation services;
- Decrease the County's technology application footprint where practical;
- Transition from legacy, non-supported technology applications to modern technology applications;
- Lead the County's Enterprise Resource Planning implementation to support the full HR/ recruitment, payroll, financial, budgeting and procurement business processes;
- Continue to leverage Gartner IT Maturity assessments to improve organizational maturity, operational reliability and excellence;
- Make organizational adjustments where needed to maximize support of Milwaukee County's technology footprint;
- Support legacy financial and procurement systems (Financial Intranet & SciQuest);
- Support legacy human resource and payroll system;
- Support various County social service applications;
- Maintain the Electronic Content Management (ECM) system (OnBase);
- Integrate Milwaukee County's ECM system with new Enterprise Resource Planning system resulting in more managed documents; and

Implement Enterprise Data Services resulting in the ability to precisely define, easily integrate and effectively retrieve data for both internal applications and external communication

Expenditures increase due to funding two positions in 2019 that were previously unfunded and an increase in professional services, offset by an increase crosscharges for direct services provided to other County departments.

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Department: **Department of Administrative Services (DAS)**

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FUND: **General — 0001**

Strategic Program Area 9: IMSD Infrastructure Services

Service Provision: Administration

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Storage Capacity (Tera Byte) On-Prem/Cloud	250/0	260/0	120/150	150/175
Number of Switches Maintained	395	370	395	353
Number of Ports Maintained	N/A	N/A	N/A	13,327
Number of Routers Maintained	49	42	41	40
Number of Wireless Access Points	297	339	351	414
Number of Virtual Servers in Operation	N/A	315	315	300
Local Physical Servers Decommissioned/Total Servers	40/26	15/11	3/8	2/6
% of Servers with Current Antivirus Patches	N/A	75%	98%	100%
% of Computers with Current Antivirus Patches	N/A	60%	85%	98%

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$4,959,463	\$6,583,887	\$6,536,568	\$6,179,172	(\$357,396)
Revenues	\$4,959,463	\$4,877,357	\$144,178	\$140,000	(\$4,178)
Tax Levy	\$0	\$1,706,530	\$6,392,390	\$6,039,172	(\$353,218)
FTE Positions	13.0	11.5	9.7	9.7	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 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%
IT Maturity Score – Infrastructure and Operations	1.7	2.1	2.2	2.3

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. Its primary focus areas include:

- Administration of the County's voice and data communications systems;
- Administration, maintenance and support of County servers, storage and backup infrastructure;
- Manage vendor that hosts servers in the County's private cloud data center;
- 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;
- Oversight of backup and disaster recovery programs within County; and
- Management and responsibility of Office 365 cloud environment for email, Microsoft Office products, SharePoint, and OneDrive.

Strategic Implementation: Expenditures decrease due to a decrease in debt and depreciation cost of \$0.7m. That decrease is partially offset by an increase in contractual services of \$0.3m.

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FUND: **General — 0001**

Strategic Program Area 10: Support Services Organization

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
Service Tickets Opened	30,569	30,579	30,000	35,000
Self Help Tickets	N/A	N/A	1,000	1,500
Windows Computing Devices Managed*	3,100	2,937	3,500	3,700
Mobile Devices Managed**	2,548	2,991	3,273	3,470
Unique End Users Served	4,242	4,174	4,310	4,500

* Comprised of PCs, laptops and tablets

**Comprised of laptops, tablets, mobile phones and pagers. Computing devices and mobile devices have unique support requirements.

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$1,832,071	\$1,572,167	\$1,196,798	\$1,205,157	\$8,359
Revenues	\$1,832,071	\$1,185,167	\$0	\$0	\$0
Tax Levy	\$0	\$387,000	\$1,196,798	\$1,205,157	\$8,359
FTE Positions	6.0	8.0	5.8	6.8	1.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
% of Service Desk Tickets Resolved within Service Level Target	99.5%	92.7%	99.5%	99.5%
Mean Time to Resolve (Hours)***	10.99	15.5	8.85	8.99
IT Maturity Score – Infrastructure and Operations	1.7	2.1	2.2	2.3

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

Strategic Overview:

The Support Services Strategic Program Area contributes to the sustainability of IMSD by providing a central point of contact between County computer-using staff and Information Technology Support Services Team. The IMSD Support Services Team 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.

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Strategic Implementation:

In 2019, the Support Services Strategic Program Area will continue to work on improving IMSD's IT by the following actions and initiatives:

- Continued implementation of the ITIL framework, an industry standard;
- Continuous improvement of Knowledge Management and documentation processes;
- Development of formal metric reporting systems with corrective actions; and
- Making appropriate investments in people, process, and technology.

Net expenditures increase due to funding one position that was previously unfunded and increasing commodities. This increase is offset by increased crosscharges to other departments for a slight expenditure increase.

Strategic Program Area 11: Mainframe

Service Provision: Administration

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Mainframe IDs Maintained	1,831	1,804	225	225
Applications on Mainframe	33	1	1	1

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$2,670,698	\$2,087,960	\$2,217,970	\$1,976,287	(\$241,683)
Revenues	\$2,670,698	\$1,177,026	\$257,100	\$257,100	\$0
Tax Levy	\$0	\$910,934	\$1,960,870	\$1,719,187	(\$241,683)
FTE Positions	1.0	0.0	0.0	0.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
CJIS Availability	100%	100%	NA	NA
Advantage Availability	99%	99%	99%	99%

Strategic Overview:

The Mainframe Strategic Program Area oversees and maintains the CGI Advantage financial application. Leveraging hosted services, industry best practice and increased automation this Strategic Program area drives sustainability, operational maturity and continuous improvement in delivering system availability, financial reporting and ease of use.

Strategic Implementation:

In 2019, the Mainframe Strategic Program Area will continue to support and maintain the operation of County's legacy financial system, CGI Advantage, thru Mainframe as a Service (MfaaS) model enabling:

- Continued operations of the critical CGI Advantage Financial System application;
- Web based reporting;
- A modernized Mainframe Disaster Recovery protocol that ensures the availability of the mainframe at 99% or better;
- 24/7 support of required mainframe functions.

Expenditures decrease due to a decrease in professional services funding.

Strategic Program Area 12: Managed Print Services

Service Provision: Administration

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
# Copiers and Printers Managed	N/A	540	520	510
Total Color Prints	3,779,462	2,227,791	3,061,000	2,100,000
Total Black & White Prints	17,324,407	18,951,733	16,500,000	16,500,000
Total Prints	21,103,869	21,179,524	19,561,000	19,561,000

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$1,011,415	\$710,687	\$572,000	\$517,311	(\$54,689)
Revenues	\$1,011,415	\$505,157	\$0	\$0	\$0
Tax Levy	\$0	\$205,530	\$572,000	\$517,311	(\$54,689)
FTE Positions	0.0	0.0	0.0	0.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
% of Page Reduction	N/A	.36%	5%	5%
% of Color Print Reduction	N/A	59%	5%	5%
Reduce Annual Leased Printer Costs	\$360,000	\$210,000	N/A	N/A

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 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 Managed Print Services Strategic Program Area will continue the goal to maximize cost savings and improve workflow by:

- Fleet optimization/right-sizing;
- Increasing security compliance;
- Deployment a print awareness tool providing education to employees and visibility into individual print habits:

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- Educating users on digitized printing alternatives;
- Device assessment and optimization;
- Safeguarding information;
- Job tracking to control costs; and
- The development of formal metric reporting systems with corrective actions.

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Department: **Department of Administrative Services (DAS)**

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Strategic Program Area 13: Technology Purchase Management

Service Provision: Administration

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
# of County departments per agency code supported through Central Spend Budget	30	30	30	33 *

**Prior to 2019 Office of African American Affairs, County Executive, and County Board departments did not have funding in Central Spend.*

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$4,141,702	\$5,687,277	\$7,598,056	\$7,491,055	(\$107,001)
Revenues	\$3,919,592	\$4,079,005	\$0	\$0	\$0
Tax Levy	\$222,110	\$1,608,272	\$7,598,056	\$7,491,055	(\$107,001)
FTE Positions	0.0	0.0	0.0	0.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Central Spend initial department request	Not tracked	Not tracked	\$7,720,223	\$8,427,309
Central Spend actual budget	\$4,141,702	\$7,516,321	\$7,598,056	\$7,491,055

Strategic Overview:

The Technology Purchase Management Strategic Program Area provides IMSD with centralized oversight over the IT demands of various County departments and divisions and to effectively meet this demand by optimizing costs through leveraging existing information technology assets, consolidating and leveraging agreements with vendor partners, maximizing procurement and sourcing opportunities and focusing on investment in new technologies that advance a sustainable enterprise wide IT model. Additionally, this area supports IMSD’s goal of becoming a trusted business partner by ensuring cost efficiency, alignment of IMSD IT strategy with customer business strategy and transparency into County’s IT Central Spend budget.

Strategic Implementation:

In 2019, the Technology Purchase Management Strategic Program Area will continue to:

- Provide various departments and divisions with critical data to ensure their IT purchases fulfill their business needs in a strategic and cost-effective manner;
- Reduce shadow IT purchases outside of IMSD oversight;
- Centralize management of IT purchases through Central Spend budget in order to:

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- Mitigate risks through consolidated negotiations with vendor partners by securing more favorable quality of services and pricing;
- Drive business value creation;
- Mitigate risk of obsolete technology; and
- Equip County for the digital future.

The 2019 requested budget will maintain the current County department and division technology environment. It funds existing software licenses of business applications used by various department and divisions, required application hosting services, maintenance agreements, and contracted services for mid-year programming mandates. The 2019 budget request does not fund new technology programs or systems or net new computing equipment.

There are no dedicated full-time resources in this Program Area. This Strategic Program Area is managed through a combination of IMSD's Project Management Office, the IMSD Governance Team and Department of Administrative Service's Central Business Office.

Strategic Program Area 14: Cybersecurity

Service Provision: Administration

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Number of Devices Monitored for Suspicious Activity & Cyber Threats	N/A	N/A	8,300	9,500
Training program - Number of Employees Subject to Training	N/A	N/A	N/A	4,000

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2018/2017 Variance
Expenditures	\$0	\$0	\$432,274	\$693,025	\$260,751
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$0	\$0	\$432,274	\$693,025	\$260,751
FTE Positions	0.0	0.0	0.9	1.9	1.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Target	2018 Target	2019 Target
Number of Cyber Security Incidents Detected	N/A	NA	72	90
% of Cyber Security Incidents Resolved	N/A	NA	100%	100%
% of Employees Attending Training Classes	N/A	N/A	NA	20%
IT Maturity Score – Information Security	1.9	2.7	2.9	3.0

Strategic Overview:

The Cybersecurity Strategic Program Area is responsible for protecting County from cyber threats and 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. IMSD utilizes the Gartner Maturity Assessment for cybersecurity to gauge maturity of the ISMP in order to set goals for the maturity of this program. The Cybersecurity Strategic Program Area will continue to expand and evolve in the out years as technology continuously changes and new threat vectors emerge.

Strategic Implementation:

In 2019, this strategic area will continue to develop and adopt a robust ISMP based on the NIST cybersecurity framework and NIST security publications. Expenditures increase due to funding one position that was previously unfunded and an increase in professional services funding.

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Strategic Program Area 15: Facilities Management Director's Office

Service Provision: Administrative

Strategic Outcome: High quality, Responsive Services

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
County-wide Building Footprint (gross square feet)	14,200,968	12,858,754	11,899,366	11,899,366
County-wide Building Plant Replacement Value (\$)	N/A	\$1,968,230,369	\$2,121,882,603	\$2,121,882,603

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$169,624	(\$61,448)	\$0	\$0	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$169,624	(\$61,448)	\$0	\$0	\$0
FTE Positions	1.0	2.0	2.0	1.0	(1.0)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
County-wide Facility Condition Index (FCI)*	0.19	0.23	0.16	0.16

* 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 Facilities Planning Steering Committee (CFPSC) with the Economic Development Division, and in close coordination with all County departments.

Strategic Implementation:

The 2019 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.

The Director's Office expenditures (totaling \$146,266 for 2019) are fully cross charged to other organizational units within the DAS-FMD and the Water Distribution System.

Position Actions:

- One position of Administrative Assistant is moved to Strategic Program Area 19.

Strategic Program Area 16: Architecture & Engineering

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
# of Capital Projects Managed	156 c/o; 70 new*	135 c/o; 45 new*	132 c/o; 29 new*	TBD
Consolidated Facilities Planning Capital Projects Reviewed	N/A	135	68	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	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$4,577,640	\$3,628,680	\$2,980,521	\$3,218,645	\$238,124
Revenues	\$5,118,419	\$5,111,752	\$5,030,000	\$5,285,000	\$255,000
Tax Levy	(\$540,779)	(\$1,483,072)	(\$2,049,479)	(\$2,066,355)	(\$16,876)
FTE Positions	36.6	37.6	39.5	39.5	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
At least 80% Of Capital Projects Completed within 36 Months**	87%	87%	86%	85%
% of Building Square Footage Within 5-Year Assessment Periodicity	23%	40%	76%	80%

** IRS regulations require the expenditure of bond proceeds within 18 - 24 months of issuance.

Strategic Overview:

The Architecture & Engineering (A&E) 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

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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, capital 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:

A robust local construction market has proven to add challenges, cost and time to major capital projects. In 2019, A&E will be developing means and methods to improve project delivery services, specifically to provide value engineering during project development and bidding, and investigating alternate project delivery methods, within the constraints of State-mandated bidding regulations.

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Strategic Program Area 17: Environmental Services

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
# of Capital and Major Maintenance Projects Reviewed for Energy Efficiency and Sustainability	63	107	TBD	This activity replaced by below in 2018
# of Mandated County Environmental Plans and Reports in Compliance	n/a	n/a	23 compliance requirements	23 compliance requirements

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$1,108,892	\$979,263	\$797,777	\$599,646	(\$198,131)
Revenues	\$707,055	\$286,502	\$539,202	\$231,730	(\$307,472)
Tax Levy	\$401,837	\$692,762	\$258,575	\$367,916	\$109,341
FTE Positions	4.5	5.0	5.0	5.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Review 98% of Capital and Major Maintenance Projects with the objective of Improving Energy Efficiency and Sustainability	63 of 63 Projects or 100% of the projects reviewed	107 of 107 Projects or 100% of the projects reviewed	n/a	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	100%	100%

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.

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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. Starting in 2018, the Environmental Services Unit focused 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.

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Strategic Program Area 18: Office of Sustainability

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

Item	What We Do: Activity			
	2016 Actual	2017 Actual	2018 Target	2019 Target
County employees, elected officials, and residents who participate with Office of Sustainability programs	344	318	500	750
Number of County energy accounts managed with Energy CAP software	775	911	911	TBD
Cost savings/avoidance from Office of Sustainability initiatives.	\$131,691	\$177,952	\$221,689	\$300,000

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2018/2019 Variance
Expenditures	\$159,053	\$137,287	\$98,931	\$198,482	\$99,551
Revenues	\$0	\$310	\$0	\$0	\$0
Tax Levy	\$159,053	\$136,977	\$98,931	\$198,482	\$99,551
FTE Positions	1.0	1.0	1.0	2.0	1.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
County-wide energy use reduction vs. 2014 baseline.	12%	11%	17%	18%
% Office of Sustainability tax levy offset by cost saving/avoidance initiatives.	83%	126%	130%	300%

Strategic Overview:

The Office of Sustainability (OS) supports and leads initiatives to improve Milwaukee County'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 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.

DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

Department: **Department of Administrative Services (DAS)**

UNIT NO. **1151**

FUND: **General — 0001**

Strategic Implementation:

During 2019, the OS will coordinate projects to decrease the County's energy cost 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 bill management system, as well as lead the County's participation with the Better Buildings Challenge - Milwaukee and other environmental sustainability 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.

Position Actions:

- One position of Energy Efficiency Program Manager is created in Strategic Program Area 18.

DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

Department: **Department of Administrative Services (DAS)**

UNIT NO. **1151**

FUND: **General — 0001**

Strategic Program Area 19: Facilities Operations & Maintenance

Service Provision: Administrative

Strategic Outcome: High Quality, Response Services

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
Building Footprint Managed (sq. Feet) *	2,451,977	2,514,009	2,684,603	2,684,603
Building Plant Replacement Value	N/A	\$702,434,063	\$695,033,639	\$695,033,639
# of Emergency Work Orders	1,185	448	500	450
# of Requested Work Orders	6,303	7,468	6,000	6,000
# of Preventative Maintenance Work Orders	624	625	1,000	1,200

*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	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$28,742,020	\$24,653,180	\$18,856,166	\$18,630,405	(\$225,762)
Revenues	\$27,557,581	\$10,584,024	\$5,522,717	\$4,787,871	(\$734,846)
Tax Levy	\$1,184,439	\$14,069,156	\$13,333,449	\$13,842,534	\$509,085
FTE Positions	88.0	84.0	84.0	83.4	(0.6)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Facilities Operations and Maintenance Cost Per Square Foot	\$11.72	\$9.52	\$7.73	\$6.74
FMD-O&M Facility Condition Index (FCI)*	0.08	0.10	0.08	0.08
Preventative Maintenance: Corrective Maintenance Ratio (%)	9%	8%	23%	20%
% of Work Orders Completed	95%	95%	100%	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)

DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

Department: **Department of Administrative Services (DAS)**

UNIT NO. **1151**

FUND: **General — 0001**

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 R. Phillips Youth and Family 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 Management is the steward of the County Grounds potable water, sanitary sewer and storm water systems. Facilities also provides various supportive services to the Senior Centers and Wil-O-Way Centers.

Strategic Implementation:

The focus of efforts for 2019 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 transitioning out of service of any portion of County Grounds anticipated to be transferred to the Milwaukee Regional Medical Center.

- One Administrative Assistant position is transferred in from Strategic Program Area 15-Facilities Management Director's Office.

DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

Department: **Department of Administrative Services (DAS)**

UNIT NO. **1151**

FUND: **General — 0001**

Strategic Program Area 20: Land Information Office

Service Provision: Mandated

Strategic Outcome: Economic Opportunity

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
MCLIO Web Site Visits	59,017,134	73,900,000	77,500,000	80,850,000

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$866,060	\$604,577	\$891,000	\$891,000	\$0
Revenues	\$892,519	\$888,088	\$891,000	\$891,000	\$0
Tax Levy	(\$26,459)	(\$283,511)	\$0	\$0	\$0
FTE Positions	5.0	5.0	5.0	6.0	1.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Open Data Download Site (Self-Service)	3,753 10/day	7,147 19/day	8,000 22/day	10,000 27/day
Data Requests (Manually Filled)	79	50	35	35
GIS Project Requests	20 Ad Hoc Projects 16 Completed	20 Ad Hoc Projects 16 Completed	20 Ad Hoc Projects	20 Ad Hoc Projects

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 administers the GIS backbone to the CityWorks work order management system. The LIO will continue to support GIS-based County initiatives in 2019 including the CityWorks implementation. The LIO provides the technical standards, governance and application support for all GIS program initiatives.

DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

Department: **Department of Administrative Services (DAS)**

UNIT NO. **1151**

FUND: **General — 0001**

Register of Deeds (3400) Strategic Program Area 6 (Land Records Modernization) is transferred to the Land Information Office. This transfer includes the program and one GIS Analyst position. For the past 4 years, the position has been cross charged to the LIO. This move will eliminate that cross charge and make the LIO budget more transparent.

DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

Department: **Department of Administrative Services (DAS)**

UNIT NO. **1151**
 FUND: **General — 0001**

Strategic Program Area 21: Water Distribution System

Service Provision: Discretionary

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
Cubic Feet of Water Service*	36,932,270	39,363,489	40,067,000	39,757,124
Cubic Feet Sewer Service*	24,783,506	29,783,698	26,883,000	30,081,535
Cubic Feet of Storm Water Service*	36,932,270	39,363,489	40,067,000	39,757,124

*Consumption by volume.

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$3,635,009	\$3,927,107	\$4,714,566	\$4,226,071	(\$488,495)
Revenues	\$3,730,036	\$4,066,595	\$4,714,566	\$4,226,071	(\$488,495)
Tax Levy	(\$95,027)	(\$139,489)	\$0	\$0	\$0
FTE Positions	0.0	0.0	0.0	0.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Operation Cost per 1,000/CF of Water Service	\$45.50	\$49.92	\$45.30	\$47.66
Operation Cost per 1,000/CF of Sewer Service	\$20.66	\$17.74	\$20.34	\$16.10
Operation Cost per 1,000/CF of Storm Water Service	\$5.31	\$2.24	\$4.16	\$2.22

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, and storm water consumption.

Strategic Implementation:

As part of on-going negotiations with Milwaukee Regional Medical Center and the City of Wauwatosa, it is anticipated that the water system will be sold and transferred to those entities sometime between 4th QTR 2018 and 1st QTR 2019. As a result, the 2019 budget includes expenditures and offsetting revenues to account for County system operations pending the final sale and transfer of the system.

DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

Department: **Department of Administrative Services (DAS)**

UNIT NO. **1151**

FUND: **General — 0001**

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 However, payment from some non-County users of the water system has been challenging and resulted in uncollectable payments. Although the County will continue to pursue payment for these charges, the budget also includes an uncollectable revenue amount of \$862,000 that is budgeted in Agency 190 (Non-Departmental Revenues), Org 1986 (Fire Charge – Uncollectable).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 2019 are estimated at \$1.38 million. Approximately \$1.35 million of this cost is charged to non-county water system users with the balance, an estimated \$28,000 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	2016 Actual	2017 Actual	2018 Target	2019 Target
Total hours of documented Risk Management Training	10,311 hours	13,897 hours	15,000 hours	20,000 hours

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$12,292,827	\$12,854,440	\$11,532,936	\$11,565,137	\$32,201
Revenues	\$12,115,043	\$5,753,811	\$0	\$0	\$0
Tax Levy	\$177,784	\$7,100,629	\$11,532,936	\$11,565,137	\$32,201
FTE Positions	5.4	7.0	6.9	6.9	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Reduce Frequency and Severity of Workers' Compensation Claims to Reach an Experience Modification Number of 1 or Below.	*1.54	**1.42	***1.16	Below 1.0

*2016 (2012, 2013, 2014), **2017 (2013, 2014, 2015), ***2018 (2014, 2015, 2016) - Underdeveloped

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.

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 2019 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.

Major Changes in FY 2019: In 2019, Risk Management will continue to support and protect our departments, employees, and guests using our services and facilities. Among the highlights:

- The revamped Vehicle Accident Review Committee (VARC) will continue to track and monitor vehicle accidents and make recommendations on preventability measures to keep our operators and the public safe. This was aided in 2018 by a safe driving campaign, "We're Driven to Reduce Accidents", rolled out County-wide, and continued in 2019 with a focus on defensive driving and situational awareness.
- Risk Management continues to move towards a centralized safety management and loss control model to leverage internal and external resources, provide consistency in programs, and implement data driven risk mitigation efforts. Two safety positions were previously transferred from the Airport and the MCDOT Director's Office to Risk Management, and in 2017 the Zoo Safety & Training Specialist position also transitioned to Risk Management. In 2018, the Department of Parks, Recreation, and Culture's safety position was created to complete the program transition.
- 2019 will mark the fourth year that Milwaukee County will renew its property and casualty insurance program through the assistance of a broker. In 2018, Risk Management procured environmental liability insurance in conjunction with a private developer as facilitated through the sale of the former County landfill. Risk Management is focused on eliminating any remaining exposure gaps in the insurance program and will continue to test the market on increasing cyber liability coverage limits, and obtain medical malpractice, and excess workers' compensation policies where fiscally feasible to do so.
- Risk Management is pushing subrogation efforts for all lines of claims in 2019 through the formalization of a subrogation process and aggressively recovering all third party monies owed to the County as a result of accidents, claims, and losses.

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

Service Provision: Discretionary

Strategic Outcome: Economic Opportunity

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
Develop and increase lease revenue from parking lot and cell tower locations	\$912,305	\$1,238,614	\$1,300,000	\$1,250,000

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$2,090,915	\$4,285,322	\$2,406,775	\$2,146,537	(\$260,238)
Revenues	\$1,302,012	\$2,029,795	\$1,702,400	\$1,652,400	(\$50,000)
Tax Levy	\$788,903	\$2,255,527	\$704,375	\$494,137	(\$210,238)
FTE Positions	5.0	5.0	5.0	4.9	(0.1)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Complete Real Estate Transactions to create a Center for Forensic Science including space for the Medical Examiner and Office of Emergency Management	-	-	Term Sheets	Closings

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 County Facilities Plan Steering Committee which guides real estate decision making with a 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. DAS-ED also manages cell tower revenues on various county properties.

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.

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 and with neighboring Counties and the State, such as workforce, economic development, access, and 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 in the County.

Strategic Implementation: Due to budget constraints, the division refocuses its efforts on core economic development initiatives, discontinues county funding for the “Employ Milwaukee” initiative. In 2019, DAS-ED will advance in the centralization of lease administration and property disposition which will enable the office to strengthen its focus on true economic development initiatives. Specific efforts to strengthen the regional economy include:

- 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 science.
- The anticipated sale of the Milwaukee Medical Regional Complex (MMRC) land to MMRC partners. This change causes a decrease of \$50,000 in cell tower revenue to the Economic Development Division.
- 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 the Housing Division’s Section 8 Homeownership program.
- Devote resources and expertise to the Opportunity Knocks job training and homeownership program.

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.

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	2016 Actual	2017 Actual	2018 Target	2019 Target
Wil-O-Way Rentals	158	142	150	140
Sign Language Interpreter Work Orders	67	67	60	60

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$1,067,900	\$824,633	\$743,359	\$683,466	(\$59,893)
Revenues	\$213,665	\$217,664	\$219,000	\$156,500	(\$62,500)
Tax Levy	\$854,235	\$606,969	\$524,359	\$526,966	\$2,607
FTE Positions	2.0	2.0	2.0	2.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Self-Sufficiency Ratio for Wil-O-Way Facilities	43.06%	42.37%	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 2019: OPD will continue to seek ways to do more with less, while also working hard to increase revenues and decrease expenses. Wil-O-Way rental rates will increase as follows:

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

Type of Rental	2018 Fee	Proposed 2019 Fee
Milwaukee County Residents	\$365	\$440
Non-Milwaukee County Residents	\$465	\$550
Disability Related Organization	\$245	\$300

DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

Department: **Department of Administrative Services (DAS)**

UNIT NO. **1151**

FUND: **General — 0001**

Type of Rental	2018 Fee	Proposed 2019 Fee
Wil-O-Way Key Card Member	\$245	\$300
Additional Hours	\$95	\$110

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

Type of Rental	2018 Fee	Proposed 2019 Fee
Milwaukee County Residents	\$305	\$360
Non-Milwaukee County Residents	\$410	\$475
Disability Related Organization	\$210	\$250
Wil-O-Way Key Card Member	\$210	\$250
Additional Hours	\$80	\$90

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 in 2019. 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 major decrease in expenditures and revenue is attributed to a change programming at the Wil-O-Way facilities.

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	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$1,747,623	\$1,012,778	\$0	\$0	\$0
Revenues	\$752,167	\$793,769	\$0	\$0	\$0
Tax Levy	\$995,456	\$219,009	\$0	\$0	\$0
FTE Positions	16.00	16.00	0.0	0.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Budget	2019 Budget
Performance measures have not been created for this program area.				

Strategic Overview: This program area was discontinued in 2018. It was previously used to house employees who chose to remain County employees instead of moving to My Choice Family Care (MCFC) when it separated from the County. The temporary staffing agreement between the County and MCFC has expired.

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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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COURTS (2000) BUDGETDepartment: **Combined Court Related Operations**UNIT NO. **2000**FUND: **General — 0001****BUDGET SUMMARY**

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures					
Personnel Costs	\$28,910,785	\$20,692,648	\$16,254,663	\$16,805,688	\$551,025
Operation Costs	\$9,407,542	\$10,196,152	\$10,489,865	\$11,113,186	\$623,321
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$5,854	\$24,525	\$6,200	\$22,200	\$16,000
Interdept. Charges	\$8,080,171	(\$167,840)	(\$146,416)	(\$137,846)	\$8,570
Total Expenditures	\$46,404,352	\$30,745,484	\$26,604,312	\$27,803,228	\$1,198,916
Revenues					
Direct Revenue	\$3,329,546	\$3,430,610	\$3,368,083	\$3,502,757	\$134,674
Intergov Revenue	\$8,337,675	\$7,802,046	\$8,142,345	\$7,626,614	(\$515,731)
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$11,667,221	\$11,232,656	\$11,510,428	\$11,129,371	(\$381,057)
Tax Levy					
Tax Levy	\$34,737,131	\$19,512,828	\$15,093,884	\$16,673,857	\$1,579,973
Effective Tax Levy*	\$13,649,681	\$14,261,564	\$14,294,456	\$15,862,401	\$1,567,945
Personnel					
Full-Time Pos. (FTE)**	284.1	284.1	279.0	281.1	2.1
Seas/Hourly/Pool Pos.	9.0	0.0	0.0	0.0	0.0
Overtime \$	\$7,266	\$13,329	\$0	\$0	\$0

*Tax Levy excludes interdepartmental charges and fringe benefit costs.

**FTEs include Vacancy & Turnover & Overtime.

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.

COURTS (2000) BUDGET

Department: **Combined Court Related Operations**

UNIT NO. **2000**

FUND: **General — 0001**

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.

COURTS (2000) BUDGETDepartment: **Combined Court Related Operations**UNIT NO. **2000**FUND: **General — 0001****Strategic Program Area 1: Administration**Service Provision: **Mandated**Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
This Program Area does not have Activity Data				

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$7,003,433	\$4,540,135	\$4,158,349	\$4,345,917	\$187,568
Revenues	\$106,042	\$96,970	\$68,333	\$77,466	\$9,133
Tax Levy	\$6,897,391	\$4,443,165	\$4,090,016	\$4,268,451	\$178,435
FTE Positions	32.5	29.6	25.9	28.5	2.6

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 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 2019 budget reflects a cost to continue of existing service levels.

Until 2016, Milwaukee County had not replaced courtroom furniture in over 25 years. In addition, routine 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 2019, the courts will continue a phased approach to upgrading furniture in courtrooms that is in extremely poor condition. The Courts budget includes \$200,000 to continue replacing courtroom furniture including jury box chairs, jury room furniture, litigant tables and chairs, bailiff work stations, chambers and court reporter office furniture.

The following contract is being included in the 2019 Budget in lieu of review and approval by the County Board during the 2019 fiscal year:

Contracts		
Description	Vendor	Amount
Legal Resource Center	State of Wisconsin	\$174,829

COURTS (2000) BUDGETDepartment: **Combined Court Related Operations**UNIT NO. **2000**FUND: **General — 0001****Strategic Program Area 2: Criminal Court**Service Provision: **Mandated**Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
This Program Area does not have Activity Data				

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$10,864,917	\$6,141,742	\$4,706,062	\$4,962,961	\$256,899
Revenues	\$2,912,838	\$3,073,253	\$2,628,958	\$2,723,481	\$94,523
Tax Levy	\$7,952,079	\$3,068,489	\$2,077,104	\$2,302,520	\$162,376
FTE Positions	86.0	81.0	79.0	80.0	1.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 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.

COURTS (2000) BUDGETDepartment: **Combined Court Related Operations**UNIT NO. **2000**FUND: **General — 0001****Strategic Program Area 3: Children's Court**Service Provision: **Mandated**Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
This Program Area does not have Activity Data				

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$7,986,705	\$6,351,942	\$5,750,349	\$6,217,720	\$467,371
Revenues	\$1,240,827	\$1,244,842	\$1,326,276	\$1,332,979	\$6,703
Tax Levy	\$6,745,878	\$5,107,100	\$4,424,073	\$4,884,741	\$460,668
FTE Positions	33.0	32.0	31.0	30.0	(1.0)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 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.

COURTS (2000) BUDGETDepartment: **Combined Court Related Operations**UNIT NO. **2000**FUND: **General — 0001****Strategic Program Area 4: Civil Court**Service Provision: **Mandated**Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
This Program Area does not have Activity Data				

How We Do It: Program Budget Summary					
Category	2016 Budget	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$10,396,298	\$6,146,858	\$5,166,548	\$5,484,888	\$318,340
Revenues	\$3,330,547	\$3,132,921	\$3,611,397	\$3,149,953	(\$461,444)
Tax Levy	\$7,065,751	\$3,013,937	\$1,555,151	\$2,334,935	\$779,784
FTE Positions	83.0	84.0	87.0	92.0	5.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 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.

COURTS (2000) BUDGETDepartment: **Combined Court Related Operations**UNIT NO. **2000**FUND: **General — 0001****Strategic Program Area 5: Family Court**Service Provision: **Mandated**Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
This Program Area does not have Activity Data				

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$5,817,564	\$4,231,984	\$3,967,632	\$3,805,374	(\$162,258)
Revenues	\$2,669,412	\$2,472,259	\$2,588,690	\$2,660,662	\$71,972
Tax Levy	\$3,148,151	\$1,759,725	\$1,378,942	\$1,144,712	(\$234,230)
FTE Positions	30.0	30.0	30.0	24.5	(5.5)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 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 filing fees in certain family cases, user fees for mediation and custody study and placement services, and from a portion of marriage license fees for no tax levy impact. If, during 2019, 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 2019, a contribution of \$165,189 from the reserve is budgeted.

FTEs and expenditures in this program area decrease due to additional Vacancy and Turnover.

COURTS (2000) BUDGETDepartment: **Combined Court Related Operations**UNIT NO. **2000**FUND: **General — 0001****Strategic Program Area 6: Probate**Service Provision: **Mandated**Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
This Program Area does not have Activity Data				

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$3,103,728	\$2,321,295	\$1,827,971	\$1,993,945	\$165,974
Revenues	\$347,979	\$356,862	\$355,792	\$315,862	(\$39,930)
Tax Levy	\$2,755,749	\$1,964,432	\$1,472,179	\$1,678,083	\$205,904
FTE Positions	21.0	19.0	19.0	17.5	(1.5)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 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 17.5 FTEs.

COURTS (2000) BUDGETDepartment: **Combined Court Related Operations**UNIT NO. **2000**FUND: **General — 0001****Strategic Program Area 7: Family Drug Treatment Court**Service Provision: **Mandated**Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
This Program Area does not have Activity Data				

How We Do It: Program Budget Summary					
Category	2016 Budget	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$105,360	\$66,067	\$175,000	\$103,214	(\$71,786)
Revenues	\$177,407	\$151,665	\$240,000	\$175,000	(\$65,000)
Tax Levy	(\$72,047)	(\$85,598)	(\$65,000)	(\$71,786)	(\$6,786)
FTE Positions	0.0	0.0	0.0	0.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 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.

COURTS (2000) BUDGETDepartment: **Combined Court Related Operations**UNIT NO. **2000**FUND: **General — 0001****Strategic Program Area 8: Permanency Plan Review**Service Provision: **Mandated**Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
This Program Area does not have Activity Data				

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$760,898	\$711,578	\$572,063	\$597,155	\$25,092
Revenues	\$782,377	\$622,822	\$572,063	\$597,155	\$25,092
Tax Levy	(\$21,479)	\$88,756	\$0	\$0	\$0
FTE Positions	5.5	5.5	5.5	5.5	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 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.

COURTS (2000) BUDGETDepartment: **Combined Court Related Operations**UNIT NO. **2000**FUND: **General — 0001****Strategic Program Area 9: Self Help**Service Provision: **Discretionary**Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
This Program Area does not have Activity Data				

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$365,449	\$233,885	\$280,338	\$292,054	\$11,716
Revenues	\$99,792	\$81,062	\$118,919	\$96,813	(\$22,106)
Tax Levy	\$265,657	\$152,822	\$161,419	\$195,241	\$33,822
FTE Positions	2.0	3.0	3.0	3.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 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 2019 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 2019 Budget in lieu of review and approval by the County Board during the 2019 fiscal year:

Contracts		
Description	Vendor	Amount
Foreclosure and Eviction Mediations	Metro Milwaukee Mediation Services Inc.	\$100,000

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B U D G E T S U M M A R Y

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures					
Personnel Costs	\$182,679	\$147,118	\$110,815	\$151,493	\$40,678
Operation Costs	\$4,002,872	\$4,818,563	\$4,746,138	\$4,930,723	\$184,585
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$282,024	\$74,000	\$74,000	\$74,000	\$0
Total Expenditures	\$4,467,575	\$5,039,680	\$4,930,953	\$5,156,216	\$225,263
Revenues					
Direct Revenue	\$0	\$512,255	\$0	\$0	\$0
Intergov Revenue	\$569,631	\$380,981	\$380,981	\$602,585	\$221,604
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$569,631	\$893,236	\$380,981	\$602,585	\$221,604
Tax Levy	\$3,897,944	\$4,146,444	\$4,549,972	\$4,553,631	\$3,659
Effective Tax Levy*	\$3,579,622	\$4,072,444	\$4,475,972	\$4,479,631	(\$2,256)
Personnel					
Full-Time Pos. (FTE)**	2.0	2.0	2.0	2.0	0.0
Seas/Hourly/Pool Pos.	0.0	0.0	0.0	0.0	0.0
Overtime \$	\$0	\$0	\$0	\$0	\$0

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

**FTEs include Vacancy & Turnover & Overtime.

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.

PRE-TRIAL SERVICES (2900) BUDGETDepartment: **Pre-Trial Services**UNIT NO. **2900**FUND: **General — 0001****Strategic Program Area 1: Pre-Trial Services****Service Provision:** Discretionary**Strategic Outcome:** Self-Sufficiency

What We Do: Activity Data					
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target	2019/2018 Variance
This Program Area does not have Activity Data.					

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$4,467,575	\$5,039,680	\$4,930,953	\$5,156,216	\$225,263
Revenues	\$569,631	\$893,236	\$380,981	\$602,585	\$221,604
Tax Levy	\$3,897,944	\$4,146,444	\$4,549,972	\$4,553,631	\$3,659
FTE Positions	2.0	2.0	2.0	2.0	2.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Performance Measures have been created. Data is in the process of being collected. Please see “2017 Universal Screening and Pretrial Services Performance Measures and Outcomes Report”.				

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 2019 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 reaching completion and is anticipated by end of year 2018. This software system has allowed for preliminary results to track activity and performance measure data, which are provided in the “2017 Universal Screening and Pretrial Services Performance Measures and Outcomes Report”. In 2018 the Department undertook a validation process to evaluate the Public Safety Assessment and pretrial programs on qualitative and quantitative levels. The results will inform program function and resource allocation. The results are anticipated in late 2018.

The Treatment Alternatives and Diversion (TAD) program receives grant funding. In 2018, TAD funding totaled \$507,975, which included a local match of \$126,994. The Early Interventions – Central Liaison Unit has a Bureau

PRE-TRIAL SERVICES (2900) BUDGETDepartment: **Pre-Trial Services**UNIT NO. **2900**FUND: **General — 0001**

of Justice Assistance – Justice Reinvestment Initiative Grant in the amount of \$221,604 for 18 months. The total amount is included in the contract section below. The contract was already approved by the Board (File No. 18-358) and is included for informational purposes only.

The following contracts are included in the 2019 Budget in lieu of separate review and approval from the County Board during the 2019 fiscal year.

Contracts		
Description	Vendor	Amount
Universal Screening & Release Planning	Justice Point	\$1,330,343
Treatment Alternatives and Diversion (TAD)	Justice Point	\$433,851
Repeat Intoxicated Driver Intervention	Justice Point	\$377,886
SCRAM	Wisconsin Community Services	\$117,759
Pre-Trial Drug Testing	Wisconsin Community Services	\$177,886
Pre-Trial Supervision	Justice Point	\$1,441,688
Pre-Trial GPS Supervision	Justice Point	\$324,139
Early Interventions Central Liaison Unit	Justice Point	\$305,349
Bureau of Justice Assistance – JRI Grant	Justice Point	\$221,604
Trauma Informed Care	Justice Point	\$56,462
Cognitive Behavioral Programming	Justice Point	\$141,756
TOTAL		\$4,928,723

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CHILD SUPPORT SERVICES (2430) BUDGETDepartment: **Child Support Services**UNIT NO. **2430**FUND: **General — 0001****BUDGET SUMMARY**

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures					
Personnel Costs	\$13,124,250	\$13,323,210	\$13,602,286	\$14,250,785	\$648,499
Operation Costs	\$2,707,958	\$2,928,327	\$3,692,349	\$3,681,894	(\$10,455)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$6,585	\$10,263	\$10,263	\$0
Interdept. Charges	\$2,635,987	\$2,552,056	\$2,503,354	\$2,260,023	(\$243,331)
Total Expenditures	\$18,568,195	\$18,810,178	\$19,808,452	\$20,202,965	\$394,713
Revenues					
Direct Revenue	\$707,779	\$660,421	\$660,846	\$610,846	(\$50,000)
Intergov Revenue	\$16,844,029	\$16,861,794	\$17,050,133	\$17,608,222	\$558,089
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$17,551,808	\$17,522,215	\$17,710,979	\$18,219,068	\$508,089
Tax Levy	\$916,387	\$1,287,963	\$2,097,273	\$1,983,897	(\$113,376)
Effective Tax Levy*	(\$7,941,109)	(\$7,692,277)	(\$6,555,733)	(\$6,957,061)	(\$401,328)
Personnel					
Full-Time Pos. (FTE)**	145.0	145.0	144.5	142.0	(2.5)
Seas/Hourly/Pool Pos.	0.0	0.0	0.0	0.0	0.0
Overtime \$	\$4,636	\$7,390	\$22,920	\$22,608	(\$312)

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

**FTEs include Vacancy & Turnover & Overtime.

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 (CSS) implements the Child Support Enforcement Act, pursuant to Title IV-D of the Federal Social Security Act and Sections 49.22 and 59.53(5) of the Wisconsin Statutes, under contract with Wisconsin's Department of Children and Families. State-managed public assistance programs refer cases for child support services when a custodial parent or child is eligible for benefits. Parents or custodians who do not receive public benefits may also apply for federally funded child support services.

Individuals choosing not to apply for services 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.

CHILD SUPPORT SERVICES (2430) BUDGETDepartment: **Child Support Services**UNIT NO. **2430**FUND: **General — 0001****Strategic Program Area 1: Child Support Services**Service Provision: **Mandated**Strategic Outcome: **Self-Sufficiency**

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Total IV-D Cases	123,744	123,983	124,700	124,000
Court Orders Established	9,049	8,742	9,200	9,200
Paternities Established	7,918	7,454	8,100	8,000
Office Walk-Ins	29,802	38,503	31,500	38,000
IV-D Support Collections	\$116,717,399	\$117,570,576	\$115,000,000	\$117,500,000

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$18,468,195	\$18,810,178	\$19,808,252	\$20,202,965	\$394,713
Revenues	\$17,551,808	\$17,522,215	\$17,710,979	\$18,219,068	\$508,089
Tax Levy	\$916,387	\$1,287,963	\$2,097,273	\$1,983,897	(\$113,376)
FTE Positions	145.0	144.5	144.5	142.0	(2.5)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Budget	2019 Budget
Paternity Establishment Rate	95.54%	94.20%	90.00% *	90.00%*
Order Establishment Rate	80.93%	80.93%	80.00% *	80.00%*
Current Support Collection Rate	63.39%	64.25%	63.40%	64.00%
Arrears Collection Rate	58.36%	59.73%	58.00%	60.00%

* 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.

CHILD SUPPORT SERVICES (2430) BUDGET

Department: **Child Support Services**

UNIT NO. **2430**

FUND: **General — 0001**

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 2019 with this continuation budget, which maintains our services and strategic initiatives, while increasing expenditures by \$394,713. 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.

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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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B U D G E T S U M M A R Y

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures					
Personnel Costs	\$75,081,145	\$63,292,952	\$44,186,625	\$47,092,043	\$2,905,418
Operation Costs	\$4,518,226	\$4,483,250	\$7,886,752	\$7,508,544	(\$378,209)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$64,956	\$145,019	\$385,750	\$385,750	\$0
Interdept. Charges	\$7,760,542	(\$8,664,445)	(\$8,732,327)	(\$9,447,824)	(\$715,497)
Total Expenditures	\$87,424,869	\$59,256,777	\$43,726,800	\$45,538,513	\$1,811,712
Revenues					
Direct Revenue	\$5,445,562	\$5,845,500	\$6,760,476	\$6,727,400	(\$33,076)
Intergov Revenue	\$4,600,374	\$4,498,353	\$4,146,324	\$3,868,220	(\$278,104)
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$10,045,936	\$10,343,852	\$10,906,800	\$10,595,620	(\$311,180)
Personnel					
Tax Levy	\$77,378,934	\$48,912,925	\$32,820,000	\$34,942,893	\$2,122,892
Effective Tax Levy*	\$39,536,342	\$43,108,959	\$38,284,412	\$40,533,698	\$2,249,286
Personnel					
Full-Time Pos. (FTE)**	771.4	693.4	715.3	725.6	10.3
Seas/Hourly/Pool Pos.	8.4	8.4	8.4	9.4	1.0
Overtime \$	\$9,944,283	\$10,139,047	\$3,099,204	\$3,577,500	\$478,296

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

**FTEs include Vacancy/Turnover and Overtime.

Department Mission: The vision of the Milwaukee County Sheriff's Office is to work collaboratively with our partners to serve and protect the citizens of Milwaukee County. We stress the two missions of the Sheriff's Office; serving the public and enforcing the law. Courtesy and civility to all people, regardless of their background or their political, religious or other beliefs is not optional. We swore to help and protect "ALL people, and that is exactly what we do!" Seize the Moment!

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.

SHERIFF (4000) BUDGET

Department: **Sheriff**

UNIT NO. **4000**

FUND: **General — 0001**

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.

2019 Budget Overview

The 2019 budget provides a cost-to-continue budget for the Office of the Sheriff. Program Area expenditures and revenues are for presentation purposes only. The Office of the Sheriff has certain statutory authority to utilize allocated resources in any manner the Sheriff deems proper. 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.

2019 Highlights:

- Vacancy and Turnover (V&T) is maintained at the same level as the 2018 Budget.
- Position authority stays mostly the same in 2018. FTEs increase by 10.3 mostly due to an increase in Overtime expenditures.
- \$0.3m is allocated to the Office of the Sheriff for salary increases to address equity issues.
- \$0.2m is allocated for an increase in salary for Corrections Officers based on market conditions.
- Overtime increases by \$0.5m to reflect a balance between fiscal constraints and public safety needs.
- Salary and Social Security costs increase by 1.0m. This reflects an increase in salary for Deputy Sheriffs (based on collective bargaining and file 17-811) and Deputy Sheriff Lieutenants (approved in County Board file 18-375).
- Revenues decrease by \$0.3m based on projections.

SHERIFF (4000) BUDGETDepartment: **Sheriff**UNIT NO. **4000**FUND: **General — 0001****Strategic Program Area 1: Administration**Service Provision: **Mandated**Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Open Records Requests	3,185	3,797	3,200	3,200

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$8,607,150	\$1,230,735	\$1,880,274	\$2,584,851	\$704,577
Revenues	\$354,173	\$299,002	\$341,000	\$330,000	(\$11,000)
Tax Levy	\$8,252,977	\$931,733	\$1,539,274	\$2,254,851	\$715,577
FTE Positions	37.7	18.1	9.4	6.3	(3.1)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Performance Measures have not yet been created for this Service				

Strategic Overview: 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.

Strategic Implementation: Expenditures increase due to an increased allocation of funds to provide for equity and merit salary increases. An expenditure abatement of \$371,292 was included in the 2018 budget. There is no abatement in 2019.

SHERIFF (4000) BUDGETDepartment: **Sheriff**UNIT NO. **4000**FUND: **General — 0001****Strategic Program Area 2: Training Academy**Service Provision: **Mandated**Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Data has not been developed.				

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$1,977,742	\$325,279	\$327,219	\$126,900	(\$200,319)
Revenues	\$394,168	\$300,833	\$327,219	\$126,900	(\$200,319)
Tax Levy	\$1,583,574	24,446	\$0	\$0	\$0
FTE Positions	9.0	5.1	12.8	11.0	(1.8)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Performance Measures have not been created for this Service.				

Strategic Overview: 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.

Strategic Implementation: Revenues decrease due to an anticipated reduction in training class revenue. Expenditures decrease due to decreases crosscharges to other areas of the Sheriff to keep this program area at \$0 tax levy.

SHERIFF (4000) BUDGETDepartment: **Sheriff**UNIT NO. **4000**FUND: **General — 0001****Strategic Program Area 3: County Jail**Service Provision: **Mandated**Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Bookings	33,500	31,221	31,939	32,000
Daily Population	945	936	932	940
Inmates Per Budgeted Correctional Officer	3.67	3.60	3.57	3.55

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$38,068,603	\$26,935,354	\$20,414,079	\$21,067,232	\$653,153
Revenues	\$1,997,534	\$1,747,509	\$2,524,076	\$2,453,500	(\$70,576)
Tax Levy	\$36,071,069	\$25,187,845	\$17,890,003	\$18,613,732	\$723,729
FTE Positions	357.0	331.1	333.5	348.6	15.1

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Performance Measures have not yet been created for this Service				

Strategic Overview: This area is responsible for the County Jail, Centralized Booking/Court staging, Inmate Transportation and Court Liaison Unit.

Strategic Implementation: Expenditures increase due to a transfer in of staff from other program areas. Medical and dental co-pay fees are reduced from \$20 to \$7.50 in order to match fees charged at the House of Corrections.

SHERIFF (4000) BUDGETDepartment: **Sheriff**UNIT NO. **4000**FUND: **General — 0001****Strategic Program Area 4: Expressway Patrol****Service Provision:** Mandated**Strategic Outcome:** Personal Safety

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Traffic Citations	28,178	31,831	32,000	32,000
Auto Accidents Reported/Investigated	4,796	4,989	5,000	5,000

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$10,565,961	\$7,300,125	\$7,221,043	\$8,074,248	\$853,205
Revenues	\$4,797,069	\$4,979,973	\$5,060,444	\$4,982,238	(\$78,206)
Tax Levy	\$5,768,882	\$2,320,153	\$2,160,599	\$3,092,010	\$931,411
FTE Positions	97.0	86.9	94.3	94.5	0.2

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
See table on following page				

Strategic Overview: The Expressway Patrol Division provides law enforcement services for the 158 miles of urban freeway traveling through Milwaukee County. Tax levy support of \$3,092,010 is provided for this underfunded state mandated obligation through Expressway Policing Aids (EPA) ss59-84(10)(b) and General Transportation Aids (GTA) program ss86.30. 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.

Strategic Implementation: Expenditures increase due an increase in Deputy Sheriff salaries (based on collective bargaining) and a slight increase in overtime. The decrease in revenue is due to the anticipated decrease in Traffic Mitigation revenue from the state of Wisconsin Department of Transportation for additional Sheriff presence in construction zones.

SHERIFF (4000) BUDGETDepartment: **Sheriff**UNIT NO. **4000**FUND: **General — 0001****Strategic Program Area 5: Court Security**Service Provision: **Mandated**Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Number of Bailiff Posts	81	88	88	88

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$14,955,293	\$11,649,090	\$6,605,155	\$6,197,174	(\$407,981)
Revenues	\$0	\$1,776	\$0	\$0	\$0
Tax Levy	\$14,955,293	\$11,647,314	\$6,605,155	\$6,197,174	(\$407,981)
FTE Positions	140.1	136.0	96.0	100.7	4.7

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Performance Measures have not yet been created for this Service				

Strategic Overview: 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 Implementation: Expenditures decrease due to the proliferation retirements of Deputy Sheriffs at the top step of the pay range who are being replaced by new Deputies at the bottom step of the pay range. The total number of Deputy Sheriff positions allocated to Court Security increases by 2.0 FTE in 2019.

SHERIFF (4000) BUDGETDepartment: **Sheriff**UNIT NO. **4000**FUND: **General — 0001****Strategic Program Area 6: Airport Security/K9**Service Provision: **Committed**Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
This Service does not have Activity Data				

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$402,551	\$1,083,626	\$217,061	\$217,482	\$421
Revenues	\$214,171	\$218,038	\$217,061	\$217,482	\$421
Tax Levy	\$188,380	\$865,588	\$0	\$0	\$0
FTE Positions	57.0	53.8	62.7	62.8	0.1

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Performance Measures have not yet been created for this Service				

Strategic Overview: This program area is responsible for providing overall security and law enforcement services for the General Mitchell International Airport (GMIA) to comply with the Federal Aviation Administration security requirements. The airport complex encompasses more than 2,300 acres, one main terminal, an international Arrival Building, private businesses, the 128th Air Refueling Wing, aircraft, air cargo, and air freight companies. Officers assigned to the airport work closely with other agencies, businesses located at GMIA, Airport operations, TSA, FAA, airlines, Milwaukee County Fire Department, and numerous independent businesses. All expenditures in this program area are crosscharged to DOT-Airport.

Strategic Implementation: Net expenditures remain mostly flat in 2019. Salaries, overview, and fringe benefit costs all have modest increases which are offset by an expenditure abatement from DOT-Airport.

SHERIFF (4000) BUDGETDepartment: **Sheriff**UNIT NO. **4000**FUND: **General — 0001****Strategic Program Area 7: Criminal Investigations**Service Provision: **Mandated**Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	2015 Actual	2016 Actual	2017 Actual	2018 Budget
Background Checks	456	504	462	Not Available
Criminal Complaints Issued	1,133	3,659	3,813	Not Available

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$3,473,753	\$2,559,585	\$1,459,399	\$1,552,112	\$92,713
Revenues	\$74,124	\$32,300	\$0	\$0	\$0
Tax Levy	\$3,399,630	\$2,527,285	\$1,459,399	\$1,552,112	\$92,713
FTE Positions	8.0	7.8	14.0	19.0	5.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Performance Measures have not yet been created for this Service				

Strategic Overview: 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 Implementation: There are no major changes to this program area in 2019.

SHERIFF (4000) BUDGETDepartment: **Sheriff**UNIT NO. **4000**FUND: **General — 0001****Strategic Program Area 8: Civil Process/Warrants****Service Provision:** Mandated**Strategic Outcome:** Personal Safety

Activity	2015 Actual	2016 Actual	2017 Actual	2019 Budget
Writs of Restitution (Evictions)	3,674	3,773	3,887	3,900
Writs of Assistance (Foreclosures)	509	373	285	300
Temporary Restraining Orders Received	4,580	4,613	4,912	5,000
Civil Process Papers Served	14,264	13,848	13,624	13,800

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$2,270,208	\$1,755,707	\$1,688,203	\$1,720,936	\$32,733
Revenues	\$655,781	\$910,049	\$783,000	\$830,000	\$47,000
Tax Levy	\$1,614,427	\$845,659	\$905,203	\$890,936	(\$14,267)
FTE Positions	16.6	17.0	19.6	20.2	0.6

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Performance Measures have not yet been created for this Service				

Strategic Overview: 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.

Strategic Implementation: There are no major changes to this program area in 2019.

SHERIFF (4000) BUDGETDepartment: **Sheriff**UNIT NO. **4000**FUND: **General — 0001****Strategic Program Area 9: County Grounds Security**Service Provision: **Committed**Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
This Service does not have Activity Data				

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$3,212,446	\$3,080,670	\$1,740,933	\$1,878,700	\$137,767
Revenues	\$1,356,753	\$1,570,889	\$1,565,500	\$1,565,500	\$0
Tax Levy	\$1,855,692	\$1,509,781	\$175,433	\$313,200	\$137,767
FTE Positions	16.5	15.0	14.3	13.3	(1.0)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Performance Measures have not yet been created for this Service				

Strategic Overview: This Program area is responsible for the security of the County Grounds and County Zoo. Most expenditures in this program are offset by service charges to users.

Strategic Implementation: There are no major changes to this program area in 2019.

SHERIFF (4000) BUDGETDepartment: **Sheriff**UNIT NO. **4000**FUND: **General — 0001****Strategic Program Area 10: Park/TEU**Service Provision: **Discretionary**Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
This Service does not have Activity Data				

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$2,991,408	\$1,982,086	\$1,677,268	\$1,597,060	(\$80,208)
Revenues	\$107,049	\$125,399	\$33,500	\$35,000	\$1,500
Tax Levy	\$2,884,359	\$1,856,687	\$1,643,768	\$1,562,060	(\$81,708)
FTE Positions	29.0	20.1	21.5	22.0	0.5

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Performance Measures have not yet been created for this Service				

Strategic Overview: This program area includes the Park Patrol and the Tactical Enforcement Unit. The Park/TEU Division provides law enforcement services for the 155 urban and suburban parks, parkways, golf courses and aquatic centers.

Strategic Implementation: Expenditures increase due to increased Deputy Sheriff salaries from collective bargaining.

In July 2018 a test trial began with Body Cameras within the Park/TEU division. This trial will end in 2019 and then a decision will need to be made whether to rollout body cameras to all divisions or to discontinue their use. \$94,800 is allocated for service and storage for these cameras in the 2019 Budget.

SHERIFF (4000) BUDGETDepartment: **Sheriff**UNIT NO. **4000**FUND: **General — 0001****Strategic Program Area 11: Specialized Units**Service Provision: **Mandated**Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
This Service does not have Activity Data				

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$552,590	\$549,489	\$258,520	\$303,612	\$45,092
Revenues	\$22,413	\$97,257	\$0	\$0	\$0
Tax Levy	\$530,178	\$452,233	\$258,520	\$303,612	\$45,092
FTE Positions	5.0	2.0	2.4	3.2	0.8

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Performance Measures have not yet been created for this Service				

Strategic Overview: This program area includes the EOD Unit, Dive Unit and SWAT Team. As in previous years this program does not have any positions and most expenditures are for overtime and commodities.

Strategic Implementation: Expenditures increase due to an increase in overtime allocation.

SHERIFF (4000) BUDGETDepartment: **Sheriff**UNIT NO. **4000**FUND: **General — 0001****Strategic Program Area 12: High Intensity Drug Trafficking Area (HIDTA)**Service Provision: **Committed**Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
This Service does not have Activity Data				

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$347,174	\$182,949	\$237,646	\$218,206	(\$19,440)
Revenues	\$72,700	\$60,827	\$55,000	\$55,000	\$0
Tax Levy	\$274,474	\$122,121	\$182,646	\$163,206	(\$19,440)
FTE Positions	2.7	2.7	2.9	2.3	(0.6)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Performance Measures have not yet been created for this Service				

Strategic Overview: This program area recognizes, targets and disrupts drug trafficking organizations. Federal funding offsets a portion of costs in this area. 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 Implementation: Expenditures decrease slightly due to a decrease in overtime.

SHERIFF (4000) BUDGETDepartment: **Sheriff**UNIT NO. **4000**FUND: **General — 0001****Strategic Program Area 13: Building Security**Service Provision: **Committed**Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
This Service does not have Activity Data				

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$0	\$622,081	\$0	\$0	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$0	\$622,081	\$0	\$0	\$0
FTE Positions	0.0	31.3	32.0	31.0	(1.0)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Performance Measures have not yet been created for this Service				

Strategic Overview: This program area is responsible for the overall security of the Courthouse and Vel Phillips Juvenile Justice Center. Security Officers staff screening stations at the entrances and exits of the complex and ensure a safe environment for all individuals.

This program area shows near \$0 in expenditures since its costs of \$1.2 million are crosscharged to other departments that utilize the County Courthouse.

Strategic Implementation: There are no major changes to the program area in 2019.

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B U D G E T S U M M A R Y

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures					
Personnel Costs	\$33,513,396	\$24,958,394	\$18,815,585	\$20,024,941	\$1,209,356
Operation Costs	\$24,043,509	\$25,389,986	\$25,823,203	\$26,174,464	\$351,261
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$258,238	\$396,563	\$220,147	\$220,147	\$0
Interdept. Charges	\$3,725,082	\$3,642,449	\$65,442	\$200,535	\$135,093
Total Expenditures	\$61,540,227	\$54,387,392	\$44,924,377	\$46,620,087	\$1,695,710
Direct Revenue	\$3,983,829	\$3,503,386	\$4,538,315	\$4,216,072	(\$322,243)
Intergov Revenue	\$2,119,177	\$1,761,415	\$3,177,000	\$4,431,063	\$1,254,063
Indirect Revenue	\$92,950	\$0	\$0	\$0	\$0
Total Revenues	\$6,194,956	\$5,264,802	\$7,715,315	\$8,647,135	\$931,820
Tax Levy	\$55,345,271	\$49,122,590	\$37,209,062	\$37,972,952	\$763,890
Effective Tax Levy*	\$37,501,706	\$39,877,999	\$37,143,620	\$37,772,417	\$628,797
Full-Time Pos. (FTE)**	404.2	404.2	404.7	404.9	0.2
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime \$	\$2,839,519	\$3,736,238	\$2,642,820	\$2,829,264	\$186,444

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

**FTEs include Vacancy & Turnover (VANDT) & Overtime (OT).

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 adjudication) at the request of the Milwaukee County Sheriff.

HOUSE OF CORRECTION (4300) BUDGET

Department: **House of Correction**

UNIT NO. **4300**

FUND: **General — 0001**

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 (Superintendent, Assistant Superintendents, Captains and 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 2,006 -- and consists of: 82 segregation beds/cells, 548 dormitory beds in the North building (ACC-North), 1,136 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)

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- 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 2019:

Revenues increase approximately \$930,000 overall, primarily due to a new contract to house more Department of Correction (DOC) inmates. The DOC pays the HOC a daily rate to house each inmate.

\$0.2m is allocated for an increase in salary for Corrections Officers based on market conditions.

HOUSE OF CORRECTION (4300) BUDGET

Department: **House of Correction**

UNIT NO. **4300**

FUND: **General — 0001**

Strategic Program Area 1: Administration

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 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	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$6,571,691	\$5,397,791	\$3,092,760	\$3,445,945	\$353,185
Revenues	\$4,775	\$6,320	\$3,420	\$3,020	(\$400)
Tax Levy	\$6,566,916	\$5,391,471	\$3,089,340	\$3,442,925	\$353,585
FTE Positions	49.3	42.0	41.7	39.8	(1.9)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Ave Number of Overtime Hours Worked by Correctional Officer per Pay Period	13.21	18.84	<12 hours	<12 hours
The HOC is developing a measure of total number of grievances submitted to proportion sustained or dismissed.				

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 increase due to funding for potential salary increases based on equity and merit.

HOUSE OF CORRECTION (4300) BUDGET

Department: **House of Correction**

UNIT NO. **4300**

FUND: **General — 0001**

Strategic Program Area 2: House of Correction

Service Provision: **Discretionary**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
K9 Responses to Non-Compliant Inmates	1162	1399	1170	1450
K9 Responses to Combative Inmates	164	120	155	150
K9 Escorts	690	635	700	700
K9 Crowd Control Responses	920	818	970	930
K9 Presence Tours (formerly Building & Area Searches)	1150	2694	1250	2800
K9 Narcotics Searches	1290	2197	1350	2300
K9 Public Demonstrations (Shows)	131	145	150	150
K9 Responses with Correctional Emergency Response Team (CERT)	3	8	5	11
Number of Shakedowns per year	312	600	>200	>200
Average Daily Population	1328	1185	<1400	<1400
Average Inmates Per Budgeted Correctional Officer	4.92	4.39	5.00	5.00

New procedures have increased use of K9 unit to assist with or perform more searches, CERT, and shakedowns.

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$30,316,044	\$24,258,340	\$17,707,426	\$18,530,497	\$823,071
Revenues	\$4,511,873	\$4,007,518	\$6,063,047	\$6,946,810	\$883,763
Tax Levy	\$25,804,171	\$20,250,823	\$11,644,379	\$11,583,687	(\$60,692)
FTE Positions	302.4	301.0	298.4	298.3	(0.1)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Hours Giving Back*	338,251	242,260 (68%)	227,148	227,148
The HOC plans to develop measure of proportion of shakedowns that identified and removed illegal contraband.				

Average Daily Population (ADP) is down. New database for tracking the goal is more accurate than prior manual method. Also, limited staff to oversee program has led to decrease in hours. Trend for 2018 is less than 2017 attainment, so goal was changed downward.

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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 3% increase above the total hours in 2015, when we began tracking. The HOC finished just below target on hours giving back in 2016. However, since then a more accurate reporting tool and a shortage of Correction Officers to oversee activities to earn hours, as well as a decreased ADP has led to a reduction in hours attained.

Strategic Program Area 3: Inmate Medical & Mental Health

Service Provision: Mandated

Strategic Outcome: Personal Safety

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Activity Data is not yet available for this Program Area.				

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$15,481,358	\$16,194,035	\$16,598,450	\$16,600,726	\$2,276
Revenues	\$1,834	\$0	\$37,114	\$14,340	(\$22,774)
Tax Levy	\$15,479,524	\$16,194,035	\$16,561,336	\$16,586,386	\$25,050
FTE Positions	0.0	0.0	0.0	0.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Number of Inmates participating in formal AODA as a percentage of total inmate population	52 inmates per month average / 1328 ADP = 4%	25 inmates per month average / 1185 ADP = 2%	>5%	>5%

AODA – Alcohol & Other Drug Addiction class. Turnover of instruction staff created decrease in classes offered the last part of 2017.

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 Christiansen Consent Decree, the court ordered the County in May of 2013 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 were provided via contract with Armor Correctional Services, resulting in 0 positions for this program area. With assistance from the Milwaukee County Procurement office, a Request for Proposal (RFP) is underway for the 2019 contract. Oversight is provided by HOC Administrative staff. Expenses increase because the contract is adjusted upward for higher costs (based on medical services and pharmaceutical costs increases as supported by Consumer Price Index).

Strategic Program Area 4: HOC Inmate Programming

Service Provision: Discretionary

Strategic Outcome: Self-Sufficiency

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Number of Inmates out on Electronic Monitoring (ES & GPS)*	122	108	>100	>100
Number of Inmates Reporting to Day Reporting Center	331	247	>300	>250

*There has been a decline in number of inmates at the HOC resulting in fewer that can take part in Electronic Monitoring (EM) and DEC.

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$9,165,993	\$8,537,228	\$7,525,741	\$8,042,919	\$517,178
Revenues	\$1,676,475	\$1,250,965	\$1,611,734	\$1,682,965	\$71,231
Tax Levy	\$7,489,518	\$7,286,263	\$5,914,007	\$6,359,954	\$445,947
FTE Positions	52.5	56.0	58.4	58.1	(.3)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Percentage of Employed Huber Inmates	79 of 214 eligible* = 37%	83 of 182 eligible* = 45.5%	45%	45%
Percentage of Inmates Participating in at least one Programming Activity	78% (of approx. 900 inmates [as excludes pre-trial])	70% (of approx. 795 inmates [as excludes pre-trial])	80%	80%

*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: Revenues increase due an increase in Huber/EM participation.

The HOC is one of only 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

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Department: **House of Correction**

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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 2019.

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. The HOC is on track to reach this goal since current attainment is 45.5%. Therefore, the goal might be increased above the established benchmark.

Part of our mission is also to help inmates reach their full potential by participating in programming. Our goal is to have 80% of inmates take part in at least one programming course. We ended last year with about a 70% participation rate and hope to achieve 80% in 2019.

Continuing Contracts		
Description	Vendor	Amount
Food Service Contract*	ARAMARK Correctional Services, LLC	\$3,510,000
Day Reporting Center	Wisconsin Community Services (WCS)	\$200,000
Reentry Programming	Benedict Center	\$198,045

**Estimated, as the amount is variable based on Average Daily Population / number of inmate meals served.*

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B U D G E T S U M M A R Y

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2018/2019 Variance
Expenditures					
Personnel Costs	\$14,648,109	\$11,365,003	\$8,588,847	8,755,392	\$166,545
Operation Costs	\$3,165,224	\$3,091,966	\$3,122,516	3,160,868	\$38,353
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$34,516	\$17,436	\$0	\$0	\$0
Interdept. Charges	\$2,240,626	(\$362,682)	(\$407,675)	(\$415,544)	(\$7,869)
Total Expenditures	\$20,088,475	\$14,111,723	\$11,303,688	\$11,500,716	\$197,029
Revenues					
Direct Revenue	\$96,925	\$127,284	\$76,418	\$196,430	\$120,012
Intergov Revenue	\$6,091,664	\$5,874,953	\$5,387,435	\$5,093,660	(\$293,775)
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$6,187,959	\$6,002,237	\$5,463,853	\$5,290,090	(\$173,763)
Tax Levy	\$13,900,516	\$8,109,486	\$5,839,835	\$6,210,626	\$370,792
Effective Tax Levy*	\$5,134,125	\$8,472,168	\$6,247,510	\$6,626,170	\$378,660
Personnel					
Full-Time Pos/ (FTE)**	156.9	156.8	155.0	153.5	(1.5)
Seas/Hourly/Pool Pos.	8.5	8.5	7.5	7.5	0.0
Overtime \$	\$218,729	\$268,376	\$275,256	\$275,340	\$84

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

**FTEs include Vacancy/Turnover and Overtime.

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.

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Department: **District Attorney**

UNIT NO. **4500**

FUND: **General — 0001**

- 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.

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

<u>Workload Statistics</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2016/17 Change</u>
Felony	5,514	5,532	5,680	148
Misdemeanor	4,489	4,078	4,437	359
Criminal Traffic	2,490	2,460	2,233	(227)
Children in Need of Protective Services (CHIPS)	1,132	1,035	1,179	144
Juvenile Delinquency	1,253	1,282	1,224	(58)
TPR (Termination of Parental Rights)	317	315	271	(44)

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

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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 2017, the witness protection unit handled 406 case referrals, of which 68.2% involved domestic violence (DV). The raw number of DV referrals increased by over 26%, from 219 to 277 incidents, which is an all-time record high since the inception of the unit in 2009. The unit also made 98 arrests for crimes related to witness intimidation. Based on the first five months of 2018, the projected case referrals will be marginally diminished with domestic violence similarly accounting for a slightly decreased 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 2017, the work of these investigators contributed to the recovery of \$325,058.77, and 99 arrests in connection with criminal and civil child support cases. The amount recovered represented an increase of 43.2% over the prior year's recovery. The year 2017 was a productive and successful with the implementation of several new strategies for locating and seizing funds of individuals listed on the Wisconsin Lien Docket for Child Support. Child Support investigations have also successfully correlated and charged some offenders with other criminal acts, to include: Prostitution, Stalking, Misappropriate ID Info - Obtain Money, Theft, Felony Bail Jumping and Contempt of Court. This initiative began in 2014 and has been renewed for 2019 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.

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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;

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FUND: **General — 0001**

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 with County Fringe Benefits, Org Unit 4503: The district attorney's budget includes 4 FTE prosecutors on the state payroll that retained county fringe benefits when district attorneys became state employees on January 1, 1990. The budget reflects county fringe benefits payments for these 4 FTE state prosecutors as well as state reimbursement for the actual county cost of fringe benefits provided to the 4 FTE prosecutors with county fringe benefits. 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. As a result of two retirements, there will be no state prosecutors on the county payroll in 2019.

Charges from the State

Charges from the state for the salaries and fringe benefits of 23.5 FTE assistant district attorneys increase by \$68,369. 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	2019 ADA FTE	2018 Budget	2019 Budget	2018/19 Variance
WIDAJ Byrne JAG DOJ MMDEG Task Force	4.0	\$ 254,548	\$ 265,723	\$ 11,175
CSS Child Support Prosecutor	1.0	85,635	95,537	9,902
State DCF CHIPS TPR Contract	8.5	768,289	789,745	21,456
WIDAJ Violence Against Women Act (VAWA RRP)	1.0	99,500	109,275	9,775
High Intensity Drug Trafficking Area (HIDTA)	6.0	521,339	542,400	21,061
WIDAJ Sexual Assault Kit Initiative (SAKI)	1.0	86,500	69,000	(17,500)
USDOJ VAWA Domestic Violence	2.0	180,000	192,500	12,500
TOTAL	23.5	\$ 1,995,811	\$ 2,064,180	\$ 68,369

DISTRICT ATTORNEY (4500) BUDGETDepartment: **District Attorney**UNIT NO. **4500**FUND: **General — 0001**

State Revenue. Revenue from state grants for 2019 is comprised of the five programs detailed in the following table:

STATE GRANTS			
State Revenue Programs	2018 Budget	2019 Budget	2018/19 Variance
Victim/Witness Program	\$ 1,430,000	\$ 1,425,200	\$ (4,800)
Victim of Crimes Act (VOCA)	435,675	435,675	0
Special Prosecution Courts' Clerks	280,000	300,500	20,500
State DCF CHIPS-TPR Contract	1,303,470	1,313,000	9,530
STOP VAWA Regional Resource Prosecutor	101,500	110,520	9,020
TOTAL	\$ 3,550,645	\$ 3,584,895	\$ 34,250

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. For 2019, we are estimating a reimbursement rate of approximately 49 percent of programs costs, which is the same estimated reimbursement rate in the 2018 adopted budget.

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 73 percent of personnel costs.

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 \$282,628 in state fiscal year 2017 and \$318,327 in state fiscal year 2018.

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 (WIDOJ) 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.

DISTRICT ATTORNEY (4500) BUDGET

Department: **District Attorney**

UNIT NO. **4500**

FUND: **General — 0001**

Federal Revenue. Revenue from federal grants for 2019 is comprised of the four programs detailed in the following table:

HIDTA	549,800	542,400	(7,400)
WIDAJ Bryne JAG MMDEG Task Force	543,365	543,365	0
WIDAJ Sexual Assault Kit Initiative (SAKI)	86,500	69,000	(17,500)
USDOJ OVW VAWA Domestic Violence	296,750	309,000	12,250
	\$ 1,476,415	\$ 1,463,765	\$ (12,650)

The North Central High Intensity Drug Trafficking Area (HIDTA) grant will provide funding in 2019 from the federal Office of National Drug Control Policy (ONDCP) for six assistant district attorneys in the district attorney’s violent crimes and HIDTA units.

The Wisconsin Department of Justice WIDAJ Byrne JAG OJA MMDEG Task Force grant provides funding for four assistant district attorneys in the violent crimes – drug unit and payments totaling approximately \$277,642 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 U.S. Department of Justice, Office on Violence against Women, USDOJ OVW VAWA Domestic Violence grant provides funding for the salaries and fringe benefits of two assistant district attorneys dedicated to domestic violence cases, payments of approximately \$113,000 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 WIDAJ 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. Funding for this SAKI project ends in late October to early November 2019 and will not be renewed.

Private Funding Revenue. County Board Resolution (CBR) 17-404 created a position of district attorney investigator, funded by the MacArthur grant in the courts’ budget, to enhance Crisis Assessment Response Teams (CART) services for county residents. The district attorney investigator serves as the law enforcement professional on the first countywide CART team to respond with behavioral health clinicians to emergency calls of county residents suffering mental health crises.

MacArthur grant funding of \$150,000 for the district attorney CART investigator is for 18 months, from approximately October 2017 to March 2019. The district attorney CART investigator position was authorized but unfunded in the 2018 budget, and 2017 and 2018 fund transfers were approved to provide budgetary authority for project personnel expenditures and offsetting revenue from the courts through the MacArthur grant. For 2019, the district attorney CART investigator is funded for the entire year with offsetting revenue from the courts. If additional funds are not available from the MacArthur grant to extend the funding of the position after March 2019, the district attorney CART investigator position will be vacated for no tax levy effect, consistent with CBR 17-404, which provides that the position shall be abolished upon completion of the contract, including all extensions to the original contract.

CHARGES TO OTHER COUNTY AGENCIES				
	2019 CROSSCHARGES	2018	2019	2018/19
Department	Program	Budget	Budget	Change
Child Support Services	Child Support Investigation and Prosecution	407,675	415,544	(7,869)
	TOTAL	407,675	415,544	(7,869)

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.

Special Investigations Unit and 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. Those investigators are assigned to the special investigations unit (SIU).

In 2018 the SIU maintained its membership in the Federal Bureau of Investigations Milwaukee Violent Crimes Taskforce specifically targeting armed robbery and carjacking throughout Milwaukee County. The unit has also partnered with the new City of Milwaukee Police Department Special Investigations Unit in furtherance our anti-violence mission. SIU 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 continued to process computer, cellular and other digital evidence in support of local investigations throughout Milwaukee County. The nature of these investigations include serious offenses including Homicide, Sexual Assault, Armed Robbery, Delivery of Heroin, Child Pornography and Stalking. These investigations have become increasingly challenging as modern electronic encryption hampers the ability of investigators to access electronic devices despite obtaining judicially authorized search warrants. The investigator assigned to computer investigations has continued to update his training to remain cutting edge in the field and remains one of the few experts in the Milwaukee area. The countywide service provided by the forensic investigations capability is highly valued by smaller Milwaukee County law enforcement agencies which lack the training and equipment to conduct such investigations locally.

Veterans' Treatment Court / Drug Treatment Court Initiative

The District Attorney's Office continued its partnership with the Milwaukee Police Department (MPD) in providing law enforcement support for Veteran's Treatment Court (VTI) and Drug Treatment Court (DTC) in 2018. MPD began supporting this in late 2012 and the District Attorney followed by dedicating an existing investigator position in 2015.

The Milwaukee Police Department provides a police officer and the District Attorney's Office provides an investigator from SIU for these programs. The opioid epidemic is not limited by geographic boundaries and more than 33% of the defendants in DTC & VTI reside in one of the 18 suburban municipalities in Milwaukee County. The partnership allows for county-wide work that includes follow up investigations, home visits at the defendants' homes, and arresting those defendants who violate the terms of the court.

In the first six months of 2018, 44 home visits were conducted, and 22 defendants were arrested for violating the terms of the program. Individuals arrested are returned to the court to determine if continued treatment is appropriate or if the defendant will be revoked and sentenced on their open criminal cases.

Defendants who progress through the four phases of Drug Treatment Court focus on achieving sobriety and participate in treatment, including cognitive behavioral therapy, to address other criminogenic needs.

Individuals achieving sobriety and the ability to make appropriate choices often obtain employment while participating in DTC. This employment, which is monitored by the court and law enforcement, allows defendants who owe restitution in property crime cases to make payments to the victims.

DISTRICT ATTORNEY (4500) BUDGET

Department: **District Attorney**

UNIT NO. **4500**

FUND: **General — 0001**

Crisis Assessment Response Team (CART) Investigator

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 to staff a countywide CART position. MacArthur grant funding of \$150,000 for the district attorney CART investigator is for 18 months, from approximately October 2017 to March 2019. The district attorney CART investigator position was authorized but unfunded in the 2018 budget, and 2017 and 2018 fund transfers were approved to provide budgetary authority for project personnel expenditures and offsetting revenue from the courts through the MacArthur grant. For 2019, the district attorney CART investigator is funded for the entire year with offsetting revenue from the courts. If additional funds are not available from the MacArthur grant to extend the funding of the position after March 2019, the district attorney CART investigator position will be vacated for no tax levy effect, consistent with CBR 17-404, which provides that the position shall be abolished upon completion of the contract, including all extensions to the original contract.

The Milwaukee County CART Team was implemented in November of 2017 and began operations with a pilot program in West Allis. During the two months of operation in 2017, the County CART Team received a total of 42 requests and referrals for CART services. This included 21 individuals who were stabilized on scene; eight professional consultations; two Chapter 51 emergency detentions; one post-arrest clearance; and one medical clearance.

During the first five months of 2018 the Milwaukee County CART Team received a total of 126 requests and referrals for CART services. This included 33 individuals that were stabilized on scene; 12 professional consultations; three Chapter 51 Emergency Detentions; four post-arrest clearances; and 13 medical clearances.

Since its inception the Milwaukee County CART Team has provided training, outreach and services to Brown Deer, Cudahy, Greendale, Greenfield, Milwaukee, Oak Creek, St. Francis, Shorewood, South Milwaukee, UWM, West Allis, West Milwaukee, the Milwaukee County Sheriff's Office, and the FBI.

Objectives for the remainder of 2018 are to expand the geographical service area of the CART Team to the cities and law enforcement agencies in Milwaukee County that have not yet been serviced, as well as continuing to develop and strengthen community partnerships that include, but are not limited to, private hospitals, the shelter network, community behavior health providers, advocacy organizations, drug treatment courts, the Post Booking stabilization Program (PBS) and the private citizens of the community who are high utilizers of behavioral health and emergency services.

Strategic Program Area 1: Investigations & Criminal Prosecutions

Strategic Outcome: Personal Safety Service

Provision: Mandated

What We Do: Activity Data			
Activity	2017 Actual	2018 Target	2019 Target
This service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2018/19 Variance
Expenditures	\$20,088,475	\$14,232,753	\$11,303,688	\$11,500,716	\$197,029
Revenues	\$6,187,959	\$5,810,386	\$5,463,853	\$5,290,090	(\$173,763)
Tax Levy	\$13,900,516	\$8,422,367	\$5,839,835	\$6,210,626	\$370,792
FTE	165.3	165.3	162.5	160.9	(1.6)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
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 2019 budget continues to prioritize the reduction of crime by coordinating efforts of the community prosecution, general crimes, and violent crimes units.

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 26 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 2019 budget, and the request is a cost-to-continue budget. The tax levy increases by \$370,792 due to an increase in allocation for merit or equity salary increases and a decrease in projected grant revenue. In addition, tax levy increases due to a decrease in Vacancy and Turnover.

B U D G E T S U M M A R Y

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures					
Personnel Costs	\$5,389,539	\$4,156,158	\$3,389,667	\$3,653,791	\$264,124
Operation Costs	\$3,772,391	\$3,467,075	\$3,861,062	\$3,711,014	(\$150,048)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$63,385	\$99,712	\$0	\$0	\$0
Interdept. Charges	\$1,144,907	\$1,179,148	(\$43,015)	(\$48,092)	(\$5,077)
Total Expenditures	\$10,370,223	\$8,902,094	\$7,207,714	\$7,316,713	\$108,999
Revenues					
Direct Revenue	\$501,283	\$509,546	\$709,688	\$795,420	\$85,732
Intergov Revenue	\$518,725	\$452,966	\$528,230	\$562,189	\$33,960
Indirect Revenue	\$1,581,570	\$1,032,718	\$0	\$0	\$0
Total Revenues	\$2,601,577	\$1,995,230	\$1,237,918	\$1,357,609	\$119,692
Tax Levy					
Tax Levy	\$7,768,646	\$6,906,864	\$5,969,796	\$5,959,104	(\$10,692)
Effective Tax Levy*	\$4,504,828	\$5,727,716	\$6,012,811	\$6,007,196	(\$5,615)
Personnel					
Full-Time Pos. (FTE)**	62.0	61.0	54.8	53.3	(1.5)
Seas/Hourly/Pool Pos.	8.0	5.0	5.3	9.3	4.0
Overtime \$	\$189,688	\$159,072	\$178,992	\$152,880	(\$26,112)

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

**FTEs include Vacancy/Turnover and Overtime.

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.

Major Changes in FY 2019:

- In 2019 OEM EMS will grow paramedic service for the Wisconsin Entertainment and Sports Center which includes acute service at the new Milwaukee Bucks Arena and adjacent outdoor plaza. Each event brings in over 17,500 citizens and visitors to this Deer District venue and OEM is proud to represent Milwaukee County

with modern branding and premier service.

- 2019 will mark the second year that the County distributes \$1.5 million in support of paramedic services via an equitable formula based on municipal population, geographic square miles, and paramedic call volume.
- 2019 marks the final year of a County subsidy to local fire departments based on municipal paramedic transport volumes. The figure to be distributed is now \$125,000 and goes to zero in 2020. The EMS agreement stipulates retention of the money for execution of the WO30301 capital project that will significantly improve fire department operations through creation of an intelligent hub connecting twelve 9-1-1 public safety answering points in the County. This project exemplifies the OEM standard of collaboration for improved public safety.
- In 2019, OEM will be in Phase II of the aforementioned capital project that will change the landscape of fire operations as we know it in Milwaukee County. The project has been funded for all local police agencies, however, the current consensus of local police chiefs is to forgo the funded technology and associated mutual aid awareness. 2019 will mark a significant year in proof-of-concept with the automated software and OEM will spend operating budget resources and staff ensuring the success with fire/EMS. Police agencies will continue to be welcomed into the project, on a volunteer status, through ongoing status reports.
- 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 2019 marks the second year of service fees that are directed to the OASIS Capital Improvement Fund (Fund) at \$3 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 2019, the Emergency Management Division will launch an effort to guide the leaders of the North Shore communities in resourcing and publishing a single Comprehensive Emergency Management Plan. This task requires OEM to win the hearts and minds of the Village and City Managers while also ensuring support from the local Chiefs is positive. A successful publication will then focus OEM towards the southside for 2020.
- The OEM Command Duty Officer (CDO), located in the OEM 9-1-1 of the Safety Building, is providing tactical oversight of new mobile device app technology, which will become fully operational in 2019. This efficient communications method, from paramedic directly to the hospital, will allow further development of the CDO position into a countywide duty officer responsible for 24/7 emergency messaging among departments and agencies county- and region-wide.
- There are no major position changes in 2019.

OFFICE OF EMERGENCY MANAGEMENT (4800) BUDGET

Department: **Office of Emergency Management**

UNIT NO. **4800**

FUND: **General — 0001**

Strategic Program Area 1: OEM Director’s Office

Service Provision: Mandated

Outcome: Personal Safety

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
911 Dispatcher Positions Filled	21/24 88%	22/24 90%	23/24 95%	23/24 95%
Intergovernmental Agreements for OASIS Radio	17/19 89%	18/19 95%	18/19 95%	18/19 95%
MOUs for Naloxone Administration by local Police Departments	4/19 21%	10/19 50%	17/19 90%	17/19 90%
EMS Contracts for Paramedic Service	7/12 62%	12/12 100%	12/12 100%	12/12 100%
County Departmental Continuity Plans	20/29 70%	26/29 86%	29/29 100%	29/29 100%
Monthly email newsletter	n/a	n/a	4/4 100%	12/12 100%
Quarterly All-Hands meeting	2/2 100%	2/2 100%	4/4 100%	4/4 100%
Brand standards	n/a	1/1 100%	1/1 100%	1/1 100%
Welcome guides for 633 W. Wis & SB305	n/a	1/2 50%	2/2 100%	2/2 100%
Staff pictures & personal branding kits	n/a	32/65 49%	65/65 100%	65/65 100%
Positioning communications plan	n/a	0/1 0%	0/1 0%	1/1 100%

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$489,026	\$634,086	\$139,085	\$240,591	\$101,506
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$489,026	\$634,086	\$139,085	\$240,591	\$101,506
FTE Positions	1.5	1.9	1.3	1.3	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
MC Ordinances Adopted Defining OEM’s authorities and better care for 911 callers, EMS patients, and OASIS users	N/A	0	2/2 100% MCO 91, 99 update	2/2 100% MCO 91, 99 update
AMOPs Adopted MC Administrative Manual of Operating Procedures	N/A	0	3/3 100%	4/4 100%

City-County Heroin Opioid Cocaine Task Force Strategic Work plan goals accomplished	N/A	5/13 38%	13/13 100%	13/13 100%
WIS. State Interoperability Council 911 Strategic Plan goals accomplished in statewide communications	N/A	1/2 50%	2/2 100%	2/2 100%
LEPC Local Emergency Planning Committee Adoption of Emergency Plans for reporting hazardous materials	45/45 100% Grant-mandated goal	56/56 100% Grant-mandated goal	62/62 100% Grant-mandated goal	75/75 100% Grant-mandated goal
OASIS Radio Governance Board Standards/Policies adopted	5/5 100%	3/3 100%	3/3 100%	2/2 100%

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 while 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 allow data-sharing across all realms of public safety. Such collaboration not only saves dollars, 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.

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 and OEM Emergency Medical Services in quality assurance. 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.

The Director’s Office includes a critical position that is a member of OEM’s leadership team, the Communications Manager. This position allows the entire department to double down on our efforts of outreach with the local communities by implementing a strategic branding plan that is bringing OEM to the forefront of expertise in preparedness and planning. Twitter and Facebook are now our critical link in providing a resource for neighborhoods to learn the how-to’s of resiliency when facing a crisis. The OEM Communications Manager is point on media relations to include all broadcasters from the international Weather Channel to TMJ4. This position has single-handedly brought OEM into the social fabric of today’s society while branding us as modern and trustworthy emergency services professionals.

Strategic Program Area 2: Emergency Management

Service Provision: Mandated

Strategic Outcome: Personal Safety

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
MC Exercises	2/2 100%	2/2 100%	2/2 100%	2/2 100%
Municipal Exercises	4/4 100%	5/5 100%	4/4 100%	4/4 100%
Private Partner Exercises	5/5 100%	5/5 100%	5/5 100%	5/5 100%
Inter-governmental Exercises	5/5 100%	5/5 100%	5/5 100%	5/5 100%
MC Plans Updated	20/29 70%	26/29 86%	29/29 100%	29/29 100%
Municipal Plans Updated	7/19 37%	12/19 63%	19/19 100%	19/19 100%
Private Partner Plans Assistance	3/8 38%	4/8 50%	7/8 88%	7/8 88%
New Grant Initiatives	2/2 100%	1/1 100%	1/1 100%	1/1 100%

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$705,669	\$541,333	\$346,513	\$503,506	\$156,992
Revenues	\$502,944	\$431,986	\$528,230	\$577,689	\$49,460
Tax Levy	\$202,725	\$109,346	(\$181,716)	(\$74,183)	\$107,534
FTE Positions	6.00	5.21	4.06	4.00	(0.06)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Percentage of Cities & Villages w/Resource Plans 19 of 19 Cities & Villages in the County have an operational Resource Plan	N/A	8/19 42% Procurement Fuel/Power Shelter/Transportation	12/19 63% Procurement Fuel/Power Shelter/Transportation	19/19 100% Procurement Fuel/Power Shelter/Transportation
Percentage w/Emergency Training County Departments (29) have conducted OEM online training	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	26/29, 100% Active Shooter 29/29, 100% Emergency Action Plan 29/29, 100% FEMA Incident Command

<p>Compliance Percentage w/Emergency Drills & Exercises County Departments (29) have participated in drills/exercises</p>	<p>N/A</p>	<p>26/29, 90% Active Shooter 10/29, 33% Emergency Action Plan 7/29, 25% Business Continuity</p>	<p>26/29, 90% Active Shooter 23/29, 80% Emergency Action Plan 20/29, 70% Business Continuity</p>	<p>29/29, 100% Active Shooter 29/29, 100% Emergency Action Plan 29/29, 100% Business Continuity</p>
<p>Compliance Percentage w/ FEMA guidelines on Business Continuity County Departments (29) have a score that meets or exceeds FEMA</p>	<p>N/A</p>	<p>10/29 34%</p>	<p>20/29 69%</p>	<p>29/29 100%</p>
<p>Registration #'s for Emergency Alerting County Employees (4,300) have signed up for alerts</p>	<p>N/A</p>	<p>1,800/3,000 60%</p>	<p>1,800/3,000 60%</p>	<p>2,400/3,000 80%</p>

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.

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 complexity will grow in future FEMA and Homeland Security trainings.

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.

There are no changes to staffing for 2019.

OFFICE OF EMERGENCY MANAGEMENT (4800) BUDGET

Department: **Office of Emergency Management**

UNIT NO. **4800**

FUND: **General — 0001**

Strategic Program Area 3: 911 Communications

Service Provision: Mandated

Strategic Outcome: Personal Safety

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
911 CPR Calls Received	169	200	200	200
Calls Needing CPR	63	N/A	N/A	N/A
Calls Received CPR	23	N/A	N/A	N/A
Victims Survived to ED	12	50%	50%	50%
Victims Survived Discharge	4	25%	25%	25%
Admin Calls	78,927	79,000	79,000	79,000
911 Calls	89,350	89,000	89,000	89,000
Abandoned Calls	16,366	16,000	16,000	16,000
Outgoing Calls	88,843	89,000	89,000	89,000
TOTAL CALL VOLUME	273,486	273,00	273,000	273,000
TOTAL Open Records Requests Fulfilled	125	125	125	125

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$2,808,353	\$2,873,450	\$2,035,950	\$2,049,145	\$13,195
Revenues	\$28,353	\$56,728	\$20,000	\$7,000	(\$13,000)
Tax Levy	\$2,780,000	\$2,816,722	\$2,015,950	\$2,042,145	\$26,195
FTE Positions	26.0	38.2	37.6	38.8	1.2

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
# APCO credentialed dispatchers Association of Public Safety Communications Officials	0/24 0%	13/24 54%	18/24 75%	22/24 92%
# APCO Certification Standards completed for the 911 Center	111/148 75%	129/148 87%	141/148 95%	148/148 100%
911 virtual connections made to adjacent 911 Centers	0/12 0%	Fire Dept. 2/10, 20% Police Dept. 2/12, 17%	Fire Dept. 2/10, 20% Police Dept. 0/12, 0%	Fire Dept. 6/10, 60% Police Dept. 0/12, 0%
Call answering times within 10 seconds	N/A	90%	90%	90%
Queue wait time for dispatching is <90 seconds	N/A	85%	90%	90%
Abandoned Call Rate	N/A	<10%	<10%	<10%

OFFICE OF EMERGENCY MANAGEMENT (4800) BUDGET

Department: **Office of Emergency Management**

UNIT NO. **4800**

FUND: **General — 0001**

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.

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 2019, 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.

Strategic Implementation: The 911 Communications Division is focusing 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 will fully achieve these standards in 2019.

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 2019, OEM 911 will strive for an ordinance change that will require agreements for OEM services rendered that include transferring 911 calls back to the originating city of the caller. Annually, over 90,000 emergency calls come into the OEM 911 dispatch center that are intended for other area PSAPs (or 911 centers). This legacy operation costs vital seconds and minutes to the 911 caller and OEM is leading the way in correcting call-routing through collaboration with all cellular carriers and attempting to jointly work with area Police Chiefs. The proper routing of calls is not only the right thing to do, but it can save municipalities money in the long run should the benefit of consolidation be an outcome. The imminent implementation of NextGen911 will automate this regardless and OEM is preparing our municipal partners for this inevitability while ensuring the best service to all users of the 911 system.

There are no major changes in 2019.

OFFICE OF EMERGENCY MANAGEMENT (4800) BUDGET

Department: **Office of Emergency Management**

UNIT NO. **4800**

FUND: **General — 0001**

Strategic Program Area 4: Radio Services

Service Provision: Mandated

Strategic Outcome: Personal Safety

What We Do: Activity				
Item	2016 Actual	2017 Actual*	2018 Target	2019 Target
Call Volume of Radio Push-to-Talks per Municipal Subscriber				
Bayside	1,081,331	1,060,224	1,148,576	1,148,576
Cudahy	462,068	472,700	512,092	512,092
Franklin	736,633	773,667	838,139	838,139
Greendale	421,898	413,302	447,744	447,744
Hales Corners	422,987	127,096	137,687	137,687
Northshore Fire Dept	161,224	154,066	166,905	166,905
Oak Creek	879,704	874,239	947,092	947,092
South Milwaukee	377,985	324,829	351,898	351,898
St. Francis	303,475	319,696	346,337	346,337
Wauwatosa	855,556	778,898	843,806	843,806
West Allis	1,663,281	1,559,897	1,689,888	1,689,888
West Milwaukee	267,533	242,868	263,107	263,107
MADACC	70,234	42,969	46,550	46,550
HIDTA	68,076	109,926	119,087	119,087
VA Police	1,721	1,700	1,842	1,842
Mayfair Mall	984,909	659,647	714,618	714,618
Total Municipal and Mutual Aid Call Volume	8,917,239	7,915,724	8,575,368	8,575,368

* 2017 Actuals are based on 48 weeks of data only due to one month of irretrievable data.

What We Do: Activity				
Item	2016 Actual	2017 Actual*	2018 Target	2019 Target
Call Volume on Radio Push-to-Talks per Milwaukee Co. Dept				
MCSO (Sheriff)	2,929,492	2,481,605	2,688,405	2,688,405
MCTS (Transit)	1,165,548	953,890	1,033,381	1,033,381
HOC (House of Corr.)	1,079,646	1,007,795	1,091,778	1,091,778
OEM	677,315	4,858	5,263	5,263
GMIA (Airport)	379,412	318,551	345,097	345,097
Children's Court	255,049	258,421	279,956	279,956
Facilities Maintenance	204,974	173,176	187,607	187,607

OFFICE OF EMERGENCY MANAGEMENT (4800) BUDGET

Department: **Office of Emergency Management**

UNIT NO. **4800**

FUND: **General — 0001**

BHD (Behavioral HD)	204,013	204,000	221,000	221,000
Southridge Mall	141,859	0	-	-
Highway	122,957	111,680	120,987	120,987
District Attorney	43,957	46,287	50,144	50,144
General Mitchell International Fire Dept.	23,280	29,424	31,876	31,876
Greenfield Police Back-up	11,809	0	-	-
128 th Air Refueling Wing	3,501	3,500	3,792	3,792
FireBell, volunteer fire support	1,348	1,300	1,408	1,408
Parks	133	100	108	108
ARES, volunteer HAM radio operators	11	15	16	16
Total Milwaukee County Call Volume	7,054,338	5,594,602	6,060,819	6,060,819

*2017 Actuals are based on 48 weeks of data only due to one month of irretrievable data.

How We Do It: Program Budget Summary

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$967,954	\$913,413	\$1,545,026	\$1,598,479	\$53,453
Revenues	\$1,735,849	\$1,277,910	\$320,688	\$374,136	\$53,448
Tax Levy	(\$767,895)	(\$364,497)	\$1,224,338	\$1,224,343	\$5
FTE Positions	3.8	3.1	3.1	3.0	(0.1)

How Well We Do It: Performance Measures

Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Radio Downtime	0 minutes	<5.26 minutes	<5.26 minutes	<5.26 minutes
Number of Service Reductions	1	<10 Major digital upgrade project underway	<4	<4
System Busies (Managing capacity)	0.29/1,500 100%	<1.3/1,500 70%	<1/1,500 100%	<1/1,500 100%
Interoperability to State Radio and City of Milwaukee Radio	0/2 0%	1/2 50%	2/2 100%	2/2 100%
Training of Regional Communications Specialists FEMA COM(L)	2/15 13%	7/15 47%	n/a, State is taking over	n/a, State is taking over
Communications Planning FEMA ICS 205	N/A	100% Compliance	100% Compliance	100% Compliance
Preventive Maintenance Program	N/A	N/A	1/1 100%	633/1,888 radios 33%

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 will be fully transitioned from analog to digital in 2019. Municipal revenue is collected as user fees per joint intergovernmental agreements between the County and each participating municipality.

OEM will continue its successful implementation of FEMA adherence to the Incident Command System and specialized forms used during critical events such as narcotic operations and dignitary visits. This system of coordinating local and regional channels involves standardizing federal assets such as FBI, DEA, USSS with regional assets such as Waukesha County with local municipality assets. OEM is the leader of coordination and locals rely on our expertise for interoperability and now, significantly upgraded communications.

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.

2019 will be a milestone year when OEM begins dismantling the legacy analog system of the past 15 years to make way for clean sustained operations on the new digital system, known as OASIS. OASIS stands for the Organization of Affiliated Secure Interoperable RF Systems. This network meets 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 and HIDTA. 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.

Milwaukee County OEM continues to work with the City of Milwaukee, the lone municipality that is not on OASIS. Rather, the city operates OpenSky, a legacy digital system that is not P25 compliant. Future plans for the city are unknown; however, Milwaukee County has prevented disparate operations by implementing the ISSI gateway that connects our two systems allowing for interoperability. Challenges exist, namely because of differences between old and new technology, additionally due to County having federally standardized AES encryption while the city uses aging proprietary vendor technology. These hurdles are being overcome and 2019 will witness interoperability with the city.

All operating costs continue to be charged to subscribers, including County departments and outside agencies.

There are no staff changes in 2019.

OFFICE OF EMERGENCY MANAGEMENT (4800) BUDGET

Department: **Office of Emergency Management**

UNIT NO. **4800**

FUND: **General — 0001**

Strategic Program Area 5: Emergency Medical Services (EMS)

Service Provision: Mandated

Strategic Outcome: Personal Safety

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
New Paramedics Trained	42	40	0, responsibility transferred to muni's due to budget cuts	0, responsibility transferred to muni's due to budget cuts
Advanced EMTs Trained	11	10	10	10
MC Parks Aquatics Trained	125	125	125	125
Paramedics Received Continuing Education	479	480	480	480
Paramedics Received Refresher Training	60	60	60	60
Advanced EMTs Received Refresher Training	17	15	15	15
EMT-Basics Received Refresher Training	126	125	125	125
Total EMS Providers (EMTs and Paramedics) Trained	860	860	860	860

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$5,399,221	\$3,939,814	\$3,141,140	\$2,924,993	(\$216,147)
Revenues	\$334,431	\$228,606	\$369,000	\$398,784	\$29,784
Tax Levy	\$5,064,790	\$3,711,208	\$2,772,140	\$2,526,209	(\$245,931)
FTE Positions	29.0	17.5	14.0	15.5	1.5

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
CARES Registry Cardiac Arrest Registry to Enhance Survival	N/A	Match 5 data sets to 5 like-minded EMS Systems Establish a national EMS Consortium	Establish data use agreements; compare data	Rank OEM against the EMS Consortium* 2019 target is a #2 ranking of 6
NEMSIS Cube Registry National EMS Information System	N/A	Match 5 data sets to 5 like-minded EMS Systems Establish a national EMS Consortium	Establish data use agreements; compare data	Rank OEM against the EMS Consortium* 2019 target is a #2 ranking of 6
AHA Registry American Heart Association	N/A	Match 5 data sets to 5 like-minded EMS Systems Establish a national EMS Consortium	Establish data use agreements; compare data	Rank OEM against the EMS Consortium* 2019 target is a #2 ranking of 6
Modern Application Technology for EMS Providers	N/A	42/42 Ambulances	14/14 Hospitals	14/14 Hospitals
Modern Application Technology for Hospital Alerting	N/A	0/14 Hospitals	14/14 Hospitals	14/14 Hospitals
Modern Medical Supplies and Pharmaceuticals Ordering (For Fire Departments)	N/A	10/10 Fire Departments	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.

OEM eliminated our cadet training program last year due to budgetary shortfalls; instead, this education requirement was pushed to the municipalities. 2019 will mark the second year of cadet training hosted by MATC, following the guidelines and training center requirements of OEM EMS. Currently, the EMS education section is responsible for the 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.

Inherent in maintaining this education is assuring quality improvement in our paramedics, 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 enter its first full year of support to the Wisconsin Entertainment and Sports Center, the outside plaza, which includes supporting the full Milwaukee Bucks basketball schedule. Additional services include our own Milwaukee County Zoo and the Panther Arena, host to the Milwaukee Admiral’s hockey team, utilizing our in-house medical expertise at these well-attended special events.

Strategic Implementation: The OEM Emergency Medical Services (EMS) Division will mark 2019 with a sound foundation for a benchmarking EMS consortium. This includes comparing population and paramedic volume, while also

OFFICE OF EMERGENCY MANAGEMENT (4800) BUDGET

Department: **Office of Emergency Management**

UNIT NO. **4800**

FUND: **General — 0001**

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. Data use agreements are being processed, a complex process in today's cybersecure environments, requiring the protection of patient identification in accordance with HIPAA. In 2019, OEM EMS will establish bona fide ranking among these partners further seeking to incrementally increase our ranking through clearer policies and a strong quality assurance program.

In 2019, OEM will explore regionalizing our model government 911 CPR hotline as a service. The mandate of all 911 centers offering dispatcher-assisted CPR to 911 callers was passed in state legislation, known as Act 296. OEM is the state leader in this service, having paved the way through an initial grant in 2015. This includes 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.

OEM EMS will also continue our partnership with local law enforcement agencies in the administration of naloxone for opioid victims, through training and agreements.

There are no staff changes in 2019.

B U D G E T S U M M A R Y

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2018/2017 Variance
Expenditures					
Personnel Costs	\$3,540,295	\$2,623,719	\$2,855,842	\$3,162,744	\$306,902
Operation Costs	\$587,099	\$586,812	\$686,105	\$1,040,986	\$354,881
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$64,312	\$0	\$404,000	\$20,000	(\$384,000)
Interdept. Charges	\$680,123	\$611,605	\$20,857	\$31,652	\$10,795
Total Expenditures	\$4,871,829	\$3,822,135	\$3,966,804	\$4,255,382	\$288,578
Revenues					
Direct Revenue	\$2,371,595	\$2,442,443	\$2,609,243	\$2,844,893	\$235,650
Intergov Revenue	\$7,487	\$5,996	\$6,000	\$60,000	\$54,000
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$2,379,082	\$2,448,439	\$2,615,243	\$2,904,893	\$289,650
Tax Levy	\$2,492,747	\$1,373,696	\$1,351,561	\$1,350,489	(\$1,072)
Effective Tax Levy*	\$871,085	\$762,091	\$1,330,704	\$1,318,837	(\$11,867)
Personnel					
Full-Time Pos. (FTE)**	31.1	29.9	31.6	32.6	1.0
Seas/Hourly/Pool Pos.	0.0	0.0	0.0	0.0	0.0
Overtime \$	\$58,328	\$61,330	\$73,704	\$73,704	\$0

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

**FTEs include Vacancy/Turnover and Overtime.

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.

Major Changes in FY 2019:

Referral autopsies are projected to increase approximately 30 percent, resulting in additional revenue of \$190,000. Revenue also increases due to a one-time grant received from the Department of Justice to offset the costs of the forensic fellowship program.

MEDICAL EXAMINER (4900) BUDGET

Department: **Medical Examiner**

UNIT NO. **4900**

FUND: **General — 0001**

Personnel expenses increase in part due to the reclassification of an Assistant Medical Examiner to a Deputy Medical Examiner in 2018, and advancements in pay range. An additional Forensic Investigator is included in the 2019 budget due to increasing workload and a projected increase in cremation investigations.

Operation costs increase \$165,000 due to the addition of the body transportation contract that will begin January 1, 2019. Since 2015, this service had been performed by House of Correction staff, but will be discontinued on December 31, 2018.

Costs also increase \$100,000 for the continuation of the Forensic Fellowship Program. Other cost increases reflect warranty additions for newly purchased toxicology instruments, and routine increases in commodities, supplies and service contracts. Additional referral autopsy work also contributes to an approximate increase of \$20,000 in commodities and additional transcription costs.

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).

MEDICAL EXAMINER (4900) BUDGETDepartment: **Medical Examiner**UNIT NO. **4900**FUND: **General — 0001****Strategic Program Area 1: Medical Examiner****Service Provision: Mandated****Strategic Outcome: Personal Safety**

What We Do: Activity				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Autopsies	1,399	1,458	1,548	1,685
Referral Autopsies	348	459	416	550
Death Certificates	1,894	1,894	1,850	1,900
Cremation Permits	4,679	4,889	5,000	5,200
Deaths Investigated	6,675	7,003	6,984	7,200

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$4,871,829	\$3,822,135	\$3,966,804	\$4,255,382	\$288,578
Revenues	\$2,379,082	\$2,448,439	\$2,615,243	\$2,904,893	\$289,650
Tax Levy	\$2,492,747	\$1,373,696	\$1,351,561	\$1,350,489	(\$1,072)
FTE Positions	31.2	29.9	31.6	32.6	1.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Pass Rate for Forensic Board Exam	100%	n/a*	n/a *	Pass
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.

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.

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Transportation Function

Agency Budget Narratives

- Airport
- Transportation Services
- Highway Maintenance
- Fleet Management
- Transit/Paratransit System
- DOT Director's Office

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B U D G E T S U M M A R Y

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures					
Personnel Costs	\$27,201,690	\$27,254,088	\$26,353,527	\$29,198,634	\$2,845,107
Operation Costs	\$23,129,105	\$24,627,759	\$25,841,677	\$30,609,924	\$4,768,247
Debt & Depreciation	\$24,195,798	\$21,767,373	\$24,046,697	\$24,314,785	\$268,088
Capital Outlay	\$207,276	\$818,007	\$898,308	\$585,000	(\$313,308)
Interdept. Charges	\$11,133,916	\$10,426,292	\$11,160,977	\$11,732,868	\$571,891
Total Expenditures	\$85,867,784	\$84,893,520	\$88,301,186	\$96,441,211	\$8,140,025
Revenues					
Direct Revenue	\$85,089,998	\$83,981,873	\$87,671,461	\$95,874,545	\$8,203,084
Intergov Revenue	\$203,800	\$244,040	\$210,000	\$180,000	(\$30,000)
Indirect Revenue	\$573,986	\$510,612	\$419,725	\$423,175	\$3,450
Total Revenues	\$85,867,784	\$84,736,525	\$88,301,186	\$96,477,720	\$8,176,534
Tax Levy	\$0	\$0	\$0	\$0	\$0
Personnel					
Full-Time Pos. (FTE)*	277.5	278.5	284.4	281.8	3.6
Seas/Hourly/Pool Pos.	5.7	5.7	5.7	5.8	0.1
Overtime \$	\$956,361	\$966,902	\$950,640	\$1,045,308	\$94,688

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

**FTEs include Vacancy/Turnover and Overtime.*

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.

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

Strategic Program Area 1: General Mitchell International Airport

Service Provision: Discretionary

Strategic Outcome: Economic Opportunity

What We Do: Activity				
Activity	2016 Actual	2017 Actual	2018 Budget	2019 Budget
Airport Cost Per Enplanement	\$25.38	\$24.54	\$25.58	\$26.45
Enplanements¹	3,383,271	3,452,544	3,450,936	3,627,329
Total Passengers	6,757,357	6,904,670	6,885,125	7,254,658
Landed Weight (total) 000 lb. unit	4,629,896	4,639,744	4,997,386	4,733,003

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	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$84,488,481	\$82,969,629	\$86,303,647	\$94,505,054	\$8,201,407
Revenues	\$84,727,596	\$83,538,944	\$87,021,574	\$95,656,962	\$8,635,388
Tax Levy*	(\$239,115)	(\$569,315)	(\$717,927)	(\$1,151,908)	(\$433,981)
FTE Positions	280.43	280.6	286.7	284.2	(2.5)

*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	2016 Actual	2017 Actual	2018 Budget	2019 Budget
Customer Satisfaction Survey	4.10	4.16	N/A*	N/A*
Non-Airline Revenue as a % of Airport Revenue	63.2%	69.1%	64.0%	61.5%

*Airport Customer Satisfaction is measured by a third party vendor. The Airport changed vendors, which will result in a new measurement scale for 2018 and future years.

Major Changes in FY 2019:

For 2019 major capital projects include:

- Howell Avenue Tunnel Rehabilitation \$2,663,768
- Parking Access and Revenue Control System Replacement \$2,939,606
- GMIA Taxiway E & F Pavement Rehabilitation \$3,046,403*
- Jet Bridge Replacement \$2,280,056
- Terminal Building and Skylight Roof Replacement \$3,644,881
- GMIA Ticket Area Remodeling \$3,459,081

- GMIA Concourse D Flooring Replacement \$2,634,562
- Physical Access Control System \$5,462,761
- Heavy Vehicle and Equipment Replacement \$2,110,000
- Parking Access and Revenue Control System Replacement \$2,939,606

**Implementation in 2019 contingent upon receipt of Federal and State grant funding*

For 2019, the staffing levels change as follows:

- One Air Service Analyst position is added to the Air Service section to increase the Airport's air service development capacity including research, analysis and reporting with the goal of securing additional flights to the Airport from existing and new airlines within the highly competitive marketplace.
- One Marketing and Advertising Coordinator position is added to the Marketing and Public Relations section to promote awareness and availability of destinations served by the Airport to the traveling public with the added goal of attracting additional passenger traffic.
- One Aviation Analyst position is added to the Airport Planning section to assist with maintaining noise compliance efforts, Master Plan updates for both GMIA and LJT, as well as support the Airport's business intelligence efforts including further development and refining of measurement metrics.
- One Database Administrator position is added to the Airport IT section to manage the continually increasing and complex data footprint of the Airport and to streamline the administrative burden associated with data aggregation and reporting.
- One Properties Specialist position was authorized as part of the 2018 Budget; however, the position was not reflected in the budget base or added to position control. For 2019 Budget this is a technical correction.
- Eleven Airport Maintenance Worker Assistant positions that are vacant are eliminated in the Maintenance Section as certain custodial services will be delivered by an external service provider.
- One Assistant Facilities Supervisor position that is vacant is eliminated in the Maintenance Section as certain custodial services will be delivered by an external service provider.

Strategic Overview: GMIA is broken down into the following operating sections to fulfill its mission.

Administration is responsible for general administration, accounting, budget, and purchasing.

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.

Air Service Development is responsible for both maintaining existing and attracting additional commercial air carrier service to the Airport.

Marketing and Public Relations is responsible for the branding and marketing of the airport, including maintaining existing and attracting additional passengers to the Airport. This area is also responsible for community, media, and social media relations.

Airport Planning is responsible for developing the airport's long term planning efforts and reviewing/forecasting passenger demand over the long term. This area also oversees noise compliance as well as certain required statistical reporting.

Business Development is responsible for parking, real estate, and concessions development.

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 includes ensuring transportation operators are properly licensed and compliant with the standards set forth in Milwaukee County General Ordinances. This section collects and accounts for parking revenue fees.

Properties is responsible for oversight of tenants occupying airport leased space for both commercial and general aviation leaseholders, as well as food and beverage and retail concessionaires.

Operations and Maintenance is responsible for airfield movement and operations, building and ground maintenance, fire protection, security, and environmental.

Operations is responsible for keeping the airfield and ramp areas open for business at all times. This area coordinates and oversees aircraft operating at the airport and ensures compliance with Federal Aviation Administration (FAA), and state and local regulations as well as coordinating emergency responses, construction activities, special events and snow removal. In addition, this section oversees day-to-day operations of the terminal that include addressing passenger safety issues, terminal construction activities, special events, and signage.

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

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.

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

Strategic Implementation: Consolidation in the airline industry has continued to result in fewer air carriers in the commercial air service market overall. The remaining carriers have cut back flight operations but are flying with higher load factors. Within this environment, GMIA continues to experience year over year growth in passenger enplanements. While the results of these changes within the aviation industry have been significantly profitable for the airlines, airports have been experiencing more modest gains in revenue. GMIA's goal is to be a cost-effective, modernized airport that will attract additional air service from existing and new airlines.

An external service provider will be utilized in 2019 to provide 3rd shift custodial services that will also include the cleaning of both hard surface and carpeted areas throughout the airport. The vacant Airport Maintenance Worker Assistant and vacant Assistant Facilities Supervisor positions eliminated have proven extremely difficult to fill over time and suffer from a chronically high turnover rate.

Revenue enhancements:

Parking revenue increases \$1,400,000 to \$30,400,000 reflecting the \$1 rate increase that went into effect on March 1, 2018 and a mid-year 2018 implementation of the valet parking program at GMIA.

Car rental revenue is estimated to increase \$500,000 from \$10,500,000 to \$11,000,000 based on past actual performance.

Expenditures:

Expenditures included in the 2019 Budget represent the resources necessary to maintain the Airport's significant infrastructure and invest in the airport in a manner that meets overall customer expectations while ensuring services offered remain cost competitive with other medium hub airports.

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.

DOT — AIRPORT (5040) BUDGET

Department: **Department of Transportation — Airport**

UNIT NO. **5040**

FUND: **Enterprise — 0076**

The expenditure abatement included in the 2018 Budget is removed for 2019 increasing expenditures by \$447,399. Costs allocated to the Airport for legacy fringe benefits increase \$592,001 over the 2018 amount. Budgeted cross-charges from other Milwaukee County departments for services provided to the Airport increased \$571,891 to \$11,732,868.

Multi-year Contracts*

The Airport intends to enter into the following multi-year contracts during 2019:

- Wildlife Mitigation at GMIA and LJT. The initial term of the contract is three (3) years beginning in 2019 at an estimated annual cost of \$170,000 per year.
- Background Check Processes. The initial term of the contract is five (5) years beginning in 2019 at an estimated annual cost of \$175,000 per year.
- Operating and Maintenance Contract for GMIA Security Camera System. The initial term of the contract is 3.5 years valued at an estimated cost of \$170,000 in 2019 (partial year cost) and \$340,000 annually for the following years thereafter.

*Multi-year contracts requiring the expenditure of funds from future fiscal years or contracts that cannot be fully encumbered by a currently adopted budget(s) must be approved by the County Board. Contracts that provide for options to extend into future fiscal years using funds from adopted fiscal years may be extended if the option to extend the contract vests in the County, either jointly or in its sole discretion, the authority to exercise the option. The exercise of such options can only occur if funds for the extension can be fully encumbered in the currently adopted budget(s).

Strategic Program Area 2: MKE Regional Business Park

Service Provision: Committed

Strategic Outcome: Economic Opportunity

What We Do: Activity				
Activity	2016 Actual	2017 Actual	2018 Budget	2019 Budget
Leased Buildings	23	25	28	30
Occupied Buildings	45	46	46	46
Vacant Buildings	16	15	11	9*
Vacancy Percentage	26.2%	24.5%	19.3%	16.4%

*For the 2019 Budget the change in the number of Vacant Buildings includes the demolition of four structures taking place over the course of 2018 and then the demolition of two structures over the course of 2019.

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$806,855	\$979,053	\$1,404,579	\$1,267,265	(\$137,314)
Revenues	\$888,041	\$937,058	\$1,035,000	\$528,000	(\$507,000)
Tax Levy*	(\$81,186)	\$41,995	\$369,579	\$739,265	\$369,686
FTE Positions	0.9	0.9	0.9	1.0	0.1

*Although tax levy is shown in this service area, no tax levy is actually received. This amount reflects the subsidy paid by airport users to operate the Lawrence J. Timmerman Airport and the **MKE Business Park**. Any surplus or deficit is settled annually with the airlines per the terms of the airline lease agreements resulting in an overall \$0 property tax levy for the County's Airport System.

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Budget	2019 Budget
Occupancy Rate	73.8%	75.5%	80.7%	83.6%

Strategic Overview: The MKE Regional Business Park is the former 440th Air Reserve Base. By the end of 2019 the MKE Business Park will consist of 55 buildings on 102 acres. The property is located in the City of Milwaukee adjacent to 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: For 2019 the estimated airline subsidy for this service area increases \$369,686 to \$739,265 as income from rented buildings is reduced. In late 2017, SkyWest made a substantial investment to purchase the former Midwest hangars located on Air Cargo way vacating its rented space within the MKE Business Park. While the vacated space within the MKE Business Park is being actively marketed for leasing, rental income is only budgeted for a partial year in 2019.

Strategic Program Area 3: LJ Timmerman General Aviation

Service Provision: **Committed**

Strategic Outcome: **Economic Opportunity**

What We Do: Activity				
Activity	2016 Actual	2017 Actual	2018 Budget	2019 Budget
Number of Based Aircraft	74	101	101	105

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$572,630	\$787,843	\$592,960	\$668,892	\$75,932
Revenues	\$252,329	\$260,523	\$244,612	\$256,249	\$11,637
Tax Levy*	\$320,301	\$527,320	\$348,348	\$412,643	\$64,295
FTE Positions	2.8	2.7	2.5	2.4	(0.1)

Although tax levy is shown in this service area, no tax levy is actually received. This amount reflects the subsidy paid by airport users to operate the **Lawrence J. Timmerman Airport and the **MKE Business Park**. Any surplus or deficit is settled annually with the airlines per the terms of the airline lease agreements resulting in an overall \$0 property tax levy for the County's Airport System.*

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Budget	2019 Budget
Aircraft Takeoffs/Landings	24,895	28,156	27,000	31,000

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. A new fixed base operator has helped increase activity at Timmerman which helps offset airline subsidy costs.

Strategic Implementation: A business plan was completed for LJT in late 2017. Information from the business plan will assist to inform the overall long-term master plan process for LJT that began in mid-2018. The 2019 budget will result in a subsidy to LJT of \$412,643 from airlines serving GMIA.

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B U D G E T S U M M A R Y

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures					
Personnel Costs	\$1,357,821	\$1,324,523	\$1,363,586	\$1,480,969	\$117,383
Operation Costs	\$91,987	\$111,054	\$130,051	\$136,151	\$6,100
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$18,965	\$5,000	\$5,000	\$0
Interdept. Charges	\$318,126	\$331,831	\$320,451	\$205,882	(\$114,569)
Total Expenditures	\$1,767,934	\$1,786,373	\$1,819,088	\$1,828,002	\$8,914
Revenues					
Direct Revenue	\$177,678	\$141,000	\$75,000	\$140,000	\$65,000
Intergov Revenue	\$6,021	\$6,511	\$6,000	\$6,000	\$0
Indirect Revenue	\$1,122,775	\$1,363,243	\$1,462,744	\$1,403,361	(\$59,383)
Total Revenues	\$1,306,474	\$1,510,754	\$1,543,744	\$1,549,361	\$5,617
Tax Levy					
Tax Levy	\$461,460	\$275,619	\$275,344	\$278,641	\$3,297
Effective Tax Levy*	\$668,375	\$782,795	\$897,933	\$863,790	(\$34,144)
Personnel					
Full-Time Pos. (FTE)**	12.1	12.1	9.8	9.9	0.1
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime \$	\$2,901	\$6,591	\$3,672	\$8,040	\$4,368

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

**FTEs include Vacancy/Turnover and Overtime.

Department Mission: Transportation Services will strive to provide the highest level of service on County Trunk Highways (CTH) within Milwaukee County, giving motorists access to safe, functional roadways at the lowest possible cost. Transportation Services 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: Transportation Services provides planning, design, and construction management for capital projects on County Trunk Highways (CTH) and County-owned bridges, including traffic signals.

Major Changes in FY 2019: In 2019, a new division is being created for DOT-Transportation Services. Prior to this change, Transportation Services was a section of Highway Maintenance.

Strategic Program Area 1: Transportation Services

Service Provision: Administrative

Strategic Outcome: Personal Safety

What We Do: Activity				
Item	2017 Target	2017 Actual	2018 Target	2019 Target
Number of CTH projects completed	3 (\$11,184,490)	3 (\$11,036,450)	3 (\$7,334,910)	2 (\$4,725,000)
Number of bridge projects completed	2 (\$1,434,640)	2 (\$1,047,410)	0 (\$0)	0 (\$0)
Number of traffic projects completed	4 (\$3,003,540)	4 (\$3,226,150)	4 (\$2,795,180)	1 (\$539,042)
Total Number of Projects Completed	9 (\$15,622,670)	9 (\$15,310,010)	7 (\$10,130,090)	3 (\$5,264,042)

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$1,767,934	\$1,786,373	\$1,819,088	\$1,828,002	\$8,914
Revenues	\$1,306,474	\$1,510,754	\$1,543,744	\$1,549,361	\$5,617
Tax Levy	\$461,460	\$275,619	\$275,344	\$278,641	\$3,297
FTE Positions	12.1	12.1	9.8	9.9	0.1

How Well We Do It: Performance Measures				
Performance Measure	2017 Target	2017 Actual	2018 Target	2019 Target
Percentage of County-owned vehicular bridges rated fair or above ¹	95.0%	98.0%	95.0%	95.0%
Percentage of CTH pavement rated fair or above ²	90.0%	96.6%	90.0%	90.0%
Percentage of projects completed on time	100.0%	100.0%	100.0%	100.0%

¹ 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.

² 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.

Strategic Overview: Transportation Services provides planning, design, and construction management for capital projects on County Trunk Highways (CTH) and County-owned bridges, including traffic signals. Transportation Services consists of the following four (4) engineering areas:

- Highway Engineering provides planning, operation and design for Highway Capital Improvement Projects and Local Road Improvement Projects as required by state law.
- 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 2019, there are no overall staffing or service level changes.

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B U D G E T S U M M A R Y

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures					
Personnel Costs	\$11,253,776	\$11,809,230	\$11,979,853	\$12,632,192	\$652,339
Operation Costs	\$1,699,473	\$1,844,822	\$2,051,832	\$2,113,643	\$61,811
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$74,941	\$17,510	\$31,670	\$31,671	\$1
Interdept. Charges	\$7,068,120	\$6,833,674	\$6,886,645	\$7,027,564	\$140,919
Total Expenditures	\$20,096,310	\$20,505,236	\$20,950,000	\$21,805,070	\$855,070
<i>Legacy Healthcare/Pension</i>	<i>\$2,980,033</i>	<i>\$3,330,226</i>	<i>\$2,553,091</i>	<i>\$2,929,238</i>	<i>\$376,147</i>
Revenues					
Direct Revenue	\$124,771	\$99,417	\$172,000	\$171,000	(\$1,000)
Intergov Revenue	\$19,184,632	\$19,350,042	\$20,102,879	\$20,571,804	\$468,925
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Local VRF Revenues	\$0	\$0	\$1,025,273	\$1,062,266	\$36,993
Total Revenues	\$19,309,403	\$19,449,459	\$21,300,152	\$21,805,070	\$504,918
Tax Levy	\$786,907	\$1,055,777	(\$350,152)	\$0	\$350,152
Effective Tax Levy*	(\$11,201,525)	(\$11,028,563)	(\$11,418,968)	(\$11,433,707)	(\$14,739)
Personnel					
Full-Time Pos. (FTE)**	125.8	121.4	119.6	121.5	1.9
Seas/Hourly/Pool Pos.	1.5	1.5	1.5	1.0	(0.5)
Overtime \$	\$552,386	\$501,834	\$411,984	\$421,152	\$9,168

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

**FTEs include Vacancy/Turnover and Overtime.

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.

Major Changes in FY 2019: In 2019, a new division is being created for DOT-Transportation Services (Unit No. 5083). Prior to this change, Transportation Services was a section of Highway Maintenance. The Budget Summary table(s) have been adjusted in the Highway Maintenance budget to reflect this change.

DOT — HIGHWAY MAINTENANCE (5100) BUDGET

Department: **Department of Transportation — Highway Maintenance**

UNIT NO. **5100**

FUND: **General — 0001**

Overall expenditures increase just over \$855,000 primarily due to higher salaries and fringe benefits and potential salary increases for equity and merit.

Vehicle Registration Fee (VRF) revenue of \$1,062,266 is budgeted in Highway Maintenance.

DOT — HIGHWAY MAINTENANCE (5100) BUDGET

Department: **Department of Transportation — Highway Maintenance**

UNIT NO. **5100**

FUND: **General — 0001**

Strategic Program 1: Highway Maintenance

Service Provision: Mandated

Strategic Outcome: Personal Safety

What We Do: Activity				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Highway Lane Miles Maintained				
County Trunk Highways Maintained (Lane Miles)	399	399	399	399
State Trunk Highways Maintained (Lane Miles)	785	785	785	785
Expressways Maintained (Lane Miles)	1,126	1,126	1,126	1,126
Winter Maintenance Operation				
Major winter event (defined as requiring 100 tons or more of salt)	15	17	22	20

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$20,096,310	\$20,505,235	\$20,950,000	\$21,805,070	\$855,070
Revenues	19,309,403	\$19,449,459	\$21,300,152	\$21,805,070	\$504,918
Tax Levy	\$786,907	\$1,055,776	(\$350,152)	\$0	\$350,152
FTE Positions	127.3	122.9	121.1	122.5	1.4

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Cost per Lane Mile of Maintaining County Trunk Highways ¹	\$7,347	\$8,107	\$7,321	\$8,199
Cost per Lane Mile of Maintaining State Highways ²	\$8,982	\$9,037	\$9,434	\$9,596

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

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.

DOT — HIGHWAY MAINTENANCE (5100) BUDGET

Department: **Department of Transportation — Highway Maintenance**

UNIT NO. **5100**

FUND: **General — 0001**

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 2019. Service and staffing service levels remain relatively consistent with the prior year. One position of Dispatch Clerk Seasonal (0.5 FTE) is abolished and one position of Dispatch Clerk (1.0 FTE) is created to provide dispatch coverage during winter operations and additional clerical support.

B U D G E T S U M M A R Y

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures					
Personnel Costs	\$3,286,902	\$3,290,720	\$3,610,453	\$3,890,382	\$279,929
Operation Costs	\$2,145,167	\$2,353,181	\$2,105,004	\$2,111,865	\$6,861
Debt for Vehicles	\$3,780,000	\$3,691,836	\$3,791,825	\$4,072,574	\$280,749
Capital Outlay	\$360,935	\$115,797	\$115,798	\$210,798	\$95,000
Interdept. Charges	\$1,805,254	\$1,632,610	\$1,686,113	\$1,945,787	\$259,674
Total Expenditures	\$11,378,258	\$11,084,144	\$11,309,193	\$12,231,406	\$922,213
Revenues					
Direct Revenue	\$112,634	\$173,143	\$90,000	\$82,000	(\$8,000)
Intergov Revenue	\$18,202	\$15,051	\$16,000	\$16,000	\$0
Indirect Revenue	\$12,384,342	\$10,486,709	\$12,236,169	\$12,849,430	\$613,261
Total Revenues	\$12,515,178	\$10,674,903	\$12,342,169	\$12,947,430	\$605,261
Tax Levy	(\$1,136,920)	\$409,241	(\$1,032,976)	(\$716,024)	\$316,952
Effective Tax Levy*	\$7,914,953	\$7,747,654	\$7,711,262	\$8,205,640	\$494,378
Personnel					
Full-Time Pos. (FTE)**	34.0	34.0	33.4	33.2	(0.2)
Seas/Hourly/Pool Pos.	0.5	0.5	0.5	0.0	(0.5)
Overtime \$	\$57,938	\$36,069	\$49,092	\$40,020	(\$9,072)

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

**FTEs include Vacancy/Turnover and Overtime.

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.

DOT — FLEET MANAGEMENT (5300) BUDGET

Department: **Department of Transportation — Fleet Management**

UNIT NO. **5300**

FUND: **General — 0001**

- **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

Strategic Program Area 1: County Fleet Maintenance

Service Provision: Administrative, Discretionary

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Repair Work Orders	8,478	7,943	8,300	8,000
Preventative Maintenance Work Orders	1,170	1,224	1,250	1,275
Vehicles / Equipment replaced	104	116	150	90

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$11,378,258	\$11,084,144	\$11,309,193	\$12,231,406	\$922,213
Revenues	\$12,515,178	\$10,674,903	\$12,342,169	\$12,947,430	\$605,261
Tax Levy	(\$1,136,920)	\$409,241	(\$1,032,976)	(\$716,024)	\$316,952
FTE Positions	34.5	34.5	33.9	33.2	(0.7)

What We Do: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Weekly Ready for Use (RFU)	94%	92%	95%	95%
Monthly on Time Scheduled Maintenance Completion	47%	48%	70%	70%
Vehicles Exceeding Replacement Criteria ^{2, 3, 4}	143	171	130	130
Vehicles Underutilized ^{1, 2, 4}	107	149	95	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 over \$922,000 due primarily to a combination of increases related to fringe benefits for existing personnel (approximately \$207,000) personnel costs (approximately \$73,000), debt service (just under \$281,000), capital outlay (\$95,000) and net cross charges (just under \$260,000). Debt service on vehicles is budgeted at just under \$4,100,000 for 2019 and reflects the debt repayment for equipment previously purchased.

DOT — FLEET MANAGEMENT (5300) BUDGETDepartment: **Department of Transportation — Fleet Management**UNIT NO. **5300**FUND: **General — 0001**

In 2019, staffing was reduced by a seasonal Ironworker and there are no service level changes.

Milwaukee County Fleet Management was recognized as a “100 Best Fleet” in the Americas for 2016, 2017 and 2018 by the 100 Best Fleets of North America.

2019 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

B U D G E T S U M M A R Y

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures					
Personnel Costs	\$0	\$0	(\$882,586)	\$0	\$882,586
Operation Costs	\$149,812,088	\$145,049,532	\$153,298,389	\$149,546,607	(\$3,751,782)
Debt & Depreciation	\$3,019,720	\$3,275,776	\$3,328,997	\$3,328,997	\$0
Capital Outlay	\$705,553	\$587,085	\$156,250	\$145,000	(\$11,250)
Interdept. Charges	\$2,563,541	\$2,753,248	\$2,714,165	\$2,653,653	(\$60,512)
Total Expenditures	\$156,100,902	\$151,665,641	\$158,615,215	\$155,674,257	(\$2,940,958)
Revenues					
Direct Revenue	\$39,292,655	\$39,589,161	\$41,951,915	\$41,338,344	(\$613,571)
Intergov Revenue	\$94,167,792	\$89,484,441	\$92,065,007	\$89,853,693	(\$2,211,314)
Indirect Revenue	\$0	\$0	\$9,000	\$0	(\$9,000)
Local VRF Revenues	\$0	\$12,228,524	\$14,659,727	\$15,731,243	\$1,071,516
Total Revenues	\$133,460,447	\$141,302,126	\$148,685,649	\$146,923,280	(\$1,762,369)
Tax Levy					
Tax Levy	\$22,640,455	\$10,363,515	\$9,929,566	\$8,750,977	(\$1,178,589)
Effective Tax Levy					
Effective Tax Levy	\$27,209,142	\$7,610,267	\$7,224,401	\$6,097,324	(\$1,127,077)
Personnel **					
Full-Time Pos. (FTE)	0.0	0.0	0.0	0.0	0.0
Seas/Hourly/Pool Pos.	0.0	0.0	0.0	0.0	0.0
Overtime \$	\$0	\$0	\$0	\$0	\$0

*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 2019: In 2019, MCTS will continue to operate similar levels of transit services as in 2018. Service adjustments and eliminations, as well as increases to special fares, are included in 2019. The decreases in Direct and Intergovernmental Revenue shown above reflect a declining trend in Passenger Revenue (\$613,571) and the end of the Zoo Litigation funding (\$2.2 million). Specific changes are identified under the strategic program areas.

Strategic Program Area 1: Paratransit

Strategic Provision: Mandated
Strategic Outcome: Quality of Life

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Van Trips per Hour	1.90	1.90	1.90	1.90
Van Ridership	433,986	430,893	438,325	435,202
Agency Ridership	19,056	16,199	18,500	14,800
Taxi Ridership	77,947	79,319	82,944	78,526
Total Ridership	530,989	526,411	539,769	528,528
Individualized Travel Training	65	73	60	70

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$15,991,865	\$16,003,057	\$17,119,007	\$17,196,604	\$77,597
Revenues	\$14,550,039	\$14,487,765	\$14,661,256	\$14,745,729	\$84,473
Tax Levy	\$1,441,826	\$1,515,292	\$2,457,751	\$2,450,875	(\$6,876)
FTEs	0.00	0.00	0.00	0.00	0.00

How Well We Do It: Performance Measures					
Performance Measure	2016 National Average¹	2016 Actual	2017 Actual	2018 Target	2019 Target
Van Service On-Time Performance	n/a	94.2%	92.8%	95%	94%
Van Cost per Ride (<i>provider</i>)	\$43.79	\$27.45	\$27.45	\$28.21	\$29.65
Agency Cost per Ride (<i>provider</i>)	n/a	\$10.21	\$10.21	\$10.40	\$10.23
Taxi Cost per Ride (<i>provider</i>)	\$28.71	\$12.19	\$12.19	\$12.25	\$12.61
Total Cost per Ride (<i>incl. admin.</i>)	n/a	\$29.69	\$29.92	\$31.22	\$31.99

Strategic Overview: The MCTS demand responsive paratransit transportation program is branded as Transit Plus. Paratransit rides are available to those who are Americans with Disabilities Act (ADA) Paratransit eligible. MCTS contracts with paratransit service companies to provide their services border-to-border in Milwaukee County nearly 24-hours a day, 365 days a year. There are over 13,000 registered Transit Plus participants.

Strategic Implementation: Paratransit van and taxi cost per ride continue to be lower than national averages. Ridership is not expected to increase to the degree predicted in 2018; therefore, 2019 ridership is projected to be about 2% lower than the previous year’s budgeted amount leaving total costs relatively flat despite cost increases scheduled into service provider contracts. As usual, MCTS will seek funding under Section 5310 to continue mobility management activities such as fixed route travel training, community outreach and education, mobility device training, and bus operator ADA sensitivity and passenger assistance training.

¹ NTD (National Transit Database) – 2016 National Transit Summary and Trends, Office of Budget and Policy, October 2017

Strategic Program Area 2: Fixed Route

Strategic Provision: Mandated
Strategic Outcome: Quality of Life

What We Do: Activity				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Buses in Fleet	401	408	405	385
Buses in Peak Hour	337	332	337	325
Bus Miles	18,579,209	18,219,946	18,483,527	17,831,553
Miles / Bus	46,332	44,657	45,638	46,316
Bus Hours	1,407,841	1,387,359	1,398,930	1,358,279
Passengers	34,308,917	31,546,737	33,065,000	28,973,473
Passenger Revenue	\$31,710,797	\$32,014,138	\$34,157,848	\$32,784,588
Revenue per Passenger	\$0.92	\$1.01	\$1.03	\$1.13

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$140,109,037	\$135,661,283	\$141,496,208	\$138,477,653	(\$3,018,555)
Revenue	\$118,910,408	\$114,585,837	\$119,364,666	\$116,446,308	(\$2,918,358)
VRF Revenue	\$0	\$12,228,524	\$14,659,727	\$15,731,243	\$1,071,516
Tax Levy	\$21,198,629	\$8,846,923	\$7,471,815	\$6,300,102	(\$1,171,713)
FTE's	0.0	0.0	0.0	0.0	0.00

How Well We Do It: Performance Measures					
Performance Measure	2016 National Average²	2016 Actual	2017 Actual	2018 Target	2019 Target
Farebox Recovery Ratio*	23.9%	22.6%	23.6%	24.1%	23.7%
Passengers per Bus Hour	29.9	24.4	22.7	23.6	21.3
Cost per Bus Hour	\$135.99	\$99.52	\$97.78	\$101.15	\$101.86
Cost per Passenger	\$4.43	\$4.08	\$4.30	\$4.28	\$4.78
Psngr. Trips per Capita**	24.2	35.9	33.0	34.6	30.5

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: Fixed route operations include: local and express buses; shuttles focused on business and industrial parks; school-day bus trips to MPS and suburban school districts; University Bus (UBUS) services to the University of Wisconsin - Milwaukee, and Milwaukee Area Technical College; freeway flyer services from park-ride lots into Downtown Milwaukee; and summer services to festivals, baseball games, and state fair.

² NTD (National Transit Database) – 2016 National Transit Summary and Trends, Office of Budget and Policy, October 2017

Strategic Implementation: MCTS passengers per bus hour is trending lower than the national average indicating that transit services could be more efficient. There are two initiatives that are important to building transit ridership, revenue and overall efficiency: development of a route redesign plan, and implementation of bus rapid transit.

Route Redesign Plan (project branded as “MCTS NEXT”)

MCTS is preparing a redesign of fixed route services to increase the proportion of higher frequency routes by reallocating buses from low performing areas. Under MCTS NEXT, Transit will provide faster service with more connections and increased accessibility. By increasing service in busy corridors, MCTS can help get more people to their destinations faster and easier, which will strengthen the transit system’s ability to contribute to economic competitiveness and quality of life in the County. Before the plan is implemented, it will be presented to the Milwaukee County Board of Supervisors for approval. For more information, see <https://www.ridemcts.com/programs/mcts-next>

Bus Rapid Transit (BRT)

BRT also focuses on faster, more frequent transit service that is easier to use in a high passenger-demand transit corridor. About \$31 million is included in the 2019 Capital Budget to cover the remaining balance of BRT costs until most of those costs can be reimbursed by a Federal grant, which is anticipated to be awarded in Mid-2019. Upon grant award, MCTS will update the Milwaukee County Board of Supervisors on the status of BRT, and begin to build stations and procure equipment. If funding is provided early enough in 2019, it is possible that BRT could be operational in late 2020. For more information, see <http://www.eastwestbrt.com/>.

MCTS NEXT and BRT are important to current and future transit riders. These multi-year projects create opportunities that are rare. At the same time, fiscal realities require careful attention to every detail of these projects. Each year MCTS faces inflation, rising healthcare costs, increases in the cost of bus parts, fluctuations in fuel pricing, significant pension obligations, and increases in wages as specified in Collective Bargaining Agreements. Despite these fiscal pressures, Federal and State transit funding has remained relatively flat for most of the last decade, which puts additional pressure on local funding sources such as passenger fares, tax levy, and Vehicle Registration Fee (VRF) revenues. In addition to prioritizing MCTS NEXT and BRT, there is also a keen focus on maintaining transit services year-to-year, and preserving affordability of fares. As such, Transit will continue to seek administrative and operational changes that lower costs while minimizing impacts on passengers.

Administration Changes

In preparing the 2019 Transit budget, planned travel expenses were reduced, and planned transit advertising expenses were also decreased. Three (3) existing positions that provide administrative functions will be eliminated, and an additional five (5) administrative positions that were planned to be added will not be filled. The 2019 transit budget also includes an increase of \$1 million in Federal funds over 2018; the availability of this one-time revenue resulted from less funds being drawn down in 2017 than originally planned.

Operational Changes

Despite significant administrative changes and cost savings, the budget also includes modifications of transit services with low ridership and higher than average costs per passenger. Fixed-route service levels will decrease by 3% from 2018 levels. Most of this decrease results from the elimination of the Zoo Interchange litigation settlement bus hours as approved in the 2018 adopted transit budget. Modifications of routes and trip eliminations proposed for 2019, as follows, account for less than 1% of the decrease in bus hours of service for 2019:

- With careful analysis to minimize impact to riders, a few low-demand routes will be modified or eliminated in the coming year. Freeway Flyer Routes (43, 44, 46, 48 and 49) will see adjustments starting in March 2019 to service only park-ride lots and areas of the routes where the vast majority of ridership is concentrated. In addition, Route 40 has not served the Ryan Road Park-Ride Lot since reconstruction of the Ryan Road interchange began in 2017. Route 40 service will continue to be limited to the College Avenue Park-Ride Lot in 2019.
- Additionally, students getting to school safely and as easily and practicably as possible is unquestionably a priority for County leaders. MCTS provides a variety of transit alternatives to schools. For example, analysis by MCTS planners shows schools currently served by special MCTS routes are also largely served by fixed-route buses that stop either directly at the school or within a quarter-mile (only one has a stop that is greater

than a half-mile from the school). Meanwhile these special routes carry fewer riders than the local fixed route service options. Due to these factors, the morning and afternoon buses on school days that follow routes 50 (Morgan Ave - Milwaukee and St. Francis), 85 (Wauwatosa Whitman – West), 87 (West Allis Nathan Hale), 88 (Cudahy), and 89 (St. Francis) will be eliminated. The services will end in the fall of 2019 so families have enough time to plan.

- Moving forward, the County Executive and MCTS will work with the County Board to ensure that the transit system meets the needs of current and future bus riders. It will also be critical to seek a sustainable funding source for Milwaukee County transit

Fare Increases-Special Fares

Special fares are available under specific eligibility criteria and include a discount from regular fares. The changes below will be effective January 1, 2019. The new fares continue to offer a discount from fares available to the public:

- Student 5-Day Pass purchased by Milwaukee Public Schools (MPS) for students using MCTS on weekdays increases from \$16.50 to \$17.50. In 2018, the standard weekly pass cost was increased by \$2; however, no increase was passed onto MPS at that time.
- New Freedom bus pass, only available to persons who are paratransit eligible but have the ability (depending upon conditions) to ride regular fixed-route, is proposed to increase from \$1 to \$2 per day.

The GO Pass is increased from \$1 to \$2 per day. Even at \$2 per day, both the New Freedom bus pass and the GO Pass provide a significant discount on riding MCTS for our seniors and residents with disabilities. Some riders who do not qualify for the GO Pass are still eligible for the MCTS Reduced Fare Program, which also helps make riding the bus more affordable.

Performance Overview:

MCTS operates one of the largest urban public transportation systems in the United States. MCTS performance is consistent with national averages. MCTS’s cost performance is substantially better than average.

Benchmarking to National Standards (based on 2016 data)

- MCTS farebox recovery ratio target (23.7%) is consistent with the national average (23.9%).
- MCTS passengers per bus hour target (21.3) is lower than the national average (29.9). Service changes that modify the least productive routes in the system will help to keep MCTS consistent with the national average.
- MCTS cost per bus hour target (\$101.86) is significantly lower than the national average (\$135.99), and has been holding steady due in part to on-going administrative reductions and efficiencies in operations.
- MCTS cost per passenger target (\$4.78) for 2019 is consistent with the national average (\$4.43) from 2016.
- MCTS passenger trips per capita (30.5) is higher than average (24.19) for urbanized areas of 1+ million.

National Rankings and Acknowledgements

- MCTS ranks 12th nationally in its ability to get transit users to jobs according to a study released this year (2018) by the University of Minnesota, titled, “Access Across America: Transit 2017”.
- MCTS Management was praised in a Transit System Management Performance Review Report prepared for the Wisconsin Department of Transportation by SRF Consulting Group that was released in early 2018.

“MCTS is a well-managed, forward focused system with conscientious employees that has experienced the effects of unstable funding on its ability to implement long-term plans, and would benefit from some operational improvements to provide high-quality, reliable, transit service.”

DOT — TRANSIT (5600) BUDGET

Department: **Department of Transportation — Transit**

UNIT NO. **5600**

FUND: **Enterprise — 0083**

- The report prepared for the Wisconsin Department of Transportation by SRF Consulting Group that was released in early 2018 also commented on funding.
“MCTS is an efficient transit system with dedicated employees that is hampered by inadequate capital and operations funding.”
- MCTS’s dedicated employees receive hundreds of commendations every year, each of which is acknowledged by Management in a formal letter of recognition to the employee. In addition, MCTS celebrates good deeds of employees that are making a difference in our community when acts of kindness are captured by onboard video cameras. By producing newsworthy high definition video clips and sharing them in press releases and via social media, MCTS is showing Milwaukee in a positive light for the world to see. For more information go to <https://www.ridemcts.com/excellence>.

DOT — TRANSIT (5600) BUDGET

Department: **Department of Transportation — Transit**

UNIT NO. **5600**

FUND: **Enterprise — 0083**

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	\$2.00	\$2.00	No change
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	\$17.50	\$1 increase; valid weekdays (only for schools)
U-PASS Semester Pass	\$50.00	\$50.00	No change
Commuter Value Pass	\$220.00	\$220.00	No change; per three months (quarter)
New Freedom Pass	\$1.00/day	\$2.00/day	\$1 increase for eligible paratransit clients
Transfer	Free	Free	Encoded on rider's M-Card; No change
M-Card Lite: One 90-minute pass	\$2.25	\$2.25	No change; Fare form for eligible social service agencies/non-profits
M-Card Lite: Two 90-minute passes	\$4.25	\$4.25	No change; 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	\$4.00	\$4.00	No change (per one-way trip)
GO Pass	\$1.00/day	\$2.00/day	\$1 increase for eligible GO Pass clients

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B U D G E T S U M M A R Y

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures					
Personnel Costs	\$1,167,718	\$1,174,330	\$1,126,260	\$1,139,391	\$13,131
Operation Costs	\$667,774	\$1,605,886	\$94,945	\$120,694	\$25,749
Capital Outlay	\$0	\$2,002	\$0	\$7,500	\$7,500
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	(\$881,584)	(\$857,791)	(\$938,106)	(\$977,585)	(\$39,479)
Total Expenditures	\$953,908	\$1,924,427	\$283,099	\$290,000	\$6,901
Revenues					
Direct Revenue	\$632,751	\$792,982	\$290,000	\$290,000	\$0
Intergov Revenue	\$120,590	\$1,287,902	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$753,341	\$2,080,884	\$290,000	\$290,000	\$0
Tax Levy	\$200,567	(\$156,458)	(\$6,901)	\$0	\$6,901
Effective Tax Levy*	\$636,690	\$245,239	\$617,284	\$630,722	\$13,438
Personnel					
Full-Time Pos. (FTE)**	8.0	8.0	8.0	8.0	0.0
Seas/Hourly/Pool Pos.	0.0	0.0	0.0	0.0	0
Overtime \$	\$4,603	\$0	\$0	\$0	\$0

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

**FTEs include Vacancy/Turnover and Overtime.

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, Highway Maintenance and Transportation Services.

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

DOT — DIRECTOR'S OFFICE (5800) BUDGETDepartment: **Department of Transportation — Director's Office**UNIT NO. **5800**FUND: **General — 0001**

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.

Strategic Program Area 1: Director of Transportation**Service Provision:** Administrative**Strategic Outcome:** High Quality, Responsive Services

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
This service does not have activity data.				

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$953,908	\$1,924,427	\$283,099	\$290,000	\$6,901
Revenues	\$753,341	\$2,080,884	\$290,000	\$290,000	\$0
Tax Levy	\$200,567	(\$156,458)	(\$6,901)	\$0	\$6,901
FTE Positions	8.0	8.0	8.0	8.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 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 has no change projected for 2019.

Strategic Implementation: For 2019, there are no staffing or service level changes.



Health & Human Services Function

Agency Budget Narratives

- DHHS — Behavioral Health Division
- Department on Aging
- Department of Health & Human Services (DHHS)

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B U D G E T S U M M A R Y

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures					
Personnel Costs	\$56,790,198	\$60,127,406	\$69,362,179	\$69,594,171	\$231,992
Operations Costs	\$120,165,486	\$127,344,973	\$143,255,629	\$134,113,489	(\$9,142,141)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$626,059	\$95,869	\$505,500	\$200,000	(\$305,500)
Interdept Charges	\$3,169,539	\$5,194,962	\$417,032	\$2,888,459	\$2,471,427
Total Expenditures	\$180,751,281	\$192,763,210	\$213,540,340	\$206,796,118	(\$6,744,22)
Revenues					
Direct Revenue	\$89,566,818	\$96,489,177	\$113,364,922	\$108,264,629	(\$5,100,293)
Intergov Revenue	\$40,581,023	\$41,228,830	\$41,538,602	\$41,400,097	(\$138,505)
Total Revenues	\$130,147,841	\$137,718,007	\$154,903,524	\$149,664,726	(\$5,238,798)
Tax Levy	\$50,603,440	\$55,045,203	\$58,636,816	\$57,131,392	(\$1,505,424)
Effective Tax Levy*	\$22,754,651	\$23,011,845	\$25,614,552	\$18,630,502	(\$6,984,050)
Impact on Reserves Increase/(Decrease)	\$8,209,531	\$2,340,507	(\$351,697)	(\$351,697)	\$0
Personnel					
Full-Time Pos. (FTE)**	523.9	524.0	492.22	464.8	(27.42)
Seas/Hourly/Pool Pos.	22.7	14.6	24.3	20.0	(4.3)
Overtime\$	\$1,836,952	\$2,359,378	\$1,226,484	\$618,000	(\$608,484)

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

**FTEs include Vacancy/Turnover and Overtime.

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.

Executive Summary: For Milwaukee County, the 2019 budget cycle continues to face the realities of costs growing faster than revenues. To assist in bridging the budget gap, all departments were given a targeted reduction of 1.1% of their operating expenditures from the 2018 Adopted Budget. For the Behavioral Health Division that reduction is \$2,121,974. This reduction to the budget is accomplished through numerous adjustments to revenue and expenses across the department.

2019 Community Services are enhanced and expanded in the following areas:

- Increases to the Comprehensive Community Service (CCS) Adult program with a projected enrollment of 1,200 by the end of 2019.
- Increase to the Comprehensive Community Service (CCS) Children's program, administered by the BHD Wraparound division, with a projected enrollment of 280 by the end of 2019.
- \$0.7m to fund ongoing placements community residential settings for consumers with complex needs.
- \$0.5m to fund an AODA Outpatient Plus program
- \$0.25m to expand and enhance Bridge Housing
- \$0.8m increase in AODA Recovery Support Coordination based on current utilization
- Mental health outpatient and crisis service expansions in partnership with Federally Qualified Health Centers on north and south side.
- BHD continues to support the partnership with the Milwaukee County Housing Division to end chronic homelessness with our investment of \$1.0m. This initiative has serviced over 700 individuals since it began in July 2015.
- Continued funding for transportation services to ensure BHD service-connected clients have transportation to make clinical appointments based on current demand.
- Continued funding of CART and Peer Run Respite expansions.

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.

BHD will continue to transform into a community system of care in 2019 with an emphasis on:

- Streamlined access to help.
- Workforce development and training.
- Building trusting relationships with stakeholders.
- Building network service capacity and broader community based solutions.
- Long term fiscal sustainability and cost efficiencies.

Strategic Program Area 1: Management & Support Services

Service Provision: **Administrative**

Strategic Outcome: **HighQuality,ResponsiveServices**

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
This program area does not have activity data.				

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$369,629	\$309,246	\$757,125	(\$1,679,002)	(\$2,454,127)
Revenues	\$294,476	\$316,340	\$907,244	\$302,997	(\$604,247)
Tax Levy	\$75,153	(\$7,094)	(\$150,119)	(\$1,999,999)	(\$1,849,880)
FTE Positions	130.9	135.2	138.8	120.9	(17.9)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Revenue dollars /fiscal staff	\$5,422,827	\$5,553,145	\$6,156,853	\$6,288,434
Patient revenue collected / Billed revenue	36.3%	36.6%	52.1%	45.1%

Strategic Overview: Management and Support Services provides fiscal management, compliance, and administration.

Strategic Implementation: The actual expenditures budgeted in this area are \$32.8m which is allocated out to the direct service areas. A reduction of 17. FTEs in Management and Support Services results in \$1.3m in personnel cost savings. The savings are offset by \$1.0m in increased legacy health care and pension expenses and \$0.3m of increased funds for employee merit raises. A \$2m general expenditure reduction is added to this strategic area to budget cost savings or potential reserve contributions which may be actualized by the department in 2019.

Other expenditure reductions of \$1.5m in 2019 include \$0.8m in the Electronic Medical Records optimization project, \$0.3m legal and psychiatry fees, \$0.4m Professional Service Fees, and \$0.3m capital expenditures. Reductions were partially offset by an increase of \$0.3m in building maintenance expenses.

The reduction in revenue of \$0.6m is a shift of some revenue streams from administration to the department performing the services.

A Focus on Quality:

A centralized **Behavioral Health Division Quality Management Services** department will be strengthened in 2019 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 an enhanced community based system of care and client outcomes, delineated by measurement goals and benchmarks, are hallmarks of these continued efforts. Plans to eliminate barriers and individual program and department 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 community based healthcare system where a client is better cared for throughout the service continuum.

The *BHD Quality Plan* 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 across the system of care. 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, the Human Services Value Curve and consistent with DHHS Department Strategies*. 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 and the development of a Core Measure Data Domain Set 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:

- Client Experience of Care
- Patient Outcomes.
- Service Utilization Data.
- Quality Assurance and Improvement Activities.
- Required Public Data Reporting and Benchmark Comparisons
- Workforce Development
- Staff Wellbeing
- Cost of Care
- Health of the Population

MILWAUKEE COUNTY MENTAL HEALTH BOARD (6300) BUDGET

Department: Behavioral Health Division

UNIT NO. 6300

FUND: General — 0077

Strategic Program Area 2: Psychiatric Crisis ER/Observation

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Psychiatric Emergency Department				
Admissions	8,286	8,001	8,000	8,000

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2018/2019 Variance
Expenditures	\$16,883,092	\$17,925,676	\$17,550,849	\$17,328,003	(\$222,846)
Revenues	\$10,714,636	\$9,478,667	\$10,888,654	\$9,235,541	(\$1,653,113)
Tax Levy	\$6,168,455	\$8,447,009	\$6,662,195	\$8,092,462	\$1,430,267
FTE Positions	87.2	78.0	70.4	68.7	(1.7)

How Well We Do It: Performance Measures					
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target	2018/2019 Variance
Percent of clients returning to PCS within 30 days	25%	23.1%	24%	24%	0%
Percent of Time on Waitlist Status	80%	75%	25%	60%	0%

Strategic Overview: Psychiatric Crisis ER/Observation includes:

- Psychiatric Crisis Service (PCS) Emergency Room
- Observation Unit

Strategic Implementation: Budgeted Patient Revenue for the Emergency Room and Observation Unit decreases \$0.8m in 2019 to reflect current trends. The additional revenue reduction of \$0.8m is to move the budgeted State WIMCR revenue to the Community Crisis programs that receive it.

Personnel expenses increase by \$0.7m primarily due to the increased cost of Psychiatrists, legacy pension and health care costs. Other patient related expenses decrease by \$0.1m due to the declining number of admissions.

Inpatient Services will be integrating a new position, psychiatric technicians (“psych techs”), into the inpatient care areas of BHD. Psych techs are commonly used within behavioral health care hospitals nationwide to provide an intermittent level of service between that of the certified nursing assistant (CNA) and the registered nurse (RN). The psychiatric technician role will be responsible for performing various functions that are now provided by CNAs such as group activities and milieu management, however the expected level of complexity of the service will be beyond that of a CNA’s scope. The change from CNA’s to the new Psych Tech positions reduces the need for outsourced security and saves \$0.8m in the Emergency Room.

Strategic Program Area 3: Inpatient Services (Adult and Children)

Service Provision: **Mandated**

Strategic Outcome: **Self-sufficiency**

What We Do: Activity Data					
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target	2018/2019 Variance
<i>Acute Adult Inpatient</i>					
Average Daily Census	46	42.8	54	44	(10)
Number of Admissions	683	656	800	700	(100)
Number of Patient Days	16,703	15,648	18,000	16,100	(1,900)
Average Length of Stay (Days)	25	24	23	23	0
<i>Child and Adolescent Inpatient Services</i>					
Average Daily Census	8	8.6	12	8	(4)
Number of Admissions	617	709	800	650	(200)
Number of Patient Days	3,068	3,146	3,600	3,000	(600)
Average length of Stay (Days)	5	4.4	4.5	4.5	0

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2018/2017 Variance
Expenditures	\$36,200,780	\$37,481,336	\$40,047,790	\$37,523,636	(\$2,524,154)
Revenues	\$14,941,987	\$14,626,499	\$17,607,495	\$16,488,612	(\$1,118,883)
Tax Levy	\$21,258,792	\$22,854,837	\$22,440,295	\$21,035,024	(\$1,405,271)
FTE Positions	198.7	192.8	173.6	155.4	(18.2)

How Well We Do It: Performance Measures					
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target	2018/2017 Variance
<i>Acute Adult Inpatient</i>					
Percent of clients returning to Acute Adult within 30 days	10.8%	7.7%	10%	10%	0%
Patients Responding Positively to Satisfaction Survey	70%	73.8%	75%	75%	0%
<i>Child and Adolescent Inpatient Services</i>					
Percent of children who return to CAIS within 30 days	11.8%	12.3%	12%	12%	0%
Patients Responding Positively to Satisfaction Survey	78%	71.3%	75%	75%	0%

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 16 bed adult unit called the Acute Treatment Unit (ATU), one 16 bed Women's Treatment Unit (WTU), and one 16 bed Intensive Treatment Unit (ITU). A total of 48 adult beds will be available in 2019 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: Inpatient expenditures decrease \$2.5m in the 2019 Budget. Personnel expenditures decrease by \$0.8m due to lower budgeted overtime of \$0.5m along with a reduced allocation of pension and health care for this area of \$0.3m.

Inpatient Services will be integrating a new position, psychiatric technicians ("psych techs"), into the inpatient care areas of BHD. Psych techs are commonly used within behavioral health care hospitals nationwide to provide an intermittent level of service between that of the certified nursing assistant (CNA) and the registered nurse (RN).

The psychiatric technician role will be responsible for performing various functions that are now provided by CNAs such as group activities and milieu management, however the expected level of complexity of the service will be beyond that of a CNA's scope.

The change from CNA's to the new Psych Tech positions reduces the need for outsourced security and saves \$0.4m in the Inpatient Units. There is also reduced spending on Temporary Personnel Services \$0.4m, food \$0.3m and other patient related expenses \$0.3m due to the declining number of admissions. The reduction of Management and Support Services result in a lower allocation to the Inpatient areas of \$.3m.

In 2019, Overall revenue decreases by \$1.1m. Patient revenue decreases by \$2.3m primarily related to the decrease in average daily census. This is partially offset by increases in DSH (Disproportionate Share Hospital) and State Plan Amendment funds

Strategic Program Area 4: Community Access to Recovery Services Division (CARSD)

Service Provision: **Mandated**

Strategic Outcome: **Self-Sufficiency/Quality of Life**

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2018/2019 Variance
Expenditures	\$74,696,280	\$82,707,109	\$94,602,063	\$98,366,279	\$3,764,216
Revenues	\$51,458,574	\$58,433,197	\$64,909,649	\$68,235,948	\$3,326,299
Tax Levy	\$23,237,706	\$24,273,912	\$29,692,414	\$30,130,331	\$437,917
FTE Positions	91.31	96.99	93.8	97.6	3.8

How Well We Do It: Performance Measures					
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target	2018/2019 Variance
Average Satisfaction Survey Score	76%	78.9%	78.0%	78%	0
Percent with any emergency room utilization	12.44%	14.53%	10.6%	10%	(0.6%)
Percent Homeless	4.74%	7.44%	3.8%	6.8%	3.0%
Percent Employed	15.80%	16.35%	18.25%	18.25%	0%

Strategic Overview:

CARSD consists of two program areas:

1. Community Mental Health and Community Crisis Services
2. Community AODA Services

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 2019 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	2016 Actual	2017 Actual	2018 Target	2019 Target	Variance
<i>Crisis Mobile Team</i>					
Mobiles Completed	2,046	2,898	3,504	3,504	0
<i>Targeted Case Management</i>					
Average Enrollment	1,366	1,715	1,602	1,602	0
<i>Community Support Program</i>					
Average Enrollment	1,249	1,359	1,267	1,300	33
<i>Comprehensive Community Services</i>					
Average Enrollment	523	745	1,100	1,200	100

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2018/2019 Variance
Expenditures	\$60,369,924	\$66,879,552	\$80,605,698	\$82,748,049	\$2,142,381
Revenues	\$39,830,411	\$46,514,742	\$53,199,057	\$56,686,212	\$3,487,155
Tax Levy	\$20,539,513	\$20,364,810	\$27,406,641	\$26,061,867	(\$1,344,774)

How Well We Do It: Performance Measures					
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target	2018/2019 Variance
CCS: Tax levy per capacity	\$1,963	\$617	\$3,087	\$1,646	(\$1,441)
CSP: Tax levy per capacity	\$5,248	\$5,553	\$5,523	\$5,036	(\$487)
TCM: Tax levy per capacity	\$2,987	\$2,827	\$2,668	\$2,330	(\$338)

Strategic Overview:

Community Mental Health and Crisis Services includes the following service options:

1. Comprehensive Community Services (CCS)
2. Targeted Case Management (TCM)
3. Community Support Program (CSP)
4. Community Recovery Services (CRS)
5. Community Based Residential Facilities (CBRF)
6. Access Clinic
7. Crisis Mobile Team (CMT)
8. Community Assessment Response Team (CART)
9. Community Consultation Team (CCT)
10. Team Connect
11. Crisis Resource Centers (CRC)
12. Crisis Stabilization Houses (CSH)
13. Community Linkage and Stabilization Program (CLASP)

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 15 individuals enrolled in Community Recovery Services (CRS) to determine which individuals should receive CCS services in addition to their CBRF placement. CCS enrollment is expected to increase to 1,200 in 2019. CARS serves individuals in need of community residential settings such as Adult Family Homes and CBRF's. These placements are often individualized to meet the person's clinical and residential needs in the community. These individualized plans support people with complex needs with various supportive services with varying costs. To continue to support these placements and service plans, an additional \$0.8m is dedicated to fund ongoing community placements for individuals with complex needs.

Redesigning the service structure of the Milwaukee County BHD Crisis Services provided 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 was completed to meet the needs of individuals in crisis throughout the continuum of care, find new and inventive ways to provide the continuum of services, and increase revenue generating services by maximizing current billing practices and increasing clinical staff completion of revenue generating vs. non-revenue generating services, to also include the Care Coordination Team. This redesign also offered opportunities to bill for Crisis Services that have previously not been billed, such as CARS Intake Team. The implementation of this revenue optimization plan has created an additional \$0.5m revenue.

The development of the Northside and Southside Hubs has been a priority redesign and improvement project for BHD, our partners, stakeholders, and the community for the last two years. This project seeks to integrate BHD crisis and outpatient operations with two Federally Qualified Health Centers (FQHC) in Milwaukee. This project will implement and sustain an array of operational and clinical evidence based practices which more closely integrate BHD services with existing FQHC services and resources. Successful implementation will lead to more same day services for residents, improved safety for clients and families, a more efficient service delivery system, and increased billable revenues for crisis and outpatient services. As a part of this redesign, Access Clinic services have been enhanced and expanded. These investments are possible through reallocation of Adult Day Treatment Resources.

TCM expenses are increased based on a strategic shift to focus more heavily on crisis case management. This will better support TCM consumers in their transition to this level of care. This is offset by an increase in Medicaid and cost report revenue. Expenses and revenues in CSP are adjusted down based on actual experience with Medicaid pass-through revenue. This will not impact the number of clients enrolled in the program.

MILWAUKEE COUNTY MENTAL HEALTH BOARD (6300) BUDGET

Department: **Behavioral Health Division**

UNIT NO. **6300**

FUND: **General — 0077**

Community Mental Health Financials by Major Program Area					
Activity	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2018/2019 Variance
<i>Crisis Mobile Team & CART</i>					
Expense	\$3,513,923	\$3,977,776	\$4,822,208	\$4,942,861	\$120,653
Revenue	\$251,691	\$447,064	\$645,214	\$885,019	\$239,805
Tax Levy	\$3,262,232	\$3,530,712	\$4,176,994	\$4,057,842	(\$119,152)
<i>CARS Care Coordination</i>					
Expense	-	\$894,732	\$930,380	\$1,015,031	\$88,530
Revenue	-	\$4,696	\$93,186	\$112,320	\$19,134
Tax Levy	-	\$890,036	\$837,194	\$902,711	\$65,517
<i>Targeted Case Management</i>					
Expense	\$6,424,896	\$7,330,411	\$6,665,960	\$7,325,902	\$659,942
Revenue	\$2,345,033	\$2,481,341	\$2,416,464	\$3,553,778	\$1,137,314
Tax Levy	\$4,079,863	\$4,849,070	\$4,249,496	\$3,772,124	(\$477,372)
<i>Community Support Program</i>					
Expense	\$14,671,260	\$14,559,321	\$16,795,089	\$15,725,083	(\$1,070,006)
Revenue	\$7,694,410	\$7,039,205	\$9,880,388	\$9,095,234	(\$785,154)
Tax Levy	\$6,976,850	\$7,520,116	\$6,914,701	\$6,29,849	(\$284,852)
<i>Comprehensive Community Services</i>					
Expense	\$7,168,035	\$11,895,126	\$19,811,612	\$19,236,838	(\$574,774)
Revenue	\$6,141,203	\$11,434,999	\$16,513,433	\$17,160,888	\$647,455
Tax Levy	\$1,026,831	\$460,127	\$3,298,179	\$2,075,950	(\$1,222,229)
<i>Community Recovery Services</i>					
Expense	\$1,679,945	\$1,136,526	\$746,482	\$110,452	(\$636,030)
Revenue	\$748,650	\$508,463	\$305,053	\$50,000	(\$255,053)
Tax Levy	\$931,295	\$628,063	\$441,429	\$60,452	(\$380,977)
<i>Community-Based Residential¹</i>					
Expense	-	\$12,681,192	\$11,950,929	\$12,412,211	\$461,282
Revenue	-	\$9,780,317	\$9,780,317	\$9,780,317	\$0
Tax Levy	-	\$2,900,875	\$2,170,612	\$2,631,894	\$461,282
<i>Access Clinic</i>					
Expense	\$496,946	\$322,827	\$447,524	\$1,512,144	\$1,064,620
Revenue	\$28,492	\$23,677	\$27,720	\$104,952	\$77,232
Tax Levy	\$468,454	\$299,150	\$419,804	\$1,407,192	\$987,388

¹ CARS Community-Based Residential does not have 2016 Actual financials because this service did not exist as a standalone cost center at that time.

MILWAUKEE COUNTY MENTAL HEALTH BOARD (6300) BUDGET

Department: **Behavioral Health Division**

UNIT NO. **6300**

FUND: **General — 0077**

What We Do: Activity Data					
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target	2019/2018 Variance
Detoxification					
Admissions	6,316	6,483	6,000	6,000	0
AODA Residential					
Capacity	83	99	112	112	0
Recovery Support Coordination					
Average Enrollment	292	397	295	400	105
Recovery Support Services					
Average Enrollment	197	187	200	240	40

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$14,326,356	\$15,827,557	\$13,996,365	\$15,618,200	\$1,621,835
Revenues	\$11,628,164	\$11,918,455	\$11,710,592	\$11,549,736	(\$160,856)
Tax Levy	\$2,698,192	\$3,909,101	\$2,285,773	\$4,068,464	\$1,782,691

Strategic Overview: Milwaukee County’s community AODA service program is an alcohol, drug treatment, and recovery service system. These services are open to Milwaukee County residents ages 18-59 with a history of alcohol or drug use. Priority is given to families with children and pregnant women (regardless of age). Milwaukee County BHD has a provider network for AODA residential services that provides a continuum of services which include traditional residential, medically monitored residential, and co-occurring bio-medically monitored residential, day treatment, recovery support coordination, outpatient services, and numerous recovery support services.

Strategic Implementation: The 2019 budget includes \$1.5m in increased spending to support ongoing AODA needs in Milwaukee County. \$0.5m tax levy funding supports a new level of service to the continuum. Outpatient Plus services are designed to meet the substance abuse treatment needs of residents by combining safe, sober, temporary housing with an on-site clinical level of care. Outpatient Plus allows for a gradual reduction in treatment intensity, degree of structure and support, and allows for increasing independence and responsibility based on the consumers’ treatment progress. The services in Outpatient Plus fall into three categories: Recovery House, Day Treatment (AODA) and Outpatient (AODA). Although the services are always provided in conjunction with one another, this service model allows for Day Treatment and Outpatient services to be billed to insurance when that is an option.

An additional \$0.25m has been allocated to expand and enhance Bridge Housing. Bridge Housing is a sober living environment for individuals who are living with a substance use disorder and preparing for longer-term independent housing. Bridge Housing supports the recovery of individuals living with substance abuse challenges and provides a vital housing service that empowers individuals to take control of their recovery through support and connection to resources.

\$0.8m supports ongoing need in Recovery Support Coordination services based on current year experience. Other AODA program budgets receive adjustments based on current and anticipated service demand.

MILWAUKEE COUNTY MENTAL HEALTH BOARD (6300) BUDGET

Department: **Behavioral Health Division**

UNIT NO. **6300**

FUND: **General — 0077**

AODA Financials by Major Program Area¹					
Activity	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
<i>Detoxification</i>					
Expense	-	-	\$2,975,816	\$2,926,081	(\$49,735)
Revenue	-	-	\$2,333,731	\$2,333,731	\$0
Tax Levy	-	-	\$642,085	\$592,350	(\$49,735)
<i>AODA Residential</i>					
Expense	-	-	\$5,925,339	\$5,939,414	\$14,075
Revenue	-	-	\$5,279,316	\$4,455,371	(\$823,945)
Tax Levy	-	-	\$646,023	\$1,484,043	\$838,020
<i>Day Treatment & Outpatient - AODA</i>					
Expense	-	-	\$433,485	\$1,195,818	\$762,333
Revenue	-	-	\$764,832	\$480,000	(\$284,832)
Tax Levy	-	-	(\$331,347)	\$715,818	\$1,047,165
<i>Recovery House</i>					
Expense	-	-	\$167,168	\$45,326	(\$121,842)
Revenue	-	-	\$60,750	\$0	(\$60,750)
Tax Levy	-	-	\$106,418	\$45,326	(\$121,842)
<i>Recovery Support Coordination</i>					
Expense	-	-	\$2,258,076	\$3,094,512	\$836,436
Revenue	-	-	\$2,291,471	\$2,610,011	\$318,540
Tax Levy	-	-	(\$33,395)	\$484,501	\$517,896
<i>Recovery Support Services</i>					
Expense	-	-	\$837,088	\$1,001,357	\$164,269
Revenue	-	-	\$615,132	\$610,429	(\$4,703)
Tax Levy	-	-	\$221,956	\$390,928	\$168,972
<i>Medication Assisted Treatment</i>					
Expense	-	-	\$78,162	\$153,392	\$75,230
Revenue	-	-	\$16,000	\$0	(\$16,000)
Tax Levy	-	-	\$62,162	\$153,392	\$91,230
<i>Prevention</i>					
Expense	-	-	\$1,235,744	\$1,220,831	(\$14,913)
Revenue	-	-	\$316,000	\$1,025,194	\$709,194
Tax Levy	-	-	\$919,744	\$195,637	(\$724,107)

¹ 2016 & 2017 financials are not available because these programs were not budgeted at this level of detail prior to 2017.

Strategic Program Area 5: Wraparound Services

Service Provision: **Mandated**

Strategic Outcome: **Self-Sufficiency/Quality of Life**

What We Do: Activity Data					
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target	2019/2018 Variance
<i>Wraparound</i>					
Average Total Enrollment	1,227	1,201	1,309	1,198	(111)
Average Daily Number of REACH enrollees	488	521	575	550	(25)
<i>Children's Mobile Crisis Team</i>					
Number of Clients Seen (face-to-face)	1,519	1,507	1,750	1,750	0
<i>Children's Comprehensive Community Services</i>					
Average Total Census	N/A	33	100	280	180

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$52,473,532	\$54,339,842	\$60,582,513	\$55,275,203	(\$5,307,311)
Revenues	\$52,730,695	\$54,863,303	\$60,590,482	\$55,401,628	(\$5,188,854)
Tax Levy	(\$257,163)	(\$523,461)	(\$7,969)	(\$126,426)	(\$118,457)
FTE Positions	37.79	35.71	40.0	42.1	2.1

How Well We Do It: Performance Measures					
Performance Measures	2016 Actual	2017 Actual	2018 Target	2019 Target	2019/2018 Variance
Family Satisfaction with Care Coordination (5.0 Scale)	4.6	4.7	>= 4.0	>= 4.0	0
Percentage of enrollee days in a home type setting (enrolled through Juvenile Justice system)	60.2%	65.8%	>= 75%	>= 75%	0
Percentage of youth who achieved permanency at disenrollment	53.6%	55.1%	>= 70%	>= 70%	0
Average level of "Needs Met" at disenrollment (Scale of 1-5)	2.9	2.6	>= 3.0	>= 3.0	0

Strategic Overview: BHD’S Children’s Community Services and Wraparound Milwaukee system of care serves youth and young adults (aged 5-23) along with their families. Through this system of care, eligible youth and young adults in Milwaukee County receive coordinated, community based mental health services and connections to community resources. All programs emphasize a strength-based care coordination model rooted in underlying need that offers a range of services and supportive options to youth and their families. These community based services are designed to be individualized to meet the needs of each family. In order to fulfill eligibility requirements for all programs, children must meet Serious Emotional Disturbance (SED) criteria. Other eligibility criteria consist of risk level for out of home care, including hospitalization, and involvement in two or more systems (Child Welfare, Juvenile Justice, Mental Health and Education). The first three options listed below are those programs in which enrollment includes participation in our specialized Managed Care carve out, Wraparound Milwaukee. Due to our historical ability to manage resources well and form valuable partnerships, the remaining options were able to be developed and sustained to offer Milwaukee County families increased access and choice. Once a determination of eligibility and need is made in partnership with the youth and their family, the following options are available under the Wraparound umbrella:

- Wraparound programming is for children who are system-involved, through the Department of Youth and Family Services and/or Department of Milwaukee Child Protective Services (DMCPS).
- REACH (Reaching, Engaging and Assisting Children) programming serves children who are not on court orders, but still meet the qualifications for the Wraparound program and have the same complex needs. Services are delivered within the same practice model as traditional Wraparound programming.
- O-YEAH (Older Youth and Emerging Adult Heroes) programming for young adults, ages 16-23, who are experiencing emotional and behavioral challenges that are interfering in their ability to successfully transition to adulthood. Emphasis is on support and services, including life skills, housing, education and employment.
- FISS (Family Intervention and Support Services) is a contract from DMCPs which utilizes a shorter-term care coordination model, aimed at stabilization and prevention. It is designed to assist families in meeting their needs while preventing court and system involvement. Children who are enrolled have identified behavioral issues, but diagnostic information is not required.
- CCS (Comprehensive Community Services for Children) is an option for families which provides support and services to youth and young adults who may be experiencing mental health or substance abuse diagnoses.

MILWAUKEE COUNTY MENTAL HEALTH BOARD (6300) BUDGET

Department: **Behavioral Health Division**

UNIT NO. **6300**

FUND: **General — 0077**

- Children's Mobile Crisis Team (CMC) is a crisis response team available to all of Milwaukee County. CMC provides 24/7 crisis intervention services to any family residing in Milwaukee County. The Trauma Response Team (TRT), housed within CMC, works specifically with District 5 and 7 to address community trauma.

Strategic Implementation: Within all of the options listed there are a diverse number of programs, services, and supports available to Milwaukee County families all aimed at providing comprehensive, individualized, and cost-effective care to children with complex mental health and emotional needs. The 2019 expectation for Wraparound Milwaukee is a daily enrollment of 1,198 children and their families. The anticipated decrease in this program is due to the trend of less children going into both the Delinquency and Child Welfare system overall. The expectation is to see an increase in enrollments for both REACH and CCS, as new potential referral sources are identified and aware of the increased options for prevention. The number of youth and young adults seen by Children's Mobile Crisis may exceed projections, however the current numbers reflect actual staff capacity. Wraparound will continue to depend 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 of Milwaukee for trauma response teams and/or prevention teams.

Wraparound Services by Program Area					
Program	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Wraparound Services (Reach, O-Yeah, CMC)					
Expense	\$51,883,995	\$53,362,606	\$57,750,197	\$52,526,815	(\$5,223,382)
Revenue	\$52,224,270	\$54,210,150	\$58,340,440	\$53,027,000	(\$5,313,440)
Tax Levy	(\$340,275)	(\$847,744)	(\$590,243)	(\$500,186)	(\$90,057)
Youth CCS					
Expense	-	\$146,922	\$1,875,272	\$1,986,762	\$111,490
Revenue	-	\$133,853	\$1,655,042	\$1,834,628	\$179,586
Tax Levy	-	\$13,069	\$220,230	\$152,134	(\$68,096)
Family Intervention and Support Services					
Expense	\$589,537	\$830,314	\$957,044	\$761,626	(\$195,418)
Revenue	\$506,425	\$519,300	\$595,000	\$540,000	(\$55,000)
Tax Levy	\$83,112	\$311,214	\$362,044	\$221,626	(\$140,418)

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B U D G E T S U M M A R Y

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures					
Personnel Costs	\$7,267,963	\$7,426,870	\$8,598,888	\$9,181,520	\$582,632
Operation Costs	\$9,839,540	\$10,067,848	\$9,065,965	\$9,862,808	\$796,843
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$116,627	\$100,859	\$100,000	\$130,859	\$30,859
Interdept. Charges	\$971,039	\$998,857	\$1,045,524	\$1,033,438	(\$12,086)
Total Expenditures	\$18,195,169	\$18,594,433	\$18,810,377	\$20,208,625	\$1,398,248
Revenues					
Direct Revenue	\$1,104,214	\$830,814	\$909,000	\$902,978	(\$6,022)
Intergov Revenue	\$16,129,369	\$16,275,348	\$16,050,349	\$16,603,807	\$553,458
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$17,233,583	\$17,106,162	\$16,959,349	\$17,506,785	\$547,436
Tax Levy	\$961,587	\$1,488,271	\$1,851,028	\$2,701,840	\$850,812
Effective Tax Levy*	(\$3,300,633)	(\$3,045,705)	(\$3,737,436)	(3,280,422)	\$457,014
Personnel					
Full-Time Pos. (FTE)**	77.1	76.4	73.3	74.9	1.6
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime \$	\$32,977	\$12,324	\$0	\$26,280	\$26,280

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

**FTEs include Vacancy/Turnover and Overtime.

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 Milwaukee County ARC is also the single point of entry into publicly funded long-term care programs for residents aged sixty and over. The Administration provides oversight over a wide range of aging programs and services for the County's large and diverse senior population.

DEPARTMENT ON AGING (7900) BUDGET

Department: **Department on Aging**

UNIT NO. **7900**

FUND: **General — 0001**

Major Changes in FY 2019: The Milwaukee County Department of Aging continues to address the increasing service needs of an expanding senior population. The focus in 2019 is to extend support services with the greatest impact and to expand reach within the County's older adult population.

To serve a growing population of seniors in the County, the Department will extend and improve its services through the following initiatives:

- The Department strives to promote competition among vendors to provide operationally sound and cost-effective contractual service options that serve Milwaukee County's seniors. The Department continues to work with the Department of Administrative Services to refine its Request For Proposal (RFP) documents and processes to maximize competition within each service area.
- The Department's 2019-2021 Area Aging Plan prioritizes senior needs such as wellness programming, transportation, senior center programming, and nutrition programs. The Department is building partnerships with the North Shore Health Department, North Shore Fire Department, South Milwaukee Health Department, and Greendale Health Department to expand evidence-based prevention programs that will improve their health and well-being of Milwaukee County seniors.
- The Department serves as the Milwaukee County Aging Resource Center. It provides a wide variety of services to support seniors sixty years and older. In 2019, the federal revenue from Medicaid reimbursement funds is projected to grow by approximately \$570,000 due to State and Federal changes in time reporting. This allows for greater recovery of expenditures through revenue reimbursements.

DEPARTMENT ON AGING (7900) BUDGET

Department: **Department on Aging**

UNIT NO. **7900**

FUND: **General — 0001**

Strategic Program Area 1: Administration

Service Provision: Mandated

Strategic Outcome: High quality, responsive services

What We Do: Activity				
Activity	2016 Actual*	2017 Actual	2018 Target	2019 Target
Senior Admin: Staff FTE	1:79	3:81	3:77	3:76

*In 2016, the Director Administration Aging position was housed in lower org 7931.

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	(\$9,065)	(\$15,721)	\$0	\$0	\$0
Revenues	\$100	(\$653)	\$0	\$0	\$0
Tax Levy	(\$9,165)	(\$15,068)	\$0	\$0	\$0
FTE Positions	5.7	6.5	5.5	5.5	0.0

How We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Revenue*** dollars/fiscal staff	\$17,234:3	\$17,106:4	\$16,959:4	\$17,507:4
Overtime costs/personal service cost	\$33 / \$7,268	\$12/ \$7,427	\$26 / \$8,599	\$26/ \$9,270

***Revenues and expenditures are stated in \$1000's.

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 2019, 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, Information Management Services Division (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 and Disability Resource Center Governing Board support.

Expenditures net to \$0 due to crosscharges to other programs in the Department on Aging.

To provide more robust fiscal support to the Department, in 2018, the vacant position of Administrative Assistant - Fiscal was reclassified to an Accounting Assistant. The 2019 budget continues to provide improved financial controls and enhanced reporting by abolishing Accountant III position and creating the Accounting Supervisor position.

Strategic Program Area 2: Aging Resource Center

Service Provision: Mandated

Strategic Outcome: Quality of Life

What We Do: Activity				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Number of people contacted at outreach events	13,232	12,888	13,500	13,500
Number of consumer calls	47,207	41,963	47,500	42,000
Options Counselling cases	5,137	5,254	5,000	5,200
Long Term Care applications	2,367	2,738	2,000	2,700
Long Term Care enrollments	1,940	2,236	2,000	2,300
Elder Abuse calls	942	973	1,100	1,000

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$7,999,141	\$8,324,601	\$9,458,555	\$10,008,010	\$549,455
Revenues	\$8,454,718	\$8,444,188	\$8,327,361	\$8,994,883	\$667,522
Tax Levy	(\$455,577)	(\$119,587)	\$1,131,194	\$1,013,127	(\$118,067)
FTE Positions	61.8	60.9	61.2	62.7	1.5

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
100% Time reporting Medicaid match	39.6%	43.4%	39.5%	45.0%
Average time in phone queue (minutes)*	3.57	5.95	5.00	5.00

*The increase in target average time in phone queue is mostly a reflection of the complexity of cases handled by 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 initiating Chapter 55 guardianships. The ARC's WATTS Unit oversees County seniors who are protectively placed.

Strategic Implementation: The Aging Resource Center is partially supported through State grant funding and Medicaid reimbursement funds. In 2019, major revenue changes include decreases of: \$44,976 in Innovation Grant funds and \$85,195 in Dementia Care Specialist African American Communities grant funding. These decreases are mitigated by State revenue increases of \$54,000 from Medicare Improvements for Patients and Providers Act (MIPPA), \$580,000 in Federal reimbursements for ARC services, and \$172,000 in the state funded Basic County Allocation to the ARC functional area.

DEPARTMENT ON AGING (7900) BUDGET

Department: **Department on Aging**

UNIT NO. **7900**

FUND: **General — 0001**

In 2019, 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.

In 2019, one full time Dementia Care Specialist position is fully funded for only the first two months of the year due to the elimination of grant funding.

DEPARTMENT ON AGING (7900) BUDGET

Department: **Department on Aging**

UNIT NO. **7900**

FUND: **General — 0001**

Strategic Program Area 3: Area Agency

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Job readiness training group sessions	136	94	160	115
Mature workers: number employed	79	106	80	100
Legal assistance: consultation hours	10,945	10,945	8,000	11,000
Legal assistance: seniors served	1,154	1,256	1,100	1,250
Transit/van rides provided to seniors	103,462	89,910	91,900	93,000
Alzheimer’s Counseling and Community Support: number of people served	3,050	4,322	3,200	3,500
Evidence Based Prevention (EBP) program participants	556	572	635	700
Number of people trained in the EBP leadership initiative	37	21	23	25
Number of individuals reached through one-on-one outreach*	NA	NA	NA	900

*The Department has started tracking this activity from 2018.

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$3,924,607	\$3,775,071	\$3,877,519	\$3,896,946	\$19,427
Revenues	\$4,148,199	\$4,343,750	\$4,197,465	\$3,755,580	(\$441,885)
Tax Levy	(\$223,592)	(\$568,679)	(\$319,946)	\$141,366	\$461,312
FTE Positions	5.7	5.0	3.8	3.9	0.1

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Number of contracts that meet total assessment and monitoring compliance	92.0%	100.0%	95.0%	100.0%
Percentage of survey customers who learn something useful about MCDA services at a community presentation*	NA	NA	NA	90%
Percentage of Evidence-Based Prevention Program (EBPP) participants who rate a class as “Excellent” or “Good”	NA	NA	NA	90%

*Individuals at community presentations are asked to what extent they agree that they learned something useful about services that can help them. The benchmark is set at 90% of customers responding they “somewhat agree” or “strongly agree” that they learned something useful during the presentation.

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 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. The Department is in the process of developing its 2019-2021 Area Plan and will submit a final plan to the Wisconsin Department of Health Services by the end of 2018. Some of the focus areas in the 2019-2021 Area Plan are: wellness programming, transportation, neighborhood services, senior center programming, and various outreach and advocacy initiatives.

In 2019, there is an increase in grant funding for State Health Insurance Assistance Program (SHIP) of \$35,750. This increase is mitigated by decreases in Older American Act funding of \$14,495 and in the Basic County Allocation to the AAA functional area of \$472,000.

MCDA will continue its work in 2019 to create more service provider options for older adults and caregivers in Milwaukee County by seeking efficiencies in existing contracts and increasing competition among service providers.

New initiatives in the 2019 Budget are as follows:

- MCDA will collaborate with UW-Madison and other partners to implement a pilot Help Care Connect program that is targeted at connecting family caregivers with new technology that is aimed at improving or enhancing their caregiving capabilities. MCDA will also be expanding its "Stepping On" program through a first-time partnership with the North Shore Health Department and North Shore Fire Department, South Milwaukee Health Department, and Greendale Health Department. The Department will also be expanding its "Living Well With Chronic Conditions" program through a partnership with the Greenfield Health Department, Greenfield Fire Department, and City of Milwaukee Department of Employee Relations. The Department will also be expanding its "Healthy Living with Diabetes" program through a new partnership with the City of Milwaukee Health Department and the South Side Health Center.
- MCDA will continue its process to plan for the future of the five Milwaukee County-owned senior centers. The Department completed its "Phase I" assessment in 2018, and it will continue to explore cost-effective programming alternatives that provide an expanded array of activities and services to Milwaukee County seniors at a funding level that is sustainable.

DEPARTMENT ON AGING (7900) BUDGETDepartment: **Department on Aging**UNIT NO. **7900**FUND: **General — 0001****Strategic Program Area 4: Senior Meal Program**Service Provision: **Mandated**Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
New Home Delivered meal applications (intake)	1,114	1208	1,200	1,250
Number of congregate meal sites*	25	23	23	23
Meals served at meal sites	256,384	245,294	250,000	230,000
Home delivered meals	356,529	369,071	360,000	400,000
Number of volunteer hours reported	49,560	47,452	45,000	45,000

*Count of meal sites as of January 1st of each year.

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$4,839,516	\$5,055,414	\$4,971,389	\$5,009,281	\$37,892
Revenues	\$4,629,566	\$4,314,384	\$4,434,523	\$4,756,322	\$321,799
Tax Levy	\$209,950	\$741,031	\$536,866	\$252,959	(\$283,907)
FTE Positions	3.9	4.0	2.9	2.9	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Cost per meal	\$7.94	\$8.25	\$7.94	\$8.25
Percentage of congregate diners reporting satisfaction	93.0%	86.0%	95.0%	95.0%
Percentage of Home Delivered Meal diners reporting satisfaction	80.0%	94.0%	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 2019, an increase in revenue is budgeted primarily due to a greater need for meals. The primary sources of revenue increases are: the federal Older American Act funds for home delivered and congregate meals programs (\$30,000) and assignment of state funded Basic County Allocation funds (\$300,000) to the Senior Meal Program functional area.

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.

DEPARTMENT ON AGING (7900) BUDGET

Department: **Department on Aging**

UNIT NO. **7900**

FUND: **General — 0001**

New initiatives in the 2019 Budget are:

- The number of congregate diners continues to decrease. The Department will implement a pilot program to serve meals at different times of the day, including supper programs at select locations, to increase participation in the congregate meal program.
- The Department plans to extend the reach of the meal program by entering a new contractual relationship with area managed care organizations.

DEPARTMENT ON AGING (7900) BUDGET

Department: **Department on Aging**

UNIT NO. **7900**

FUND: **General — 0001**

Strategic Program Area 5: Senior Centers

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Members served	7,022	6,437	7,000	7,000
Recreational Activities: Number of Participants				
Exercise	60,459	55,814	60,000	60,000
Nutrition	5,658	5,388	5,500	5,500
Arts/ crafts	19,722	20,631	19,000	19,000
Special events	9,206	2,897*	3,000	3,000
Education	10,480	10,295	10,400	10,400
Computer	9,930	10,371	9,800	10,000

*The definition and categorization of special events changed from 2016 to 2017.

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$1,440,970	\$1,455,068	\$502,914*	\$1,294,388	\$791,474
Revenues	\$1,000	\$4,493	\$0	\$0	\$0
Tax Levy	\$1,439,970	\$1,450,575	\$502,914	\$1,294,388	\$791,474
FTE Positions	0.0	0.0	0.0	0.0	0.0

*In the 2018 Adopted Budget, \$655,006 (an estimated expenditures for 7-months of senior center programming) was moved out of the Department on Aging's budget placed into the Countywide Non-Departmental Expenditures, Appropriation for Contingencies.

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Average Satisfaction Survey Score*				
Rose Senior Center	99.0%	99.0%	99.0%	99.0%
Kelly Senior Center	97.0%	97.0%	99.0%	99.0%
McGovern Senior Center	97.0%	97.0%	99.0%	99.0%
Washington Senior Center	95.0%	95.0%	99.0%	99.0%
Wilson Senior Center	99.0%	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.

The centers serve as congregate meal and home-delivered meal dispatch sites. The centers also distribute federal commodity food boxes (Stock Box) through a collaboration with the Hunger Task Force.

DEPARTMENT ON AGING (7900) BUDGET

Department: **Department on Aging**

UNIT NO. **7900**

FUND: **General — 0001**

Strategic Implementation: In 2019, an increase in expenditure is budgeted primarily due the 2018 Adopted Budget containing seven months senior center programming funds to the Non-Departmental Expenditure, Appropriation for Contingencies Budget. In the 2019 budget the senior center programming cost is now budgeted wholly within the Department on Aging Budget. Additionally, an increase of \$31,000 is invested in senior center facility maintenance. MCDA continues to require any contract for programming to ensure that senior centers are open five days a week, 52 weeks a year, except for scheduled maintenance.

The total dollar amount of the senior center programming contract remains unchanged from the 2018.

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B U D G E T S U M M A R Y

Category	2016 Actual	2017 Actual*	2018 Budget**	2019 Budget	2019/2018 Variance
Expenditures					
Personnel Costs	\$28,784,440	\$30,521,408	\$28,508,640	\$48,038,028	\$19,529,388
Operation Costs	\$63,963,503	\$62,017,565	\$63,582,069	\$66,599,112	\$3,108,043
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$476,808	\$175,349	\$95,652	\$96,000	\$348
Interdepartmental. Charges	\$11,050,668	\$8,945,333	\$8,443,157	\$8,329,930	(\$113,227)
Total Expenditures	\$104,275,419	\$101,659,655	\$100,629,518	\$123,154,070	\$22,524,552
Revenues					
Direct Revenue	\$2,918,923	\$3,554,182	\$3,590,029	\$3,876,289	\$286,260
Intergovernmental Revenue	\$83,039,149	\$77,993,233	\$86,018,540	\$88,258,846	\$2,240,306
Indirect Revenue	\$750,000	\$1,000,000	\$0	\$0	\$0
Total Revenues	\$86,708,073	\$82,547,414	\$89,608,569	\$92,135,135	\$2,526,566
Tax Levy	\$17,567,347	\$19,112,241	\$11,020,949	\$31,018,935	\$19,997,986
Effective Tax Levy***	(\$6,428,933)	(\$4,184,6768)	(\$8,594,752)	(\$7,236,598)	\$1,358,154
Personnel					
Full-Time Pos. (FTE)****	291.4	315.1	329.1	323.5	(5.4)
Seasonal/Hourly/Pool Pos.	0.00	0.00	0.00	0.00	0.00
Overtime \$	\$1,413,275	\$1,403,925	\$602,796	\$602,988	\$192

* The 2017 actuals have been adjusted to include legacy health care costs.

**The 2018 budget only includes the active and legacy fringe allocation for revenue orgs.

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

****FTEs include Vacancy/Turnover and Overtime.

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
- Division of Youth and Family Services (formerly the Delinquency & Court Services Division)
- Disabilities Services Division
- Housing Division
- Behavioral Health Division (BHD is budgeted in Organizational Unit 6300)

- For 2019, total expenditures increase by \$22.5 million, revenues increased by \$2.5 million with a net increase in tax levy of \$20.0 million. The overall growth in tax levy and total expenditures are primarily due to an increase in personal services costs of \$19.5 million resulting from the full allocation of active and legacy fringe benefit costs. Only a portion of the fringe costs were allocated to the DHHS budget in 2018, while the majority of costs were allocated to the non-departmental budget. In addition, the budget reduces positions by a net total of 5.4 FTEs.
- Overall, operational costs within the DHHS budget increase by a net \$3.1 million. This reflects \$2.2 million in increased expenditures for the Residential Care Center in the Division of Youth and Family Services (DYFS). These costs were previously budgeted in BHD-Milwaukee Wraparound and crosscharged back to DYFS in 2018. In 2019, these costs are now contained in DHHS as part of its contractual services budget. The remaining \$900,000 in increased cost is related to the net effect of a \$1.4 million increase in DSD's Children's Long Term Support (CLTS) Program and reductions of about \$500,000 in contract services in DSD and DYFS.
- Net crosscharges and abatements decrease by \$113,772 which is largely the result of the Wrap crosscharge as identified in the paragraph above.
- Total revenues increase by a net \$2.5 million mainly due to \$1.4 million in anticipated State revenue within the CLTS Program, \$400,000 in HUD revenue, and \$700,000 in State and federal funding to operate the Disability Resource Center and the DYFS Residential Care Center.
- In 2018, the Wisconsin State Legislature adopted Act 185 which directs the closure of Lincoln Hills and Copper Lake juvenile correctional facilities by January 1, 2021 with counties assuming responsibility for operating county Secured Residential Care Centers for Children and Youth (SRCCCYs). Though no funding allocation is provided in the 2019 Budget, considerable internal planning will be underway throughout 2019.
- In collaboration with Milwaukee Wraparound, DYFS continues a contract to operate a 24-bed Residential Care Center (RCC) for those youth who are in need of additional treatment in a structured residential program. The RCC is expected to be fully operational by the fall of 2018 with the program achieving its target census by mid-2019. The program is funded by a combination of Medicaid, Department of Public Instruction and Youth Aids revenues.
- Based on the 2018 trend in the placements of youth to the State operated juvenile institutes, the budget assumes an Average Daily Population (ADP) of 69 which reflects an increase of 14 compared to the 2018 Budget resulting in increased expenses of about \$1.1 million.
- With the dramatic reduction in the number of chronically homeless, the Housing Division will turn its focus to individuals and families in need of homeless prevention services and has included about \$200,000 for these services in the 2019 Budget. In addition, as part of its new housing navigation services initiative, Housing is partnering with HMOs which will pay rental assistance for members with high utilization of emergency services.

DEPARTMENT OF HEALTH & HUMAN SERVICES (8000) BUDGET

Department: **Department of Health & Human Services**

UNIT NO. **8000**

FUND: **General — 0001**

Strategic Program Area 1: Director's Office & Management Services

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Home Energy Households Applied*	67,083	64,638	65,000	65,000
211 Impact Customer Contacts	156,416	185,479	150,000**	150,000**
Quality Assurance Reviews Conducted	32	35	33	33

*These figures reflect the federal fiscal year and current funding of the Low Income Home Energy Assistance Program.

**The system 211 Impact uses to track its activity no longer includes online contacts – only phone contacts. For this reason, the number of total contacts decreases for the 2018 and 2019 targets.

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$3,664,652	\$4,684,021	\$3,551,917	\$3,623,908	\$71,991
Revenues	\$3,816,801	\$3,879,225	\$3,169,240	\$3,169,240	\$0
Tax Levy	(\$152,150)	\$804,796	\$382,677	\$454,668	\$71,991
FTE Positions	18.8	19.8	15.7	20.2	4.5*

*Total FTEs increase due to vacancy & turnover (V&T) being reduced. The 2018 Budget included additional V&T as a cost savings measure.

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
% Of Programs Targeted for Transition (i.e., in baseline phase) to be Transitioned to Performance-Based Contract	New for 2017	100%	80%	90%
% Of Complete Invoices Approved within 5 Business Days	New for 2017	89%	80%	85%
% Of Annual CPA Audit Reports for which all Compliance Issues are Addressed within 6 Months of Audit Receipt	New for 2017	100%	80%	95%
% Of All Complete Requests for New Service Provider approval will be responded to within 10 business days (b)	New for 2017	99%	80%	95%

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.

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 one employee in 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. With a continued eye toward efficient and responsive customer service, the program is looking to expand electronically and pilot online applications at the physical sites in 2019.

The total number of energy assistance applications decreased from 67,083 in 2016 to 64,638 in 2017 and an estimated 65,000 applications are anticipated for both 2018 and 2019. Direct service costs in the program are 100 percent offset by funding from the federal Low Income Home Energy Assistance Program (LIHEAP).

211-Impact Contract

The 211-IMPACT contract for \$430,000 is funded by DHHS with \$388,162 in tax levy (including \$50,000 from Housing for its coordinated entry for homeless services) and \$41,838 in Energy revenue. This is the same level of funding 211-Impact received from DHHS in 2018. BHD's budget includes \$315,000 which will be executed under a separate contract with 211-Impact.

Case Management System

The budget includes \$198,000 for ongoing support and maintenance for the case management system. In 2017, DHHS began 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 and delivering that information directly to employees at their workstations.

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. In 2018, the chosen vendor, RedMane Technology, completed process flow events with BHD's Wraparound Milwaukee and will continue to conduct development, configuration, software demos, and fine tuning. The total estimated implementation cost is approximately \$5.5 million with about \$3.5 million already included in 2017 and the 2018 and 2019 budgets. The remaining cost of \$2 million will be spread over 2020 and 2021 with project completion anticipated for 2021. The cost of the system is being allocated among all DHHS divisions including BHD.

DEPARTMENT OF HEALTH & HUMAN SERVICES (8000) BUDGET

Department: **Department of Health & Human Services**

UNIT NO. **8000**

FUND: **General — 0001**

Strategic Program Area 2: Division of Youth and Family Services

Service Provision: Mandated/Committed

Strategic Outcome: Personal Safety

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Number of New Referrals Received	1,955	1,894	2,000	2,000
Number of Youth Served in Diversion Alternative Program*	27	18	200	200
Number of Youth Served in the Detention Alternative Programs	1,863	1,620	2,000	1,800
Number of Youth Served in Alternative to DOC Program	67	60	100	80
Number of Youth Served in Type II RCC as DOC Alternative	N/A	N/A	18	30
Number of Admissions to Youth Detention Center	1,878	1,518	2,100	1,800
Number of Youth Committed to the Wisconsin Department of Corrections (DOC)	70	67	68	65
Average Daily Population for Juvenile Correctional Institution (DOC)	81	61	55	69

*DYFS modified its intake process as of 7/1/18 so a higher utilization of the program is anticipated in 2018 and 2019.

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$50,718,906	\$45,504,236	\$50,493,552	\$62,748,736	\$12,255,184
Revenues	\$40,172,753	\$34,109,891	\$42,878,680	\$43,547,432	\$668,752
Tax Levy	\$10,546,152	\$11,394,345	\$7,614,872	\$19,201,304	\$11,586,432
FTE Positions	171.6	188.1	201.5	196.4	(5.1)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Completion of Diversion Alternative Program	95%	100%	75%	95%
Completion of Detention Alternative Programs	55%	61%	70%	70%
Completion of DOC Alternative Program	63%	67%	70%	70%
Average Rate of Detention (per 100,000 Youth)	97	85	75	75
Youth Satisfaction with their Human Services Worker	N/A	92%	85%	90%
Family Satisfaction with their Human Services Worker	N/A	95%	85%	90%
Recidivism for Youth on their First Supervision & One Year after the Date of their Court	N/A	N/A	25%	25%

Strategic Overview:

The Division was renamed to the Division of Youth and Family Services from the Delinquency and Courts Services Division to better reflect the vision, mission, and goals of the Milwaukee County youth justice system.

DYFS consists of:

- Administration, which provides administrative oversight, clerical support, grant coordination and quality assurance to all DYFS 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.
- Youth Detention Center, which is a 120-bed youth detention facility.

Strategic Implementation:

Transformation of Milwaukee County's youth justice system is underway and DYFS has assumed a pivotal role in defining this new system. In 2018, the Wisconsin State Legislature adopted Wisconsin Act 185 allowing for the establishment of local secured residential care centers and the closure of Lincoln Hills and Copper Lake Schools by January 1, 2021. This remarkable shift in public policy would allow youth to remain closer to their families and provide them with the best possible outcomes. As part of this system wide change, DYFS is reshaping its community-based service array to establish more effective youth corrections programming aligned with adolescent development, trauma-informed care, and evidence-based treatment practices as well as addressing the unique needs of females in the system.

2017 Wisconsin Act 185

This legislation relates to juvenile correctional facilities, including closure of the Lincoln Hills and Copper Lake Schools, establishment of new Department of Corrections (DOC) Type 1 juvenile correctional facilities and new county residential care centers for children and youth (SRCCCYs), and authorization of \$80 million in state bonding for constructing and expanding juvenile facilities. Starting in 2018, DYFS is involved in the development of several workgroups involving the facility, treatment and education component, community engagement, grant proposal, and budget related to the SRCCCYs. The 2019 financial impact is unknown at this time but is expected to be minimal as this will be the planning phase of the project and implementation is expected to occur starting in 2020.

New Community-Based Alternative Programming

DYFS 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. DYFS has combined two alternatives to detention programs, the Alternative Sanctions Program and the Evening Report Center, into one Alternative Sanctions Program resulting in a decrease of \$235,185 in contracts. This will allow for a more consistent, effective and efficient programming operations for youth and will allow them to remain in the community. DYFS has also decreased the contracts for the Level II Program by \$682,000 due to the decrease in program usage, which allows reallocation of funds while still maintaining a high level of care and community safety.

Residential Care Center

In partnership with the Behavioral Health Division's (BHD) Wraparound Program, DYFS has contracted with Wisconsin Community Services to operate a Type II Residential Care Center (RCC) anticipated to open in the fall of 2018. DYFS will also contract with Norris School District to provide the educational component for this program. The targeted youth for the RCC would be considered moderate to high risk to recidivate and in jeopardy of placement in the 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. For 2019, the total cost is anticipated to be \$3.6 million which includes the programming, education and training in multi-systemic therapy (MST). The cost reflects a gradual transition of youth into the facility with the targeted census anticipated to be reached by mid-year 2019. This cost is offset with Medicaid revenue for those youth that are considered Wrap eligible as well as Youth Aids and Department of Public Instruction revenue. Approximately, 65 percent of the available slots are anticipated to be filled by Wraparound-eligible youth.

DEPARTMENT OF HEALTH & HUMAN SERVICES (8000) BUDGET

Department: **Department of Health & Human Services**

UNIT NO. **8000**

FUND: **General — 0001**

Youth Detention Center

DYFS operates a 120-bed Youth Detention Center consisting of seven pods staffed by Youth Corrections Officers (YCOs), YCO Supervisors, nurses, clerical support, an Assistant Superintendent and Superintendent. The budget assumes a staffing plan of six pods based on current trends in the average census. Since peaking in 2016, the census has declined and has appeared to stabilize. Over the past few years, additional YCOs were added to the budget which now reflects 74 FTEs. The number of staff needed to support the current census is 70. In order to maintain flexibility to hire if the census should fluctuate, the budget retains all 74 FTEs but assumes a slightly higher vacancy and turnover rate based on actual experience. This results in a salary and social security savings of \$212,000.

Revenue Adjustments

Total revenues increase by about \$700,000 resulting from revenues related to the RCC. About \$300,000 in Medicaid revenue is anticipated based on the assumption that approximately 65 percent of youth being placed in the RCC are Wrap-eligible. In addition, the contract with Norris School District is offset by revenue from State Department of Public Instruction of about \$200,000. The remaining \$200,000 of the \$700,000 increase is due to anticipated revenue in the State Youth Aids contract which had not been budgeted previously.

DEPARTMENT OF HEALTH & HUMAN SERVICES (8000) BUDGET

Department: **Department of Health & Human Services**

UNIT NO. **8000**

FUND: **General — 0001**

Department of Corrections Charges & Youth Aids Revenue

Department of Correction (DOC) Charges are budgeted at approximately \$10 million which reflect an increase of about \$1.1 million over 2018. For 2019, the projected average daily population (ADP) is 69 compared to 55 contained in the 2018 Budget. As shown in the chart below, the 2019 Budget was adjusted to reflect actual experience and incorporates the increased JCI rate. In addition, Youth Aids revenue increases by \$185,000 based on 2018 actual anticipated revenue in the State contract.

	1/1/18- 6/30/18	7/1/18- 12/31/19	Increase
JCI Rate	\$390.00	\$397.00	\$7.00

	2017 Actual	2018 Projected	2018 Adopted	2019 Budget	Variance '19/18
DOC Charges	\$7,522,644	\$10,103,347	\$8,910,666	\$9,998,445	\$1,087,779
ADP	61	71	55	69	14
Youth Aids Contract	2017 Actual	2018 Contract	2018 Budget	2019 Budget	Variance 2019B/ 2018B
Base Allocation	\$35,294,637	\$35,137,575	\$35,416,026	\$35,137,575	(\$278,451)
AODA Funding - DCF	\$420,026	\$447,692	\$0	\$447,692	\$447,692
Early Intervention	\$153,300	\$153,300	\$137,727	\$153,300	\$15,573
AODA Juvenile Justice - DHS	\$445,315	\$445,315	\$445,315	\$445,315	\$0
Total Contract	\$36,313,278	\$36,183,882	\$35,999,068	\$36,183,882	\$184,814

Strategic Program Area 3: Disabilities Services Division

Service Provision: Mandated/Committed

Strategic Outcome: Self-Sufficiency

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Average Monthly CLTS Clients Waiver & COP	1,292	1,265	1,450	1,300
# of Birth to 3 Screenings Completed	3,827	4,142	4,045	4,250
# of Adults & Children Served Under Non-Family Care Purchase Contracts	295	336	425	450
Information and Assistance Calls Including Callbacks	28,256	30,113	30,000	30,100
# of GO Pass Walk-ins	*	3,592	4,800	4,800
% GO Pass Referrals Eligible	*	62%	50%	65%
# of Disability Resource Center Referrals Processed	7,322	7,566	8,000	7,600
Publicly Funded Long-term Care Enrollments Completed	2,004	2,332	2,500	2,300
# of New IDAP Cases	131	105	95	65**

*The Disabilities Service Division assumed responsibility for the GO Pass Program starting in 2017. Therefore, data is not available for 2016 actuals.

**The 2019 Target assumes a reduced number of IDAP recipients due to changes implemented as part of a decrease to the program contained in the 2018 Budget.

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$22,537,100	\$21,886,578	\$20,993,750	\$26,273,434	\$5,279,684
Revenues	\$21,507,368	\$19,675,444	\$19,925,753	\$21,303,243	\$1,377,490
Tax Levy	\$1,029,732	\$2,211,134	\$1,067,997	\$4,970,191	\$3,902,194
FTE Positions	67.2	70.2	73.1	69.1	(4.0)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Percent of Eligible Children Served by Birth-to-3 Primarily Receiving Services in Natural Environments	95%	71%	100%	100%
Percent of Eligible Children Served by Birth-to-3 Functioning within Age Expectations for Knowledge and Skills at Program Exit	56.8%	46.3%	59%	59%
MA Match Rate Disability Resource Center	49%	49%	49%	55%
Participants in Supervised Living Options Program Maintaining Independence in Community Living	N/A	90%	90%	90%
DRC Client Satisfaction Survey (on a scale of 1 to 5)	4.44 Average	4.4	4.8	4.5

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 independently 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. 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 assist individuals in gaining access to SSI, Social Security Disability, Medicaid or Foodshare.

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 Children's Community Options Program (CCOP). 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 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 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.

Birth to 3 – New Approach

In 2018, DSD began exploring options for delivering quality Birth to 3 services while maximizing its limited funding. About 80 percent of the overall budget of \$5.4 million comes from State funding which has remained stagnant over the last several years. The remaining funding is derived from county sources such as tax levy, Potawatomi, and basic county allocation (BCA). Despite the challenging fiscal situation, DHHS must sustain a financial commitment of nearly \$2.3 million as part of a federal maintenance of effort (MOE) requirement.

Given the county's budgetary challenges, DHHS has been unable to enhance its tax levy commitment to the program and therefore, has not increased the provider contracts which total \$4.5 million. The pressure of delivering quality services under an entitlement program coupled with flat revenue streams requires a new approach. The proposed approach would encompass coaching practices along with establishing teams to build the capacity of family members and other important care providers to promote a child's learning and development. Another aspect involves engagement with a primary provider coach who leads a multidisciplinary service team allowing the child to focus on his or her strengths and interests within the context of their natural environment rather than dwelling on weaknesses. The team will support and empower parents as well as address the priorities of the family to promote a child's development. In 2018, DHHS partnered with the Combined Community Services Board (CCSB) to host several listening sessions to receive input from providers and families to improve quality and increase consumer satisfaction. Based on this feedback, DHHS plans to prepare a Request for Proposals (RFP) for 2019 services.

Revenue Maximization in Children's Long Term Support (CLTS)

Expenditures and revenues increase by \$1.4 million due to additional children being served on the Children's Long Term Support waiver. Based on 2018 projected enrollments, the number of children enrolled in the waiver is projected to increase by 68 percent compared to 2016. This uptick in enrollment is largely the result of transitioning children from the Children's Community Options Program (CCOP) into the waiver. In order to fully maximize waiver dollars, CCOP funding is widely used by counties as match to draw down 59 percent federal revenue. This funding structure enables more children and families to receive critical services such as therapy, daily living skills training and respite.

Medical Assistance Match Revenue

The budget anticipates an additional \$200,000 in Medical Assistance (MA) match revenue for the DRC. In 2018, the State Department of Health Services (DHS) notified counties that certain activities performed by Aging and Disability Resource Centers (ADRC) would be eligible for a higher percentage of MA revenue. This increases the match from the current 49 percent to an estimated 55 percent match.

DEPARTMENT OF HEALTH & HUMAN SERVICES (8000) BUDGET

Department: **Department of Health & Human Services**

UNIT NO. **8000**

FUND: **General — 0001**

Strategic Program Area 4: Housing Division

Service Provision: **Committed/Discretionary**

Strategic Outcome: **Self-Sufficiency/Quality of Life**

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Number of Families Receiving Rent Assistance	1,725	1,875	1,750	1,900
Number of Individuals Placed by Community Intervention Specialist	301	365	250	250
# of New Homeless Individuals Placements Facilitated by Housing Outreach Services	N/A	214	200	200
# of HOME loan write offs	N/A	6	N/A	10
# of Loans Served	N/A	335	600	350**
# of Households Served by Construction Services*	70	35	70	70

*Adjustment was made to count only cases in progress and not applicants.

**The 2019 Target is lower compared to 2018 based on actual loans served in 2017. Although the overall number of loans served has been declining, the average size of each loan has been increasing.

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$27,354,641	\$29,224,714	\$25,590,180	\$30,507,992	\$4,917,812
Revenues	\$21,211,160	\$24,882,854	\$23,634,896	\$24,115,220	\$480,324
Tax Levy	\$6,143,491	\$4,341,860	\$1,955,284	\$6,392,792	\$4,437,488
FTE Positions	33.9	37.1	38.8	37.9	(0.9)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Occupancy Rate of Pathways to Permanent Housing	93%	93%	95%	95%
% Individuals Exiting to Permanent Housing in Pathways to Permanent Housing Program	80%	66%	75%	75%

DEPARTMENT OF HEALTH & HUMAN SERVICES (8000) BUDGET

Department: **Department of Health & Human Services**

UNIT NO. **8000**

FUND: **General — 0001**

% Individuals Maintaining Permanent Housing in Shelter Plus Care (MyHome Program) for 6 Months*	N/A	98%	90%	92%
Section 8 Management Assessment Program Score (90 = high performer)	96	90	94	94
% of Chronically Homeless Individuals Placed by Housing Outreach & Maintaining Housing for 12 Months	100%	98%	80%	92%
% of CDBG Funds Committed to Municipalities & Non-Profits*	N/A	95%	80%	90%

*These measures were added in mid-2017 and therefore, were not included in the 2016 Budget.

Strategic Overview:

Housing administers the following programs:

- Supportive 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 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 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 reflects a \$204,226 increase in new homeless prevention services offset by a reduction in other contracts. With the dramatic reduction in the chronically homeless population, the Division will turn its focus to individuals and families that do not meet that federal definition.

Crisis and Targeted Case Management Billing Revenue

The 2019 Budget includes \$50,000 of Medicaid revenue for various case management services. This represents a decrease of \$50,000 of revenue from the 2018 Budget to establish a more realistic revenue target.

Real Estate Development

The Housing Division has begun to co-develop real estate, rehabilitate County foreclosures and provide consultation services to generate additional revenue. Additional revenue of \$60,000 for a total of \$300,000 is included in the 2019 Budget as the Division is experiencing an increased interest from developers in establishing real estate partnerships.

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 \$80,000 which is used to support the cost of an existing Community Intervention Specialist.

Emergency Shelter Care

Emergency shelter care funding remains level with a total of \$700,000 budgeted consistent with the 2017 and 2018 budgets.

Housing Contract Reductions

To offset new contracts in the area of homeless prevention, the budget includes a reduction of \$180,000 due to the elimination of the supported apartment program as well as a \$20,000 elimination of the service contract for Mercy Housing. 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. Because Mercy Housing lacks project-based units for the homeless at Greenwich Apartment as planned, this contract has been eliminated.

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 coordinate referrals from Legal Action as well as 211 and this work will be done by the Housing Stabilization Assistant position that was created in the 2018 Budget.

For the financial sustainability of HOMES, one position of Real Estate Project Manager was created in the 2018 Budget to assist the Housing Administrator in co-developing real estate opportunities to generate additional revenue. Real estate development revenue of \$300,000 is included in the 2019 to support HOMES as well as other Housing initiatives.

Partnership with HMO providers

Housing is an important social determinate of health and ensuring people have stable housing results in a lower utilization of emergency services. In line with this philosophy, the Housing Division is now partnering with HMOs to provide them with new housing navigation services. Under this initiative, HMOs will pay rental assistance for their members who have high utilization costs with the potential for additional reimbursement to the Housing Division for its staff support. As part of this effort, two additional unfunded Community Intervention Specialist positions were approved by the County Board in 2018 and authorized subject to funding availability from the HMOs.



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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B U D G E T S U M M A R Y

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures					
Personnel Costs	\$24,408,109	\$18,520,914	\$18,298,206	\$19,578,810	\$1,280,604
Operation Costs	\$11,776,859	\$11,673,291	\$11,384,681	\$11,575,511	\$190,830
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$1,369,594	\$1,896,510	\$950,000	\$960,000	\$10,000
Interdept. Charges	\$9,380,644	\$8,489,592	\$4,041,828	\$4,542,008	\$500,180
Total Expenditures	\$46,935,206	\$40,580,307	\$34,674,715	\$36,656,329	\$1,981,614
Revenues					
Direct Revenue	\$20,951,029	\$20,170,319	\$22,019,825	\$20,810,845	(\$1,208,980)
Intergov. Revenue	\$514,311	\$345,158	\$139,201	\$133,000	(\$6,201)
Indirect Revenue	\$38,720	\$13,296	\$20,000	\$10,000	(\$10,000)
Total Revenues	\$21,504,060	\$20,528,773	\$22,179,026	\$20,953,845	(\$1,225,181)
Tax Levy					
Tax Levy	\$25,431,146	\$20,051,534	\$12,495,689	\$15,702,484	\$3,206,795
Effective Tax Levy*	\$9,929,362	\$11,575,236	\$8,473,861	\$11,170,476	\$2,696,615
Personnel					
Full-Time Pos. (FTE)**	204.7	218.9	219.5	239.8	21.8
Seas/Hourly/Pool Pos.	170.6	221.5	240.1	229.3	(11)
Overtime \$	\$182,628	\$172,554	\$154,932	\$166,272	\$11,340

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

**FTEs include Vacancy/Turnover and Overtime.

Department Mission:

To steward a thriving park system that positively impacts every Milwaukee County Park visitor.

Department Description:

Milwaukee County's park system is one of the most diverse in the nation. Comprised of parks, facilities, and services, it directly supports our community by providing opportunities for recreation, health, wellness, environmental stewardship, and improved quality of life. Parks manages over 15,000 acres, 158 parks, and 11 parkways. The system offers year-round activities including access to natural areas, beaches, marinas, 55 food and beverage locations, 3 community recreation centers, 3 horticultural facilities, 15 golf courses, 122 tennis courts, 68 basketball courts, 18 volleyball courts, 5 disc golf courses, 4 foot golf courses, 2 aquatic centers, 13 swimming pools, 31 wading pools, 7 splash pads, an indoor ice rink, 8 dog parks, 113 playgrounds, 232 athletic fields, and a 210-mile trail system.

Collectively, the department manages and stewards these resources and is organized into three divisions: Administration & Planning, Operations & Trades, and Recreation & Business Services.

Department Goals:

- Provide a high level of service in a fiscally challenging environment.
- Ensure equitable access throughout the system to our increasingly diverse and changing user base.
- Strive to become a model park system.
- Create a culture of empowerment and collaboration among our workforce.
- Leverage technology to improve customer experience and increase operational efficiencies.
- Enhance communications to inform and engage the community.

Department Objectives:

- Expand user base to grow next generation of park users; reach a more diverse audience.
- Improve Parks business processes to create standards that make systems more user-friendly.
- Expand partnerships to respond to community needs.
- Continue implementation of Parks brand refresh marketing plan.
- Pursue alternative funding mechanisms as Parks revenue sources.
- Continue supporting implementation of CityWorks work order and asset management system.
- Continue implementation of Parks and Recreation Management Software and Point of Sale (POS) System.
- Continue supporting implementation of County Enterprise Resource Planning System.
- Continue supporting the County's Employee Engagement efforts.

Major Changes in FY 2019:

In the past, Parks submitted a budget narrative organized into fourteen program areas that reflected corresponding budget categories. Last year, to better align core services with Parks main divisions, the 2018 budget was organized by these four areas which included Administration, Park Operations, Planning & Development, and Business Services.

In the 2019 budget, the organization has been further streamlined to realize additional efficiencies, maximize team capacity, and better align needs with resources. The two primary branches of the Planning & Development division have been relocated. The Planning section has been moved under the Administration Division, now Planning & Administration, and Trades has been moved under the Operation Division, now Operations & Trades. The Planning & Development Division has been dissolved.

As a result, following best practices and the organizational structure of other departments within the County, Parks plans to hire a Deputy Director in the 2019 calendar year, which will be funded by resources that formerly funded the Chief of Planning position.

The 2019 Budget includes a new public camping recreational amenity. Modeled after similar outdoor camping programs, it is recommended that outdoor camping and recreational vehicle camping be permitted within certain parks properties. It is anticipated that the introduction of a camping program would generate \$50,000 in new revenue.

Staffing level changes

- Based on guidance from Human Resources and the Department of Administrative Services, Parks is transitioning the following seasonal positions to full time positions to meet labor compliance.
 - (2) Park Maintenance Worker Assistants
 - (4) Park Maintenance Worker
 - (2) Food Service Operators
 - (2) Marketing Assistants
 - (2) Office Assistants
 - (1) Head Lifeguard
 - (1) Park Ranger
- Request for two (2) unfunded Park Maintenance Workers.
- Position reclassification of Chief of Planning to the position of Deputy Director in 2018.
- Position reclassification of Marketing Coordinator Sponsorship to Marketing Communications Specialist in 2018.
- Position reclassification of (4) Deputy Regional Managers to (4) Operations Managers in 2018.

Summary of service level changes

- Relocation of Planning section (approximately 6 staff members) to Administration & Planning Division.
- Relocation of Trades section to (approximately 30 staff members) to Operations & Trades Division.
- Expanded rental opportunities at concession sites.
- Expanded marketing reach.
- Increased Ranger enforcement.
- Proposed introduction of public camping opportunities.

Summary information on significant budgetary items

- Reduction of \$50,000 in operational costs through partnerships with Baran and Kulwicki.
- Redirection of \$30,000 from the Estabrook Dam Trust Fund to catch basin repairs throughout the park system to free up funding in operating/major maintenance for additional improvements.
- Increased marketing revenues by \$50,000 through print advertising sales.
- Sponsorship revenues of \$50,000.
- Increased fees in golf, aquatics, dog exercise areas, marina, and horticulture.
- Increased special event rental and parking revenues of \$54,000.
- Increased enforcement revenues by \$41,000; supported by a new full-time Ranger.
- Increased event revenues by \$250,000 from China Lights in 2019.
- Increase revenue of \$50,000 from camping operations.

Background on Key Performance Indicators (KPIs)

Parks KPIs and sustainability ratios are tracked to show trends of growth and decline. These measures support continuous improvement as Parks works toward achieving department and County goals.

Certain performance measures were benchmarked against comparable industry-leading park and recreation systems across the country including: FTEs Per 10,000 Residents, Acres/1000 Residents, Total Trail Miles/1,000 Residents, Operating Expenses Per Capita, Operating Cost Recovery, and 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.

MILWAUKEE COUNTY PARKS (9000) BUDGET

Department: **Parks**

UNIT NO. **9000**
FUND: **General — 0001**

Strategic Program Area 1: Administration & Planning

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity				
Performance Measures	2016 Actual	2017 Actual	2018 Target	2019 Target
County Population	951,448	954,000	957,000	957,735
Park Acreage	15,332	15,632	15,726	15,774
FTEs Per 10,000 Residents <i>Median for peer agencies is 7.4 FTE/10,000</i>	2.17	2.18	2.17	2.31
Parks Amenities Matching Funds Awarded	\$229,550	\$281,466	\$0	\$0
Number of Parks Amenities Matching Fund Projects Awarded	18	10	0	0
Parks Grant Awards	\$4,100,000	\$2,312,653	\$1,500,000	\$2,000,000
Number of Email Subscribers	4,935	7,551	15,000	20,000
Number of Social Media Followers	43,769	50,261	50,000	65,000
Number of Concerts Supported	243	256	260	300
Number of Media Events Produced	37	23	30	10
Number of Active Friends Groups	29	35	41	44
Number of Volunteers Engaged	7187	7250	7500	7500
Number of Volunteer Hours	58,122	59,000	60,000	60,000
Number of Youth/Subsidized Workers	75	80	60	30
Number of Youth/Subsidized Worker Hours	13,640	11,200	8,400	4200
Number of Ranger Contact Hours	4,600	7,732	7,800	8,000
Number of Parking Citations <i>Ranger enforcement</i>	3,408	3,304	4,300	4,500
Number of Permits: Dog Exercise Areas <i>Ranger collection-includes season & daily permits</i>	797	2177	2500	3000
Number of Permits: Disc Golf <i>Ranger collection-includes season & daily permits</i>	744	1192	1200	1250
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)	15	9	20	8

MILWAUKEE COUNTY PARKS (9000) BUDGET

Department: **Parks**

UNIT NO. **9000**

FUND: **General — 0001**

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$5,419,155	\$5,379,332	\$2,641,54	\$3,052,583	\$411,029
Revenues	\$235,289	\$423,549	\$1,970,404	\$303,254	(\$1,667,150)
Tax Levy	\$5,183,866	\$4,955,783	\$671,150	\$2,749,329	\$2,078,179
FTE Positions	28.5	28.0	18.7	23.4	4.7

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Acres/1000 Residents <i>Median for peer systems is 12.5</i>	16.114	16.428	16.432	16.470
Operating Cost Recovery <i>Median for peer systems is 29%</i>	46%	50%	64%	58%
Operating Expenses Per Capita <i>Median for peer agencies is \$42.69</i>	\$49.11	\$41.59	\$36.42	\$37.81
Tax Levy Support Per Capita	\$26.66	\$20.64	\$13.12	\$15.80
Non-Tax Revenues Per Capita <i>The median for national peer agencies is \$9.04</i>	\$22.45	\$20.95	\$23.30	\$22.01
Employee Engagement Index	43%	NA	54%	60%
Value of Parks Amenities Matching Fund External Dollars Leveraged	\$852,168	\$579,567	\$0	\$0
Increase in Email Subscribers	NA	7,551	15,000	5,000
Increase Social Media Followers	40,357	6,792	50,000	10,000
Value of Local TV Publicity* <i>Data from Critical Mention</i>	NA	\$215,924	\$350,000	\$350,000
Open Rates for General Emails <i>Those sent regularly (ex. Events Guide)</i>	NA	20%	23%	25%
Open Rates for Targeted Emails <i>Those sent to a specific targeted segment</i>	NA	30%	32%	33%
Value of Volunteer Contributions	\$1,403,065	\$1,424,260	\$1,448,400	\$1,448,400
Value of Youth/Subsidized Workers	\$112,530	\$92,400	\$69,300	\$34,650
Value of Parking Citations <i>Ranger enforcement</i>	\$98,832	\$98,816	\$105,000	\$120,000
Value of Permits: Dog Exercise Areas <i>Ranger collection-includes season & daily permits</i>	\$14,510	\$36,740	\$40,000	\$50,000
Value of Permits: Disc Golf <i>Ranger collection-includes season & daily permits</i>	\$12,540	\$15,445	\$20,000	\$22,000
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

Strategic Overview: The Administration & Planning Division is comprised of the Director's Office, Marketing and Communications, Finance, Fund Development, Engagement, Contract Management, Safety, Security & Training, Planning, and serves as a liaison to Human Resources.

The Director's Office is the public face of the office, providing the overall department management, guidance and communication on policy, strategy, operations, and programs. Additionally, the Director's office is focused on external relationships and interactions with the Board of Supervisors.

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.

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.

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.

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.

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, and collaborates with County Risk Management.

Planning provides parks master planning, capital project management, in-house design, and supports the maintenance and acquisition of parkland in accordance with Parks mission. Efforts include property disposition, development review, evaluation of park improvements and resource protection areas, needs assessments, easements, right-of-entry permitting, maintenance of Parks Geographic Information System (GIS), administration of grants, records and archive retention, and evaluation of third-party project requests.

Goals & Objectives:

- Continue advancing Parks marketing and communications plan including our brand refresh.
- Continue increasing Parks reach and user base through expanded and improved digital presence.
- Expand Parks sponsorship opportunities.
- Improve financial tracking methods to better understand a holistic departmental perspective of resources.
- Update and implement standard contractual development processes.
- Advance engagement programs and broaden volunteer opportunities.

- Advance the development of Parks' procedures within the County's Administrative Manual of Procedures.
- Expand enforcement of dog exercise areas, disc golf, and parking.
- Advance workforce development and succession plans.
- Pursue long-range planning goals identified in the 2050 Park and Open Space Plan.
- Implement efficient review processes for project requests including permits, development agreements, and land access agreements.
- Improve the short- and long-term capital outlay process, including major maintenance goals.
- Consider accessibility, equity, and sustainability in planning decision-making and processes.
- Ensure that Milwaukee County Park resources are meeting their highest and best use as recreational, conservation, and educational assets.
- Support the County's Employee Engagement initiative.

Strategic Implementation:Staffing level changes

- Position create of one (1) Park Ranger; seasonal to full-time conversion.
- Position create of (2) Marketing Assistants; seasonal to full-time conversions.
- Position create of (1) Office Assistant; seasonal to full-time conversion.
- Position reclassification of Chief of Planning to the position of Deputy Director in 2018.
- Position reclassification of Marketing Coordinator Sponsorship to Marketing Communications Specialist in 2018.

Summary of service level changes

- Relocation of Planning section to Administration & Planning Division.
- Expanded marketing reach.
- Increased Ranger enforcement.

Summary information on significant budgetary items

- Generate \$50,000 in revenues from the sales of print advertising in Parks collateral.
- Increase enforcement revenues by \$71,000 with offsetting expenditures of \$35,000 for one new full-time Park Ranger staff for a net revenue increase of \$36,000.
- Generate \$50,000 in revenues from sponsorship opportunities.

MILWAUKEE COUNTY PARKS (9000) BUDGET

Department: **Parks**

UNIT NO. **9000**

FUND: **General — 0001**

Strategic Program Area 2: Operations & Trades

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
Total Trail Miles	210	215	225	225
Number of Oak Leaf Trail Miles	123	125	126.4	127
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	231	231	231	232
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	3,416	4,000	4,000	4,100
Number of Buildings Maintained	255	255	255	255
Square Footage of Buildings Maintained <i>Based on insurance schedule</i>	1,907,433	1,895,800	1,900,000	1,263,850
Value of Time & Material Service Contracts	\$650,000	\$1,100,000	\$1,000,000	\$900,000

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$21,535,522	\$18,851,850	\$15,722,649	\$16,319,047	\$596,398
Revenues	\$3,654,661	\$2,406,475	\$1,133,843	\$860,266	(\$273,577)
Tax Levy	\$17,880,861	\$16,445,375	\$14,588,806	\$15,458,781	\$869,975
FTE Positions	187.6	190.9	188.9	186.3	(2.6)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Total Trail Miles/1,000 Residents <i>Median for peer systems is .15 trail miles/1,000 residents</i>	0.2	0.2	0.2	0.2

Parkland Managed as Natural/Agricultural Areas	67%	67%	67%	67%
Natural Areas Management Ratio* <i>Actively managed natural areas as proportion of total natural areas (passive, non-developed, ecological significant areas)</i>	12%	12%	12%	12%

Strategic Overview: Park Operations is responsible for the operation of Milwaukee County Park 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 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 to community concerns regarding Parks-related maintenance issues, including encroachments, forestry issues, stream blockages, safety issues, and volunteer programs such as Park Watch.

Land Resources/Natural Areas provides technical services to meet the Parks stewardship obligations for significant natural resources on approximately 15,500 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.

Our Skilled Tradesmen are responsible for maintenance, upkeep and improvement of Parks buildings, structures and systems throughout the parks system; ensure health, safety, and code compliance of park facilities; provide preventative and corrective maintenance on park assets, and support systems such as HVAC, electrical, mechanical, carpentry, and plumbing through a combination of in-house and contracted services.

Goals & objectives:

- Continue to implement and train staff in the CityWorks Work Order and Asset Management System.
- Continue to implement the Milwaukee County Parks Urban Forestry Management Plan.
- Create and implement the Natural Resources Management Plan.
- 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 and continue to expand the Oak Leaf Trail and other trail systems.
- Provide strategic support & guidance for the implementation of the new HVAC system at the Kosciuszko Community Center, (item #1 in our Capital Project List for 2019) in order to continue to operate the facility and provide the users with the same level of services & programs and maintain the high number of users of this facility.

Strategic Implementation:

Staffing level changes

- Position create of (2) Park Maintenance Worker Assistants; seasonal to full-time conversion.
- Position create of (4) Park Maintenance Workers; seasonal to full-time conversion.
- Request for three (2) unfunded Park Maintenance Workers
 - 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.
- Reclassification of (4) Deputy Regional Managers to (4) Operations Managers in 2018.

Summary of service level changes

- Relocation of Trades section to (approximately 30 staff members) to Operations & Trades Division. Skilled trades staff working directly with field operations staff increases Parks efficiency and better supports customers and park users. This combination improves continuity in the flow of information and increases the rate at which repairs and work orders can be handled. It also staff to respond to emergencies in a timely manner.
- Continue implementation of the 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.
- 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, impacting the entire system and 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, bluff tree work, invasive removals and hard surface maintenance has been reduced although the demand and need is present and rising.

Summary information on significant budgetary items

- Expenditure reduction of \$50,000 in operational costs through partnerships with Baran and Kulwicki. This reduction in expenses is expected due to the current lease agreements for these two Parks, where Baran Park is now maintained by the Journey House (CBO) and Kulwicki Park being maintained by the City of Greenfield.
- Redirection of \$54,000 from the Estabrook Dam Trust Fund to catch basin repairs throughout the park system, which are currently causing flooding issues throughout our Parkways. This would result in more available funding in the operating/major maintenance budget for additional improvements/repairs to small dollar item projects in Parks deferred maintenance list.

Strategic Program Area 3: Recreation & 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

MILWAUKEE COUNTY PARKS (9000) BUDGET

Department: **Parks**

UNIT NO. **9000**
FUND: **General — 0001**

Number of Disc Golf Permits	1,797	1,599	1,900	1,450
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[^]Structural concerns closed the Domes for part of the year in 2016.

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$19,980,529	\$16,349,125	\$16,310,512	\$17,284,699	\$974,187
Revenues	\$17,614,111	\$17,698,749	\$19,074,779	\$19,790,325	\$715,546
Tax Levy	\$2,366,418	(\$1,349,625)	(\$2,764,267)	(\$2,505,626)	\$258,641
FTE Positions	159.2	221.4	255.0	260.3	5.3

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%

MILWAUKEE COUNTY PARKS (9000) BUDGET

Department: **Parks**

UNIT NO. **9000**

FUND: **General — 0001**

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: Recreation and Business Services seeks to enrich the community by providing services and programming in the Milwaukee County Parks system. Services include the operation and management of indoor and outdoor pools, family aquatic centers, McKinley Marina, horticulture facilities at the Mitchell Park Conservatory (the Domes), Boerner Botanical Gardens and Wehr Nature Center, the Dr. Martin Luther King, Jr. and Kosciuszko Community Centers, Wilson Park Sports Complex, the Milwaukee County Sports Complex, and all golf courses including clubhouse management, facilitation of golf lessons, and merchandise sales. Other offerings include concessions and catering at 55 locations throughout the system including South Shore Terrace, the Whitnall Park Beer Garden and the Traveling Beer Garden series, all golf courses, pools and aquatic facilities, and sports complexes. Business Services houses the Public Services office which manages the permitting and coordination of organized sports leagues, facility rentals, and special events.

The Aquatics section oversees pool operations and maintenance for both two indoor and eleven outdoor deep well pools and two aquatic centers. Trained lifeguards staff these facilities to keep swimmers and patrons safe. Aquatics will continue to develop and implement a program to address racial and ethnic disparities in drowning fatalities in Milwaukee County. The Parks budget includes \$35,000 to continue to develop and implement a Diverse Swimming Program.

The Concessions section operates and sells food and beverages at 55 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.

The Horticulture section includes Boerner Botanical Gardens, Wehr Nature Center, and the Mitchell Park Conservatory (the Domes). 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.

The McKinley Marina section 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 facilitates the rentals of athletic fields, courts, buildings, picnic areas, open areas and special events. This area is responsible for the sale of 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, the Wilson Park Recreation Center and the Milwaukee County Sports Complex. Recreation 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.

The Golf section oversees golf course operations and management, clubhouse management, facilitation of golf lessons, tournaments, outings, leagues and merchandise sales at 15 courses. PGA Professionals provide expanded services at the six main courses.

Revenues generated from disc golf fees will be reinvested in the maintenance, improvement, or promotion of disc golf courses.

Goals and objectives:

- Continue implementing Parks Recreation Management Software and Point of Sale System (POS).
- Continue improving the quality of user/customer service interaction.
- Expand concessions through broadened services and offerings at Traveling Beer Gardens, Brown Deer Golf Course, South Shore Terrace, McKinley Marina, and the Whitnall Park Beer Garden.
- Increase revenue-generating opportunities at horticulture facilities through increased programming, special events, and concessions sales.

Strategic Implementation

Staffing level changes

- Position create of (2) Food Service Operators; seasonal to full-time conversion.
- Position create of (1) Office Assistant; seasonal to full-time conversion.
- Position create of (1) Head Lifeguard; seasonal to full-time conversion.

Summary of service level changes

- Expanded rental opportunities at concession sites.
- Institute a new outdoor camping program in the parks system.

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.
- Continue to implement the new Point of Sale and online reservation systems which will allow greater functionality and ease of use by Parks staff and the public in credit and debit card transactions. Implementation of the Point of Sale and online reservation systems are expected to increase the volume of transactions and revenue by adding the ability to accept payment by card. While implementation of the new reservation and Point of Sale system was included in the 2018 capital budget, Parks will incur an annual licensing fee for the software and increased costs associated with internet connectivity at revenue collection sites.
- Increase fees in golf, aquatics, dog exercise areas, marina, and horticulture.
- Parks proposes to add a new camping recreational amenity to the system beginning in 2019. Modeled after similar outdoor camping programs, Parks would begin permitting individual, family, group, and recreational vehicle camping at locations that are attractive to outdoor enthusiasts and have adequate supporting infrastructure to lower the upfront cost of implementation.
- Per Milwaukee County Ordinance 47.32 current fees for Mitchell Park Horticultural Conservatory are included in the table below. Free admission is provided to Milwaukee County residents on the first (1st) Thursday of every month, excluding major holidays. The Parks Director is authorized to adjust the dates of free admission as needed.

Category	County	Non-County
Adults (18+ yrs)	\$ 7.00	\$ 8.00
Youth (6-17 yrs)	\$ 5.00	\$ 6.00
Students (w/college ID)	\$ 5.00	\$ 6.00
Adults with Disabilities	\$ 5.00	\$ 6.00
Seniors (60+ yrs)	\$ 5.00	\$ 8.00
Children (0-5 yrs)	Free	Free

B U D G E T S U M M A R Y

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures					
Personnel Costs	\$12,497,641	\$7,887,804	\$7,910,189	\$8,611,450	\$701,261
Operation Costs	\$8,299,153	\$7,374,361	\$6,955,348	\$6,887,086	(\$68,262)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$871,245	\$597,559	\$572,311	\$485,365	(\$86,946)
Interdept. Charges	\$2,097,586	\$2,208,816	\$587,070	\$598,055	10,985
Total Expenditures	\$23,765,626	\$18,068,540	\$16,024,918	\$16,581,940	\$557,022
Revenues					
Direct Revenue	\$17,879,903	\$15,423,509	\$16,853,982	\$17,201,979	347,997
Intergov Revenue	\$34,000	\$0	\$0	\$45,000	\$45,000
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$17,913,903	\$15,423,509	\$16,853,982	\$17,246,979	\$392,997
Tax Levy	\$5,851,723	\$2,645,031	(\$829,064)	(\$665,039)	(\$164,041)
Effective Tax Levy*	\$334,133	\$434,108	(\$1,416,134)	(\$1,263,078)	\$153,056
Personnel					
Full-Time Pos. (FTE)**	128.8	125.0	125.1	153.7	32.2
Seas/Hourly/Pool Pos.	124.4	125.9	75.4	49.4	(26.0)
Overtime \$	\$247,001	\$247,506	\$270,324	\$283,824	\$13,500

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

**FTEs include Vacancy/Turnover and Overtime.

Department Mission: The Milwaukee County Zoo will inspire public understanding, support, and participation in global conservation of animal species and their environment by creating a unifying bond between visitors and the living earth and will provide an environment for personal renewal and enjoyment for guests.

Department Description: The Milwaukee County Zoo includes four divisions that provide services in support of Wisconsin's largest zoo: Administration, Finance & Operations, Marketing and Communications, Maintenance, Grounds & Custodial, and Animal Management & Health.

Major Changes in FY 2019: The 2019 Budget helps position the Zoo to grow attendance and revenues in admissions, Society memberships, Group Sales, revenue share contracts/leases, special exhibits and special events. The budget also focuses on implementing operational efficiencies and/or cost savings while maintaining assets at an acceptable level.

- Zoo attendance for 2019 is projected to grow by 26,500 guests for a total annual attendance of 1,351,500. Adventure Africa phase 1 Elephants will open in May of 2019 and will draw additional guests to the Zoo.

- The 2019 Capital Budget includes \$13.4 million for the Hippopotamus Exhibit renovations. The funding for this project includes \$4.8 million from a private donor, \$4.3 million from the Zoological Society and \$4.3 million from the County. It is estimated that this exhibit will open spring of 2020. To support the complex water filtration system of this exhibit and other animal life support systems, a Life Support Technician is created for 2019 which is offset with funds from an Endowment held by the Zoological Society.
- A brick dinosaur exhibit is scheduled for 2019 in the Otto Borchert Family Special Exhibits building and will feature 20 LEGO dinosaur models, eight interactives and nine other displays. Admission to the exhibit is \$3 per person and will run from Memorial Day weekend through Labor Day.
- All Zoo admission rates increase \$0.75 effective April 1, 2019 and are estimated to generate \$416,910 in additional revenue, which includes an increase of \$100k from the 50%/50% membership revenue split with the Zoological Society.
- One position of Security Coordinator is created to manage the day-to-day security operations at the Zoo at a cost of \$56,364. This position will provide for a secure environment for 1.3 million guests annually, employees, vendors, contractors and for the animal collection. Major responsibilities include maintaining access and security control systems; managing the contracts for emergency medical and Deputy Sheriff Services along with overseeing the Zoo's seasonal security team; coordinating and ensuring that both the east and west entrances are secure; building partnerships with the community and local police departments for traffic control and maintaining and updating the Zoo's Continuity of Operations Plan.
- The Department of Human Resources, Office of Performance, Strategy and Budget and the Zoo performed a workforce staffing review. The review resulted in the following changes: creation of 20 full-time positions, elimination of seasonal hours equivalent to 25.98 FTEs and the removal of 3.93 FTEs in vacancy and turnover for a total reduction of 2.72 FTEs. The impact of this change to the 2019 Budget is \$223,823. See Division Sections for position detail.
- Based on guest research and attracting new audiences and revenues, an Animal Experience Program is added for 2019. Guests will have the opportunity to purchase a "Chat with a Zookeeper" and "Curator Tour" to gain a deeper and more meaningful connection to the animal collection and the Zoo profession. A version of this experience will also be offered for birthday parties and private and corporate events. Total revenues from this program are estimated at \$121,500 and expenditures of \$61,652 for a tax levy reduction of \$59,848. One position of Zookeeper is created to support the daily programming needs.
- In 2016, the Zoo completed a Clean Energy Plan which included recommendations to make operations more efficient, conserving resources and saving money. The recommendations include the installation of utility submeters to gauge water and electric usage at specific areas. The Zoo applied for a Fiscal Year 2019 Energy Innovation Grant under the Public Service Commission of Wisconsin. The budget anticipates receiving \$45,000 to purchase and install 21 submeters.

ZOO (9500) BUDGETDepartment: **Zoo**UNIT NO. **9500**FUND: **General — 0001****Strategic Program Area 1: Administration, Finance & Operations**Service Provision: **Discretionary**Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Zoo Attendance	1,329,361	1,199,903	1,325,000	1,351,500
General Admission Rev	\$4,777,565	\$5,000,801	\$6,098,858	\$6,441,666
Zoo Rides Revenue	\$955,421	\$1,015,494	\$1,066,870	\$1,109,203
Vendor Revenues	\$821,167	\$2,064,124	\$2,765,870	2,825,519
Society Membership Rev	\$3,073,446	\$3,120,613	\$3,206,554	\$3,306,554

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$10,149,966	\$6,916,713	\$4,505,090	\$4,813,723	\$308,633
Revenues	\$14,672,877	\$13,407,873	\$13,265,190	\$13,292,489	\$27,299
Tax Levy	(\$4,522,911)	(\$6,491,160)	(\$8,760,100)	(\$8,478,766)	\$281,334
FTE Positions	103.8	101.6	44.3	46.4	2.1

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Average visitor spending**	\$13.48	\$12.85	\$12.72	\$12.76
AZA Accreditation Status	Accredited	Accredited	Accredited	Accredited
Guest Survey: Excellent or Very Good Food Service***	78.8%	90.3%	90%	90%
Guest Survey: Excellent or Very Good Service at Retail Outlets***	89.6%	95.1%	90%	90%
Guest Survey: Excellent or Very Good Service at Ride Locations***	89.3%	95.1%	90%	90%
Guest Survey: Excellent or Very Good Service at Gates/Admissions**	89.4%	94.1%	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

ZOO (9500) BUDGET

Department: Zoo

UNIT NO. 9500

FUND: General — 0001

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:

Workforce staffing changes include the creation of two positions of Visitor Services Specialist and elimination of 1.67 FTEs of seasonal hours. This change will allow for more oversight for the admissions and rides operations. The net cost of this change is \$12,702.

0.56 FTE seasonal Zoo Worker hours are funded to bring in-house the sale of a la Carte food tickets. The cost of \$14,308 for the seasonal positions is offset by the elimination of \$25,000 in contractual services for a net tax levy reduction of \$10,672.

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 2019. 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
\$120,000	Sea Lion Show	Oceans of Fun, Inc.
\$55,000	Strollers and Wheelchairs	Scoterbug Inc.
\$103,107	Mold-a-Ramas	William A. Jones Co.
\$95,000	Raptor Bird Show	World Bird Sanctuary
\$33,000	Pony Rides	Patch 22
\$75,000	Guest Photos	Photogenic Inc.
\$75,000	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	2016 Actual	2017 Actual	2018 Target	2019 Target
Advertising Expenditures	\$530,766	\$619,689	\$602,500	\$602,500
Group Sales Revenue	\$1,914,066	\$676,466	\$2,110,784	\$2,210,976
# of Public Special Events	18	19	22	20
Social Media Followers	86,862	95,000	115,000	125,000
# of Sponsorships	31	25	30	30

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$2,650,824	\$2,552,376	\$2,739,882	\$2,561,920	(\$177,962)
Revenues	\$3,184,572	\$1,942,157	\$3,483,453	\$3,634,730	\$151,277
Tax Levy	(\$533,748)	\$610,219	(\$743,571)	(\$1,072,810)	(\$329,239)
FTE Positions	20.0	21.7	20.1	19.8	(0.3)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Guest experience survey: Extremely or Very Satisfied*	99.3%	98%	90%	90%
Guest educational value survey Extremely or Very Educational*	97%	96.1%	90%	90%
Attendance at Public Special Events	302,352	238,035	302,170	308,060
Attendance for Special Exhibit	136,047	52,929	262,000	147,234
Sponsorship Revenue	\$515,182	\$333,981	\$373,000	\$408,000

* 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.

ZOO (9500) BUDGET

Department: Zoo

UNIT NO. 9500

FUND: General — 0001

Strategic Implementation:

In 2018, one part-time position of Social Media Specialist was created to directly engage with guests, build brand presence and ultimately increase guest visits and spending. The cost of the position was offset with an equal amount of vacancy and turnover for a zero net tax levy impact. For 2019, the position is budgeted as a full-time completely offset with vacancy and turnover and \$25,898 in revenues from special ticket promotions and offers.

Tax levy decreases due to a reduction in professional services and an increase in admission revenue.

Strategic Program Area 3: Maintenance & Facilities

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Number of Work Orders Completed	1,950	2,176	2,500	2,500
Dollars Spent on Asset Maintenance	\$890,197	\$1,128,451	\$797,235	\$913,235
Number of Energy Savings Projects	7	10	8	12

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$4,529,638	\$3,628,685	\$3,903,112	\$4,257,590	\$354,478
Revenues	\$10,746	\$3,416	\$0	\$101,000	\$101,000
Tax Levy	\$4,518,892	\$3,625,269	\$3,903,112	\$4,156,590	\$253,478
FTE Positions	52.8	54.4	60.0	57.3	(2.7)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2018 Target
Guest Survey: Excellent or Very Good Cleanliness*	96.7%	96.1%	90%	90%
Work Orders completed in a timely manner	90%	85%	90%	90%
Energy Usage Reduction	Natural Gas 7.9% Electricity (1.8)% Water 3.8%	Natural Gas 0.85% Electricity (3.81)% Water (8.7%)	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.

ZOO (9500) BUDGET

Department: Zoo

UNIT NO. 9500

FUND: General — 0001

Strategic Implementation:

Workforce staffing changes includes the creation of 16 full-time positions (1 Maintenance Worker Assistant, 8 Grounds Worker, 3 Custodial Worker 2 and 4 Horticulturist Assistant) and the elimination of 22.98 FTEs of seasonal hours and reducing the vacancy and turnover adjustment. The cost of this staffing change is \$204,219 and will provide for continuity of service, reduction in training needs and the creation of a career path for those seeking jobs in the grounds, horticulture, maintenance and custodial professions.

As new exhibits are completed and/or remodeled, the life support systems are more complex and require a special skill set to maintain, which is critical to animal welfare. To support the Zoo's life support systems, one position of Life Support Technician is created effective May 1, 2019 at a cost of \$28,402, which is completely offset with Endowment funds from the Zoological Society.

Strategic Program Area 4: Animal Management & Health

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
# of Species in collection	402	396	435	400
# of Specimens in collection	3,156	2,272	3,200	3,000
Value of staff time on conservation messages*	\$31,650	\$94,781	\$173,139	\$178,003
Dollars towards conservation/research*	\$664,861	\$728,209	\$628,107	\$645,751

*Combined Zoo and Society

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$6,435,199	\$4,970,767	\$4,876,834	\$4,948,723	\$71,889
Revenues	\$45,709	\$70,065	\$105,339	\$218,760	\$113,421
Tax Levy	\$6,389,490	\$4,900,702	\$4,771,495	\$4,729,963	(\$41,532)
FTE Positions	76.5	76.4	78.2	78.9	0.7

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Participation in AZA Species Survival Plans	Yes	Yes	Yes	Yes
Reduce the number of exhibits that appear empty with no reason	10.2%	NA	10.5%	10.5%
Percentage of budget towards conservation and research	2.79%	4.5%	3%	5%

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.

ZOO (9500) BUDGET

Department: Zoo

UNIT NO. 9500
FUND: General — 0001

Strategic Implementation

One position of Zookeeper is created for the new Animal Experience Program and is completely offset with revenues.

The Zoo has a goal of contributing the equivalent of five percent of the budget towards conservation and research efforts through field conservation, education, staff programs and training, green practices and contributions. For 2019, that goal is \$823,754.

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
\$1,183,929	\$1,183,929	\$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
\$52,870	\$52,870	\$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
\$84,000	\$84,000	\$0

B U D G E T S U M M A R Y

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures					
Personnel Costs	\$69,071	\$47,641	\$43,823	\$50,342	\$6,519
Operation Costs	\$215,006	\$225,824	\$462,011	\$408,976	(\$53,035)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$232,391	\$233,142	\$0	\$0	\$0
Total Expenditures	\$516,468	\$506,607	\$505,834	\$459,138	(\$46,516)
Revenues					
Direct Revenue	\$104,124	\$98,369	\$110,000	\$110,000	\$0
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$104,124	\$98,369	\$110,000	\$110,000	\$0
Tax Levy	\$412,344	\$408,238	\$395,834	\$349,318	(\$46,516)
Effective Tax Levy*	\$161,225	\$175,096	\$395,834	\$349,318	(\$46,516)
Personnel					
Full-Time Pos. (FTE)**	0.8	0.8	0.8	0.8	0.0
Seas/Hourly/Pool Pos.	0.0	0.0	0.0	0.0	0.0
Overtime \$	\$0	\$0	\$0	\$0	\$0

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

**FTEs include Vacancy/Turnover and Overtime.

Department Mission: Milwaukee County – UW Extension’s (**Milwaukee Co. UWEX**) 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: Milwaukee Co. UWEX is made up of two program areas and Administration; the program areas are: The Department of Agriculture and Natural Resources (DOANR) and The Department of Youth, Family, and Community Development (DOYFCD). Milwaukee Co. UWEX has had a long-term partnership with the Milwaukee County Parks Department at Wehr Nature Center & Boerner Botanical Gardens and use county land for the Garden Rental Program; UWEX also partners with the Department on Aging, House of Corrections and Office for People with Disabilities.

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. **The two main program areas include: 4-H & Positive Youth Development** which offers children and youth (K-5 – grade 13) an array of researched-based curriculum that promotes active, hands-on learning, leadership opportunities and skill

UW EXTENSION (9910) BUDGET

Department: **UW-Extension**

UNIT NO. **9910**

FUND: **General — 0001**

building through activities, such as: civic engagement, environmental studies, arts, multicultural awareness, and science, technology, engineering and math (STEM). **Community development** stresses community building, city, and neighborhood revitalization, local government education, strategic planning, non-profit, and neighborhood organizational development. **Human Development & Relationships** 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. **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 2019:

- UW-Extension office moved from the county grounds to a non-County facility by Facilities Management in June 2018. Operating expenses were reduced, as a result, and the tax levy assigned to this department is lowered by \$46,700 for 2019.

What We Do: Activity Data				
Activity	2016 Actual	2017 Budget	2018 Target	2019 Target
Urban Apiary Program Attendance	0	38	50	35
Urban Apiary Technical Assistance	30	40	40	40
4-HSySTEMatics Attendance	185	190	190	190
Tech Wizard Program Attendance	20	20	20	20
Positive Youth Development Programming	N/A	N/A	50	100
Number of residents using garden plots	487	495	500	500
Number of community partners utilizing garden sites	10	12	16	10
Number of Volunteers Trained	300	313	313	300
Hours of Volunteer Service	15,805	16,780	16,780	16000
Hours of Volunteer Continuing Education Attended	5,293	5,293	5,293	5,200
Number of Youth Gardens maintained by Master Gardeners	11	18	18	12
Volunteer Hours at Boerner Botanical Gardens	2,561	2,560	2,560	2560
Master Gardener (Hort) supported horticulture sites	100	100	100	100
Master Gardener (Hort) Public Education Presentations	40	40	40	40
Horticulture Helpline & Diagnostic Services	576	600	650	650
FoodWise: Number of individual learners receiving nutrition education	2218	4164	4000	4200
FoodWise (Nutrition Ed.) community partners	32	42	50	70
Collaboration with County Departments	5	5	5	5
Community Development/Engagement Projects	147	200	10	10
Financial Literacy Trainings	0	57	30	30

UW EXTENSION (9910) BUDGET

Department: **UW-Extension**

UNIT NO. **9910**

FUND: **General — 0001**

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$516,468	\$506,607	\$505,834	\$459,318	(\$46,516)
Revenues	\$104,124	\$98,369	\$110,000	\$110,000	\$0
Tax Levy	\$412,344	\$408,238	\$395,834	\$349,318	(\$46,516)
FTE Positions	0.8	0.8	0.8	0.8	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
A minimum of 75% of garden plots leased	75%	80%	80%	80%
Percent increase of residents using garden plots	487	495	1%	1%
Percent increase in apiary participants & TA	30	78	12%	5%
Percent increase Horticulture Helpline & Diagnostic Services	567	600	10%	5%
Percent Increase of community partners utilizing garden sites	10	12	13%	5%
Percent of Master Gardeners who are Milw. County residents	50%	50%	50%	50%
Percent increase in number of FoodWise individual learners receiving nutrition education	2218	4000	4200	5%
FoodWise program participants completing post lesson surveys will report intent to eat more fruits and vegetables, whole grains, and/or consume fewer sugar-sweetened beverages.	-	-	60%	60%
FoodWise individuals participating in FitWise programming will report intentions or goals to increase (or continue) duration, intensity, and frequency of exercise, physical activity, or leisure sport to help balance calories received from food and beverages.	-	-	50%	50%
Percent increase in community partners for FoodWise	32	42	12%	5%
Percent increase in Financial Literacy Training & TA	0	57	5%	5%
Community Development/Engagement Projects	147	10	5%	5%

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.

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CULTURAL CONTRIBUTIONS (1900) BUDGETDepartment: **Cultural Contributions**UNIT NO. **1900**FUND: **General — 0001****BUDGET SUMMARY**

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures					
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operation Costs	\$6,992,337	\$7,133,688	\$7,083,688	\$7,033,688	(\$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	\$6,992,337	\$7,133,688	\$7,083,688	\$7,033,688	(\$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	\$6,992,337	\$7,133,688	\$7,083,688	\$7,033,688	(\$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

CULTURAL CONTRIBUTIONS (1900) BUDGET

Department: **Cultural Contributions**

UNIT NO. **1900**
FUND: **General — 0001**

Strategic Program Area 1: Fund for the Arts

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	2017 Actual	2018 Budget	2018 Budget
Number of Agencies receiving Community/Cultural Events CAMPAC Funding	4	4	4
Number of Agencies receiving Matching Grants CAMPAC Funding	36	36	36

How We Do It: Program Budget Summary					
Category	2017 Budget	2017 Actual	2018 Budget	2019 Budget	2018/2019 Var
Expenditures	\$407,825	\$407,825	\$407,825	\$407,825	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$407,825	\$407,825	\$407,825	\$407,825	\$0
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Sales tax revenue				
Tax revenue generated by funded arts groups	\$655,313	\$674,184	\$650,000	\$650,000
FTE				
Arts Group staff (Full Time Employees)	354	458	350	350

*Milwaukee County Arts Groups data from application process

***Please note:** Since the application process for 2014 funding, information regarding sales taxes paid was requested from all applicant groups. In 2016, CAMPAC funding assisted these organizations in generating over \$650,000.00 in sales tax payments in a single fiscal year. The overall revenues generated by these arts groups total over \$51,000,000.00 annually. In 2015, CAMPAC began collecting supportive data for number of full-time equivalent employees. Collectively, over 450 FTE worked for CAMPAC funded organizations in 2017.

Strategic Implementation:

The Milwaukee County Fund for the Arts, through the Milwaukee County Cultural Artistic and Musical Programming Advisory Council (CAMPAC), allocates County property tax dollars to support and encourage cultural and artistic activities, which have an important impact on the economic well-being and quality of life of the community.

CAMPAC funding is allocated among three program areas: Matching Grants, Community Cultural Events and Administrative Services.

CULTURAL CONTRIBUTIONS (1900) BUDGET

Department: **Cultural Contributions**

UNIT NO. **1900**

FUND: **General — 0001**

I. MATCHING GRANTS

The Matching Grants program continues to be the highest funding priority, as it leverages outside dollars to sustain the County's arts organizations. This program allows the County to offer a broad variety of artistic experiences to its residents, while providing base support to small and large organizations according to an equitable formula.

II. COMMUNITY CULTURAL EVENTS

Programming for underserved populations supports arts organizations whose programming is targeted to serve minority and underserved communities.

III. ADMINISTRATIVE SERVICES

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

The 2019 tax levy contribution is \$407,825.

CULTURAL CONTRIBUTIONS (1900) BUDGETDepartment: **Cultural Contributions**UNIT NO. **1900**FUND: **General — 0001****Strategic Program Area 2: Historical Society**Service Provision: **Discretionary**Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Attendance-Public (General)	11,646	9,961*	10,000*	11,750
Attendance-Public (Programming)	3,800	4,900*	5,850*	6,750
Attendance-Other	5,760	5,040*	5,250*	5,500
Research Requests	4,320	4,468	4,691	4,925

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$244,605	\$258,105	\$258,105	\$258,105	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$244,605	\$258,105	\$258,105	\$258,105	\$0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Annual % Increase in Patron Usage of MCHS Resource Material	5%	4%	5%	5%
Annual % Increase in Overall Attendance (for all MCHS Operated Facilities)	17%	-6%*	3%*	6%

**Due to construction on outside cornice, attendance has been impacted in 2017 and 2018.*

Strategic Overview:

The Society is a cultural organization that offers historic sites, exhibits, education programs and more to the public. But MCHS was founded as a service provider to the County and still serves in this role to this day in preserving and making accessible historic records. Through the research library, people can access vital records that are important to them; sometimes giving them the ability to prove a relationship or to verify citizenship. MCHS respectfully requests an annual increase (equal to the US COLA) to reflect the rising costs of carrying out this service.

Notes of operation:

- The Milwaukee County Historical Center is currently undergoing a major capital improvement project that began in 2017 and is expected to end in 2018. This has impacted our event rentals and admissions revenue, as well as attendance overall. It is expected that this will not impact attendance in 2019 but that event rentals could still

CULTURAL CONTRIBUTIONS (1900) BUDGET

Department: **Cultural Contributions**

UNIT NO. **1900**

FUND: **General — 0001**

be impacted due to the long-range booking window.

- MCHS is working with the County and Contractor to oversee the cornice project and together, have seen to a very efficient and cost-effective project. This partnership has resulted in the project costing less than half of the original estimate.
- MCHS is working with the Corporation Counsel to ensure Milwaukee County meets record retention requirements in the most efficient manner possible. The goal is to renew/revise the records retention policy and improve the records process so that they can be obtained, and appropriate records preserved.
 - A second step to this would be a point where MCHS could assist Milwaukee County in improving record retention (in initial time where County needs to retain) to include financial efficiencies.
- MCHS and Milwaukee County Parks have come to an operating agreement for Kilbourntown House in Estabrook Park. MCHS will assume all responsibility except for mechanicals; this is increased responsibility for MCHS. This contract is under review by lawyers with intent to sign shortly after.
- As of the end of 2018, the entire County records collection will be rehoused in improved storage. The documents have remained available to the public through this process that realized better conditions and increased space and financial efficiencies.
- MCHS continues to evaluate and improve operations for highest levels of efficiency, as directed by the Board of Supervisors and County Administration. We continue to improve our operations and service to the public while also growing the number of people served and ensuring we reach a broad and diverse audience.

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 7 full-time employees, 8 part-time employees, and over 20 interns and 30 volunteers to make their services possible. This team operates and administers seven facilities located in Milwaukee County, including:

1. The Milwaukee County Historical Center in downtown Milwaukee (County owned, lease in place).
2. The Kilbourntown House in Estabrook Park in Shorewood (County owned land, MCHS owned building. operation agreement pending).
3. The Lowell Damon House in Wauwatosa (MCHS owned)
4. The Jeremiah Curtin House in Greendale (MCHS owned)
5. Trimborn Farm in Greendale (County-owned, operation discussions in progress).
6. Storage warehouse in Milwaukee (MCHS-leased)
7. Brew City MKE Beer Museum in downtown Milwaukee (MCHS-leased)

CULTURAL CONTRIBUTIONS (1900) BUDGETDepartment: **Cultural Contributions**UNIT NO. **1900**FUND: **General — 0001****Strategic Program Area 3: Federated Library System****Service Provision: Discretionary****Strategic Outcome: Quality of Life**

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Budget	2019 Budget
Library Materials Circulated	6,782,798	6,407,744	6,550,000	6,650,000
Registered Cardholders	585,524	544,163	552,000	560,000
Digital Materials Circulated	442,708	481,629	550,000	575,000
Items Delivered	1,047,040	1,064,549	1,075,000	1,100,000
MCFLS and CountyCat Website Page Views	15,702,437	13,557,158	14,000,000	14,250,000
CountyCat Mobile Searches	12,721,085	12,788,880	12,900,000	13,000,000

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2018/2019 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	2016 Actual	2017 Actual	2018 Target	2019 Target
Registered Cardholders Users as a Percent of Population.	61.7%	57.2%	58%	60%

Strategic Overview:

The Milwaukee County Federated Library System (MCFLS) is overseen by the Department of Public Instruction and administered by a seven-member Board of Trustees. It functions as a membership organization - with its membership made up of the 15 administratively autonomous and fiscally independent public libraries in Milwaukee County. These public libraries are wholly funded by their municipality and join the MCFLS organization voluntarily.

The mission of 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.

The 2019 contribution to the Federated Library System remains at \$66,650.

CULTURAL CONTRIBUTIONS (1900) BUDGET

Department: **Cultural Contributions**

UNIT NO. **1900**
FUND: **General — 0001**

Strategic Program Area 4: Marcus Center

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	FY2017 Actual	FY2018 Target	2019 Budget
Attendance-Public (Programming)*	466,205	460,000	488,750
Attendance-Private (Events/Rental)*	30,826	35,000	34,500
Attendance-Other*	48,557	54,000	51,750
Number of Events Annually	2,021	1650	1650
Number of Days Activity in Facility	343	340	340
Number of Performance Weeks-All Theaters by Tenant Groups**	89	75	75
All Theaters by Non-Tenant Groups	26	20	20
Free Events for Children	51	40	40
Children Outreach Events	34	35	35
Free Family, Adults, Community Events	51	30	30

*Total attendance for FY2018 Budget is 545,000 and FY2019 Budget is 575,000.

**Includes MCPA Broadway & other MCPA Productions

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$950,000	\$900,000	\$850,000	\$800,000	(\$50,000)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$950,000	\$900,000	\$850,000	\$800,000	(\$50,000)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Budget	2019 Budget
% of Attendees from Milwaukee	39%	40%	40%	40%
% of Attendees from outside Milwaukee County	61%	60%	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%.

CULTURAL CONTRIBUTIONS (1900) BUDGET

Department: **Cultural Contributions**

UNIT NO. **1900**

FUND: **General — 0001**

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 2019 tax levy contribution is \$800,000.

CULTURAL CONTRIBUTIONS (1900) BUDGET

Department: **Cultural Contributions**

UNIT NO. **1900**
FUND: **General — 0001**

Strategic Program Area 5: Milwaukee Public Museum

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Performance Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Attendance-Museum*	303,617	278,850	270,000	270,000
Attendance-Theater/Planetarium*	172,016	179,892	167,000	175,000
Attendance-Exhibitions*	73,343	45,314	65,000	95,000

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 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	FY 2016 Actual	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Annual Attendance Over/(Under) the 400,000 Base Level*	148,976	104,056	102,000	140,000
Unrestricted Endowments Assets Over/(Under) the \$2,000,000 Base Level* **	65,248	293,683	150,000	150,000
Generate Positive Unrestricted Operating Earnings* ¹	\$851,975	\$2,165,143	\$750,000	\$750,000

*The Performance Measures identified are partially based on conditions that must be met by MPM as outlined in the LMA.

**See below for possible updates to these conditions

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 2019, MPM intends to continue serving over 500,000 visitors during each fiscal year and to provide services and educational opportunities to a diverse

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

CULTURAL CONTRIBUTIONS (1900) BUDGET

Department: **Cultural Contributions**

UNIT NO. **1900**

FUND: **General — 0001**

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 \$5,000,000 during the calendar years 2014-2017.

As part of a proposed amendment to the LMA that will be reviewed by the County in July, the following changes would occur:

1. Annual County Operating contributions:³
 - a. \$3,500,000 annually for calendar years 2014-2020
 - b. \$3,200,000 annually for calendar year 2021
 - c. \$3,000,000 annually for calendar year 2022

For b,c 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 or a future facility as well as meeting performance criteria.

2. Capital funding contributions up to \$5,000,000 by December 31, 2020.

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. Subject to change per September 2018 Board action.

³ 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 back to the original schedule set forth in the LMA for the subsequent years. Additionally, if MPM receives at least \$5,000,000 in cash or donor commitments for capital projects by December 31, 2020, the annual operating contributions will remain at \$3,500,000 for calendar years 2018-2022. Subject to change per September 2018 Board action.

CULTURAL CONTRIBUTIONS (1900) BUDGETDepartment: **Cultural Contributions**UNIT NO. **1900**FUND: **General — 0001****Strategic Program Area 6: Villa Terrace/Charles Allis Museums****Service Provision: Discretionary****Strategic Outcome: Quality of Life**

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Attendance-Public (General)	7,610	9,219	8,500	8,500
Attendance-Public (Programming)	7,051	6,572	7,000	6,000
Attendance-Private (Events/Rental)	13,882	8,317	13,500	13,500
Attendance-Other	2,211	1,560	1,500	1,500

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$222,857	\$225,108	\$225,108	\$225,108	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$222,857	\$225,108	\$225,108	\$225,108	\$0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Level of customer satisfaction with the facility	4.0	3.5	5.0	5.0

Strategic Implementation

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.

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 the Rufus King International High School art 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 Register of Historic Places.

The museums — a public-private partnership between Milwaukee County and Charles Allis and Villa Terrace Museums, Inc. (CAVT) — honor the gifts to the community of Charles and Sarah Allis (in 1946) and Lloyd and Agnes Smith (in 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.

CAVT staff comprises 5 full-time employees, 12 part-time employees, 10 interns and over 75 volunteers.

CULTURAL CONTRIBUTIONS (1900) BUDGET

Department: **Cultural Contributions**

UNIT NO. **1900**

FUND: **General — 0001**

Major Changes in FY 2019:

The Board of Directors of Charles Allis and Villa Terrace Museums, Inc. along with the Executive Director are currently working on plans for a realignment of resources and a development effort to increase foundation grants, individual donations, and corporate sponsorships, beginning in 2019.

In addition, with a change to our music policy in order to comply with our noise permits, it has become necessary to diversify our client pool to maintain current and future rental revenue goals. Support for our rentals department in 2019 will focus on increasing corporate and off-peak rental contracts as well as growing our wedding rentals.

Museums' attendance increased in 2017 due to a strong curatorial program of exhibitions, programs and events. We expanded our collaboration with the Rufus King International High School's International Baccalaureate Art Program through school visits by our exhibiting artists and student instruction based on museum collections. Our annual Art in the Garden program served 179 Milwaukee Public School students. We look to expand these programs as part of our 2019 development plan.

CAVT upgraded each museum's online presence with the launch of two new websites, one for each museum. Each site is unique, extending the visitor experience of the museums to users online. These new sites have led to an increase in traffic and public awareness of the museums, and will better support CAVT's 2019 development efforts.

CAVT is also planning a reimagining of the visitor experience to increase awareness, enjoyment, and interpretation of the collection and the museums, leading to increased attendance, repeat visits, and memberships.

Capital improvements continue to challenge the museums' budget and visitor experience. Our overall customer satisfaction with our facilities dropped in 2017/18. We continue to expend operating funds to mitigate deferred capital maintenance in order to ensure customer satisfaction and safety. Capital expenditures included addressing a major leak in the roof above the entrance foyer at the Charles Allis Art Museum, replacement of air conditioning units, and a major repair to the boiler at Villa Terrace last fall to insure heat through the winter. Expenditure of operating funds to maintain service levels makes realignment of resources more difficult in building out our development plan.

Work approved by the County Board for 2015 on the Charles Allis Art Museum's façade has started in 2018. This will ultimately fix our foyer leak and address safety concerns at our front and back entrances. These projects were the most pressing in the scope of work that was approved by the County Board. There are still serious issues that need to be addressed within that scope of work. The other pressing capital project is the regrading of the Villa Terrace driveway. The current grade is now contributing to safety issues for guests entering and exiting the museum.

CULTURAL CONTRIBUTIONS (1900) BUDGETDepartment: **Cultural Contributions**UNIT NO. **1900**FUND: **General — 0001****Strategic Program Area 7: War Memorial Center****Service Provision: Discretionary****Strategic Outcome: Quality of Life**

What We Do: Activity Data				
Item	2016 Actual	2017 Actual	2018 Budget	2019 Budget
Attendance-Public (General)	18,750	18,900	16,500	19,000
Attendance-Public (Veterans/Military)	8,411	7,183	8,000	7,200
Attendance-Private (Events/Rental)	114,473	112,026	100,500	55,000
Attendance-Education	457	1,631	1,000	5,000

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 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	2016 Actual	2017 Actual	2018 Budget	2019 Budget
# of Events Veterans/Military	168	145	146	146
# of Events Private	705	678	600	617
# of Events Education	13	20	24	52
# of Events Education off-site	0	0	0	12
% of Events from Milwaukee County	97%	88%	85%	85%
% of Events from outside Milwaukee County	3%	12%	15%	15%

Strategic Overview:

In 2017, Milwaukee County transferred ownership of the portions of the Saarinen Building, North Tract and Underbridge formerly leased to Milwaukee County War Memorial, Inc. (WMC) to WMC and portions of the Saarinen Building formerly leased to the Milwaukee Art Museum, Inc. (MAM) to 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, USO of Wisconsin, Paralyzed Veterans of American-Wisconsin Chapter, Veterans Initiative, 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.

CULTURAL CONTRIBUTIONS (1900) BUDGET

Department: **Cultural Contributions**

UNIT NO. **1900**

FUND: **General — 0001**

Strategic Implementation:

The County and the War Memorial Center have a funding agreement that provides for operating and capital funding levels. In accordance with the Agreement, the 2019 tax levy contribution for operating support is \$486,000.

CULTURAL CONTRIBUTIONS (1900) BUDGET

Department: **Cultural Contributions**

UNIT NO. **1900**

FUND: **General — 0001**

Strategic Program Area 8: Milwaukee Art Museum

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Attendance-Public (General)	290,529	247,854	267,900	270,000
Attendance-Public (Programming)	51,254	46,706	57,720	58,000
Attendance-Private (Events/Rental)	37,659	39,609	28,000	28,100

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 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	2016 Actual	2017 Actual	2018 Target	2019 Target
# of Milwaukee County Visitors	206,172	178,780	190,000	192,294
Number of non- Milwaukee County Visitors	173,270	155,389	163,620	163,806
Customers Satisfaction with Events*	4.3 out of 5	4.3 out of 5	4.5 out of 5	4.5 out of 5
Customers Satisfaction with the Facility*	4.1 out of 5	4.1 out of 5	4.0 out of 5	4.1 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: *Serious Play: Design in Midcentury America*, *Constable? A Landscape Rediscovered*, *Family Pictures*, *The San Quentin Project: Nigel Poor and the Men of San Quentin*, *Bouguereau and America*, *Charles Radtke*, and *James Nares: Moves*.

Strategic Implementation: In accordance with the Agreements, the 2019 tax levy contribution for operating support is \$1,100,000. An additional \$190,000 is 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.

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Debt Service Function

Agency Budget Narratives

- Debt Service

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DEBT SERVICE (9960) BUDGETDepartment: **General County Debt Service**UNIT NO. **9960**FUND: **Debt Service — 0016****BUDGET SUMMARY**

Category	2016 Actual*	2017 Actual*	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures					
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operation Costs	\$0	\$0	\$0	\$0	\$0
Debt & Depreciation	\$119,914,478	\$112,213,109	\$87,976,814	\$88,634,936	\$658,122
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	(\$40,069,762)	(\$39,902,472)	(\$39,444,426)	(\$39,655,866)	(\$211,440)
Total Expenditures	\$79,844,716	\$72,310,637	\$48,532,388	\$48,979,070	\$446,682
Revenues					
Direct Revenue	\$32,442,433	\$31,181,138	\$9,677,959	\$10,064,746	\$386,787
Intergov Revenue	\$1,790,392	\$1,840,944	\$1,628,126	\$549,783	(\$1,078,343)
Indirect Revenue	\$15,574,848	\$6,750,000	\$6,554,710	\$3,854,104	(\$2,700,606)
Total Revenues	\$49,807,673	\$39,772,082	\$17,860,795	\$14,468,633	(\$3,392,162)
Tax Levy**	\$30,037,043	\$32,538,555	\$30,671,593	\$34,510,437	\$3,838,844
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

* 2016/2017 actual excludes balance sheet entries to record principal retired for proprietary fund departments and includes the Debt Service Reserve Contributions on the "Indirect Revenue" line. These adjustments are intended to allow 2016-2017 information to be reported on a basis comparable to the subsequent year budget summaries. The expenditures and revenues for 2016 and 2017 are higher than 2018-2019 since they include principal payments and proceeds from general obligation bond refundings.

** County sales and use tax revenues are dedicated primarily to the payment of general obligation debt service costs. For budgetary purposes, the County's pledge to levy ad valorem taxes for the payment of debt service payments treats sales tax revenues and property tax revenues as interchangeable.

DEBT SERVICE (9960) BUDGETDepartment: **General County Debt Service**UNIT NO. **9960**FUND: **Debt Service — 0016****Summary of Bonds and Notes Outstanding**

Type of <u>Issue</u>	True Interest <u>Rate</u>	Date of <u>Bond Issue</u>	Final Maturity <u>Date</u>	Bonds or Notes Outstanding <u>12/31/18</u>	2019 Requirements	
					<u>Principal</u>	<u>Interest</u>
N	2.55	11/15/09	08/01/19	1,000,000	1,000,000	35,000
C	4.79	12/21/10	10/01/26	27,385,000	1,330,000	1,360,958
N	2.82	12/21/10	10/01/20	3,825,000	1,855,000	139,088
R	1.00	12/03/12	12/01/20	6,075,000	4,230,000	243,000
C	2.43	08/14/13	09/01/23	13,935,000	2,790,000	418,050
C	2.60	11/06/14	12/01/29	28,765,000	2,615,000	826,994
C	2.50	11/12/15	10/01/30	27,505,000	1,395,000	716,000
N	1.27	11/12/15	10/01/19	900,000	900,000	18,000
Q	2.34	11/12/15	10/01/25	3,390,000	490,000	78,800
R	1.25	11/12/15	10/01/21	7,080,000	2,395,000	212,400
C	2.36	11/10/16	09/01/31	23,680,000	1,825,000	564,600
N	1.36	11/10/16	09/01/20	3,737,000	1,865,000	74,600
R	1.53	11/10/16	12/01/22	10,675,000	2,755,000	291,700
M	1.52	11/10/16	09/01/21	1,830,000	610,000	36,600
Q	2.42	11/10/16	10/01/26	5,690,000	715,000	110,150
C	2.04	11/08/17	09/01/27	18,675,000	2,075,000	399,438
R	1.48	11/08/17	12/01/23	12,515,000	2,560,000	351,300
N	1.29	11/08/17	09/01/21	4,960,000	1,655,000	103,326
M	1.22	11/08/17	09/01/20	2,785,000	1,395,000	69,650
C	TBD	TBD	08/01/28	TBD	1,800,000	532,429
N	TBD	TBD	08/01/22	TBD	1,995,000	237,577
R	TBD	TBD	08/01/24	TBD	7,860,000	1,488,534
T	TBD	TBD	08/01/23	TBD	785,000	114,259

Non-Pension Obligation Debt Projected Outstanding \$ 204,407,000 \$ 46,895,000 \$ 8,422,458
Balance as of December 31, 2018 and Associated Debt Service

DEBT SERVICE (9960) BUDGET

Department: **General County Debt Service**

UNIT NO. **9960**

FUND: **Debt Service — 0016**

Summary of Bonds and Notes Outstanding Continued

Type of Issue	True Interest Rate	Date of Bond Issue	Final Maturity Date	Bonds or Notes Outstanding 12/31/18	2019 Requirements	
					Principal	Interest
<u>Penison Obligation Notes</u>						
Taxable GO Notes	6.84	12/01/09	12/01/33	\$ 116,072,211	\$ 5,011,614	\$ 7,819,256
Taxable GO Notes	3.28	03/15/13	12/31/30	113,365,000	5,240,000	3,693,160
Taxable GO Notes	2.76	06/27/13	12/01/23	52,475,000	9,865,000	1,628,448
Pension Obligation Note Balance as of December 31, 2018 and associated Debt Service				\$ 281,912,211	\$ 20,116,614	\$ 13,140,864

Total 2019 Debt Service

\$ 88,574,936

*The 2018 Debt Issuances have not yet been issued. The 2019 Requirements in the table above for the 2018 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
- E- Enterprise Software Project

DEBT SERVICE EXPENSES (8021 and 8022)

The 2019 Budget (Budget) includes an increase of \$3,005,613 in principal payments associated with general obligation debt from \$64,006,001 to \$67,011,614. The Budget also includes a decrease of \$2,357,491 of interest expenses from \$23,920,813 to \$21,563,322. The net change to overall debt service principal and interest expenses is an increase of \$648,122 from \$87,926,814 to \$88,574,936.

The Budget contains assumptions related to the 2018 debt issuances that have not yet been issued. The 2018 financings include long term corporate purpose bonds, short term general obligation notes, and tax exempt/taxable refunding bonds.

In addition, File 18-491 was approved by the County Board and County Executive, which authorized the issuance of 2018 Taxable Refunding Bonds that are being issued to refund tax-exempt bonds that were issued to finance improvements to the Marcus Center for the Performing Arts.

The amounts related to the 2018 bond issuances will be revised throughout the budget process and will be final once the bond sales occur. The refunding bonds were sold on September 20 and the new money issuances will be sold in late October.

DEBT SERVICE (9960) BUDGET

Department: **General County Debt Service**

UNIT NO. **9960**

FUND: **Debt Service — 0016**

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 2019, the amount of levy for these expenses increases by \$10,000 to \$60,000.

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 2019 debt service costs for the pension obligation notes issued in 2009 and 2013 is \$33,257,477.

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 2019 contribution from the Reserve for County Bonds is \$3,854,104, which is a decrease of \$2,700,606 compared to the 2018 Adopted Budget.

DEBT SERVICE (9960) BUDGET

Department: **General County Debt Service**

UNIT NO. **9960**

FUND: **Debt Service — 0016**

County Fleet Debt Service Abatement

The 2019 principal costs for the debt issued for vehicles and equipment in 2010-2018 is \$4,072,571. 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 6.6%.

In March 2018, the County Board and County Executive passed File 18-211 that authorized and provided parameters for the issuance of a not-to-exceed amount of \$57,325,000 of General Obligation Refunding Bonds to refund the balance of the outstanding: 2009C Build America Bonds, 2009E Build America Bonds, and 2010A Build America and Recovery Zone Bonds.

The future of the Build America Bond subsidy remains uncertain. For example during the passage of the Tax Cuts and Jobs Act of 2017, the additional growth the federal deficit would have triggered the Statutory Pay-As-You-Go Act and resulted in the elimination of the Build America Bond subsidies. However, Congress in 2017 passed a waiver to the Pay-As-You-Go Act, which allowed the Build America Bond subsidies to continue.

Based on concerns related to the uncertainty of the Build America Bond subsidies, the County’s financial advisor has recommended that the County refund its outstanding Build America Bond debt.

The Office of the Comptroller has prepared estimated debt service schedules for the issuance of a not-to-exceed amount of \$57,325,000 in refunding bonds. The total estimated debt service costs would be \$62,727,498, including \$5,402,498 in interest costs. The combined estimated net present value savings is \$396,645 and includes the loss of the future Build America Bond subsidies.

For 2019, \$549,783 is anticipated to be received from the IRS as reimbursement for \$1,657,458 of 2019 interest expenses relating to the remaining Build America Bonds and Qualified Energy Conservation Bonds. The 2019 estimate reflects the refunding of the 2009 BABs, the 2009E BABs, and the 2010A BABs. The estimate also includes a reduction of 6.6% as a result of the continuing impact of Sequestration for the remaining outstanding Build America Bonds and Qualified Energy Conservation Bonds.

The 2019 reimbursement amount is \$1,078,344 less than the 2018 budgeted reimbursement amount of \$1,628,127.

DEBT SERVICE (9960) BUDGET

Department: **General County Debt Service**

UNIT NO. **9960**

FUND: **Debt Service — 0016**

Jail Assessment Surcharge (1315)

Jail Assessment Surcharge revenue of \$967,000 is projected to be used to pay 2019 debt service costs for the construction of the Criminal Justice Facility (CJF) as allowed by Wisconsin Statutes Section 302.46(2). The 2019 estimate represents the most recent (2017) full year 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 last five years of actuals the budget for 2019 is projected to be \$9,000,000.

<u>Year</u>	<u>Budget</u>	<u>Actual</u>	<u>Surplus (Deficit)</u>
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	\$9,314,000	\$1,314,000
2018*	\$8,500,000	\$9,000,000	\$500,000
2019	\$9,000,000		

**2018 Actual is estimated as Froedtert is currently auditing its year-end financials. Froedtert staff anticipated final figures to be released in early October, 2018.*

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 2019 is \$97,746 and represents the final year of the repayment schedule.

DEBT SERVICE (9960) BUDGETDepartment: **General County Debt Service**UNIT NO. **9960**FUND: **Debt Service — 0016****INTEREST ALLOCATION* (9880)**

Org. No.	Capitalized and Operating Interest Expense for Proprietary Fund Departments	2019 Amount
1160	DAS-Information Management Services Division	\$ 199,563
5300	Fleet Management Division (Vehicle Initiative-Principal)	4,072,571
5300	Fleet Management Division (Vehicle Interest)	541,191
5500	DAS - Utility	139,749
5605	Milwaukee County Transit/Paratransit Services	1,139,966
5725	DAS - Facilities Management Division	305,349
1200-1850*	Capital Projects	0
	Sub-Total	\$ 6,398,389
1950	Taxable Pension Obligation Notes	\$ 33,257,477
	Total Estimated 2019 Debt Service Abatement	\$ 39,655,866

* The interest allocation amounts on general obligation bonds and notes for capital projects will be calculated at the end of 2019. As in prior years, an administrative transfer will be processed by the Office of the Comptroller to modify capital project budgets and the Debt Service Budget to adjust budgets based on actual amounts.

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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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NON-DEPARTMENTAL REVENUES (1800) BUDGETDepartment: **Non-Departmental Revenues**UNIT NO. **1800**FUND: **General — 0001****BUDGET SUMMARY**

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Revenues					
1901 Unclaimed Money	\$0	\$1,250,000	\$0	\$1,250,000	\$1,250,000
1902 State Personal Property Aid	\$0	\$0	\$0	\$1,616,781	\$1,616,781
1933 Land Sales	\$0	\$0	\$0	\$0	\$0
1937 Potawatomi Allocation	\$4,086,243	\$4,169,411	\$4,184,628	\$4,307,378	\$122,750
1986 Fire Charge Uncollectable	\$0	\$0	\$0	(\$862,000)	(\$862,000)
1993 State Shared Taxes	\$31,282,380	\$31,305,169	\$31,259,289	\$31,259,289	\$0
1994 State Exempt Computer Aid	\$4,485,818	\$4,935,701	\$5,008,256	\$5,108,421	\$100,165
1995 Milwaukee Bucks Sports Arena	(\$4,000,000)	(\$4,000,000)	(\$4,000,000)	(\$4,000,000)	\$0
1996 County Sales Tax Revenue*	\$73,008,568	\$74,602,527	\$75,726,406	\$78,796,038	\$3,069,632
1998 Surplus from Prior Years	\$5,000,000	\$5,000,000	\$5,000,000	\$4,798,000	(\$202,000)
1999 Other Misc. Revenue	\$365,535	\$1,292,463	\$100,000	\$25,000	(\$75,000)
Total Revenue	\$114,228,544	\$118,555,271	\$117,278,579	\$122,298,907	\$5,020,328

*The figures stated above are presented as gross sales tax collections for clarity. Org 1996 contains net sales tax collections in the Operating Budget after allocations to capital improvements.

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.

Recommended Amounts are based on the following:

Unclaimed Money: Pursuant to Section 59.66 of the Wisconsin Statutes, the County Treasurer is to publish a notice that the Treasurer's Office possesses unclaimed money. If no legal claim is made within the time specified in such notice, all funds and interest earned are to be turned over to the General Fund of the County treasury. Every other year, the Treasurer widely advertises unclaimed funds before they are forfeited. As a result, this revenue fluctuates from one year to the next and is difficult to predict. There is \$1,250,000 budgeted in 2019 for Unclaimed Money.

State Personal Property Aid: As part of 2017 Act 59, municipal and county levy limits were reduced by the amount equal to an inaugural 2019 Personal Property Aid distribution to compensate local governments for an exemption to personal property tax of machinery, tools and patterns not used in manufacturing. The Wisconsin Department of Revenue estimates the payment to Milwaukee County at \$1,616,781.

NON-DEPARTMENTAL REVENUES (1800) BUDGET

Department: **Non-Departmental Revenues**

UNIT NO. **1800**

FUND: **General — 0001**

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, 2018 to June 30, 2019 by the Potawatomi Bingo Casino per contract. The amount is net of allocations to operating departments (see below). The 2018 net win payment was \$5,008,526. Improvements in the local economy increase the estimate for 2019 budgeted Class III Net Win to \$5,108,421.

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

Fire Charge-Uncollectable: The Fire protection charge will continue to be budgeted in the Water Distribution System (Agency 550) and charged out to all County Grounds users of the water system.¹ However, payment from some non-County users of the water system has been challenging and has resulted in uncollectable payments. Although the County will continue to pursue payment for these charges, uncollectable revenue of \$862,000 is budgeted to account for potential uncollectable revenue.²

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 2019. 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.

¹ 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 2019 are estimated at \$1.38 million. Approximately \$1.35 million of this cost is charged to non-county water system users with the balance, an estimated \$28,000 charged to County users.

² 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.

NON-DEPARTMENTAL REVENUES (1800) BUDGET

Department: **Non-Departmental Revenues**

UNIT NO. **1800**

FUND: **General — 0001**

	2016	2017	2018	2019
<u>STATISTICAL SUPPORTING DATA</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Base Payment	\$ 47,023,962	\$ 47,023,962	\$ 47,023,962	\$ 47,023,962
Utility Payment	4,240,985	4,314,727	4,336,604	4,336,604
Subtotal State Shared Taxes	\$ 51,264,947	\$ 51,338,689	\$ 51,360,566	\$ 51,360,566
State Child Welfare Reallocation	(20,101,300)	(20,101,300)	(20,101,300)	(20,101,300)
Total State Shared Taxes	\$ 31,163,647	\$ 31,237,389	\$ 31,259,266	\$ 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. In 2019 and each year thereafter, State Exempt Computer Aid will increase by a percentage equal to the average annual change in US consumer price index for all urban consumers, U.S. city average, for the 12 months ending on September 30th of the year prior to the payment. The estimate at the time of budget preparation for that percentage results in \$5,108,421 budgeted in State Exempt Computer Aid for 2019.

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.

Due to the investment in the Bucks Arena, after sitting vacant and blighted for more than a decade, all of the land in the Park East corridor is either under development or has an option to purchase. As a result of public/private partnerships, a shared vision, and strong investment leadership, the land today is not only the centerpiece for downtown Milwaukee's renaissance, but also represents thousands of new construction and permanent jobs.

While the Milwaukee Bucks arena deal was certainly a catalyst, so far there are more than half a billion dollars in new development planned or developed in the Park East -- separate from the arena. This means shovels are already in the ground and people are already working in good-paying union jobs.

On the Park East development alone, more than 10,000 jobs are expected to be created over the course of the development project, but we're seeing this economic activity spread outward, which was always the County Executive's vision -- it's so much more than just a benefit for downtown or for the Bucks. Fourteen jobs are created for every \$1 million spent on this type of construction project, and every dollar spent generates \$1.92 in economic impact. In the case of the \$1 billion-plus planned development projects, this could translate into over 14,000 jobs -- more than half of which will be in construction -- and almost \$2 billion in overall economic impact. Milwaukee County taxpayers can feel confident that their investment is paying dividends.

NON-DEPARTMENTAL REVENUES (1800) BUDGET

Department: **Non-Departmental Revenues**

UNIT NO. **1800**

FUND: **General — 0001**

County Sales Tax Revenue: Sales tax collections in 2019 are projected to increase by approximately \$3.1 million from the 2018 Adopted Budget. Organic economic growth of \$1.36 million is projected as well as additional \$1.7 million growth due to the *South Dakota v. Wayfair Inc.* court decision which allows for collection of sales tax on items purchased through the internet. The net sales tax budgeted in Org 1996 is \$78,796,038, less an allocation of \$10,781,492 for capital improvements for a total of \$68,014,546. An allocation of \$34,510,437 is provided for 2019 debt service, resulting in a net of \$33,504,109 for general fund purposes.

<u>STATISTICAL SUPPORTING DATA</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Budget</u>	<u>2019 Budget</u>
Gross Sales Tax Collections	\$ 70,198,473	\$ 75,931,325	\$ 77,075,222	\$ 80,199,530
State Administrative Fee	(1,300,407)	(1,328,798)	(1,348,816)	(1,403,492)
County Sales Tax Collections	\$ 66,307,500	\$ 74,602,527	\$ 75,726,406	\$ 78,796,038
Less Sales Tax Allocated to				
Capital Improvements	\$ (9,326,269)	\$ (6,843,500)	\$ (4,844,618)	\$ (10,781,492)
County Net Sales Tax Collections	\$ 56,981,231	\$ 67,759,027	\$ 70,881,788	\$ 68,014,546
Less Allocations to Debt Service	(33,957,244)	(33,616,438)	(30,671,593)	(34,510,437)
Available for General Fund	\$ 23,023,987	\$ 34,142,589	\$ 40,210,195	\$ 33,504,109

Surplus (Deficit) from Prior Year: Represents the County's 2017 surplus of \$4,798,000 applied to the County's 2019 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 \$7,700 related to the closure of TIF district #15 in Milwaukee is budgeted in 2019. 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.

PROPERTY TAXES (1991) BUDGETDepartment: **Property Taxes**UNIT NO. **1991**FUND: **General — 0001****BUDGET SUMMARY**

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Revenues					
1991 Property Tax Levy	\$286,197,418	\$288,936,695	\$292,828,329	\$294,128,329	\$1,300,000
Total Revenue	\$286,197,418	\$288,936,695	\$292,828,329	\$294,128,329	\$1,300,000

Statistical Supporting Data			
General County	2018 Budget	2019 Budget	2018/2017 Variance
Expenditures	\$1,148,961,486	\$1,187,626,700	\$38,665,214
Revenues	\$816,370,667	\$849,879,297	\$33,508,630
Bond Issues	\$39,762,489	\$43,619,074	\$3,856,585
General County Property Tax Levy	\$292,828,329	\$294,128,329	\$1,300,000

Property tax levy represents the remaining amount of dollars required to perform services to the public. It is the “ad valorem” (general ownership) tax liability imposed on homeowners and businesses for owning real estate. The amount that each homeowner or business pays is based on the value of the property(s).

PROPERTY TAXES (1991) BUDGET

Department: **Property Taxes**

UNIT NO. **1991**

FUND: **General — 0001**

Summary of 2019 Tax Levy					
		2019 Budget			
Dept.	Department				Type
No.	Description	Expenditures	Revenues	Tax Levy	Fund*
Legislative and Executive					
1000	County Board	\$1,176,513	\$0	\$1,176,513	GEN
1011	County Executive-General Office	\$822,139	\$0	\$822,139	GEN
1020	County Executive-Intergov Relations	\$229,582	\$0	\$229,582	GEN
1021	County Exec-Veteran's Services	\$200,304	\$13,000	\$187,304	GEN
	Total Legislative and Executive	\$2,428,538	\$13,000	\$2,415,538	
Staff Agencies					
1090	Office on African American Affairs	\$749,633	\$0	\$749,633	GEN
1120	Personnel Review Board,Civil Service Commission & Ethics Board	\$274,681	\$0	\$274,681	GEN
1130	Corporation Counsel	\$1,121,454	\$175,000	\$946,454	GEN
1140	Human Resources	\$5,871,365	\$1,891,242	\$3,980,123	GEN
1151	Department of Administrative Services	\$66,359,609	\$17,629,172	\$48,730,437	**
	Total Staff Agencies	\$74,376,742	\$19,695,414	\$54,681,328	
County-Wide Non-Departmental Revenues					
1901	Unclaimed Money	\$0	\$1,250,000	(\$1,250,000)	GEN
1902	State Personal Property Aid	\$0	\$1,616,781	(\$1,616,781)	
1933	Land Sales	\$0	\$4,307,378	(\$4,307,378)	GEN
1937	Potawatomi Revenue	\$0	(\$862,000)	\$862,000	GEN
1993	State Shared Taxes	\$0	\$31,259,289	(\$31,259,289)	GEN
1994	State Exempt Cmpt'r Aid	\$0	\$5,108,421	(\$5,108,421)	GEN
1995	Milwaukee Bucks Sports Arena	\$0	(\$4,000,000)	\$4,000,000	
1996	Cnty Sales Tax Revenue	\$0	\$68,014,546	(\$68,014,546)	GEN
1998	Surplus from Prior Year	\$0	\$4,798,000	(\$4,798,000)	GEN
1999	Other Misc Revenue	\$0	\$25,000	(\$25,000)	GEN
	Total Non-Departmental Revenues	\$0	\$111,517,415	(\$111,517,415)	

PROPERTY TAXES (1991) BUDGET

Department: **Property Taxes**

UNIT NO. **1991**

FUND: **General — 0001**

County-Wide Non-Departmental Expenditures					
1913	Civil Air Patrol	\$11,500	\$0	\$11,500	GEN
1921	Human Resources/Payroll Sys	\$1,905,975	\$0	\$1,905,975	GEN
1930	Internal Service Abatement	(\$231,607,031)	(\$231,607,031)	\$0	GEN
1935	Charges to Other County Units	(\$7,014,501)	\$0	(\$7,014,501)	GEN
1945	Appropriation for Contingencies	\$5,000,000	\$0	\$5,000,000	GEN
1950	Employee Fringe Benefits	\$223,059,969	\$223,059,969	\$0	GEN
1951	Centralized Active Fringe	\$98,426,807	\$0	\$98,426,807	GEN
1961	Litigation Reserve	\$526,899	\$0	\$526,899	GEN
1971	Centralized Crosscharges	\$2,961,163	\$11,017,540	(\$8,056,377)	GEN
1972	Wage and Benefit Modification	\$0	\$0	\$0	GEN
1975	Law Enforcement Grants	\$0	\$0	\$0	GEN
1985	Capital/Depreciation Contra	\$4,186,598	\$7,606,145	(\$3,419,547)	GEN
1987	Debt Issue Expense	\$0	\$0	\$0	GEN
	Total County-Wide Non-Dept	\$97,457,379	\$10,076,623	\$87,380,756	
Courts and Judiciary					
2000	Combined Court Related Services	\$27,803,228	\$11,129,371	\$16,673,857	GEN
2430	Department of Child Support	\$20,202,965	\$18,219,068	\$1,983,897	GEN
2900	Courts-Pre Trial Services	\$5,156,216	\$602,585	\$4,553,631	GEN
	Total Courts and Judiciary	\$53,162,409	\$29,951,024	\$23,211,385	
General Government					
3010	Election Commission	\$496,257	\$45,750	\$450,507	GEN
3090	County Treasurer	\$1,001,481	\$7,421,389	(\$6,419,908)	GEN
3270	County Clerk	\$875,101	\$547,696	\$327,405	GEN
3400	Register of Deeds	\$1,469,506	\$4,630,500	(\$3,160,994)	GEN
3700	Comptroller	\$4,400,229	\$315,431	\$4,084,798	GEN
	Total General Government	\$8,242,574	\$12,960,766	(\$4,718,192)	
Public Safety					
4000	Sheriff	\$45,538,512	\$10,595,620	\$34,942,892	GEN
4300	House of Correction	\$46,620,087	\$8,647,135	\$37,972,952	GEN
4500	District Attorney	\$11,500,716	\$5,290,090	\$6,210,626	GEN
4800	Emergency Management	\$7,316,713	\$1,357,609	\$5,959,104	GEN
4900	Medical Examiner	\$4,255,382	\$2,904,893	\$1,350,489	GEN
	Total Public Safety	\$115,231,410	\$28,795,347	\$86,436,063	

PROPERTY TAXES (1991) BUDGET

Department: **Property Taxes**

UNIT NO. **1991**

FUND: **General — 0001**

Public Works					
5040	DOT-Airport	\$96,441,211	\$96,441,211	\$0	ENTER
5070	DTPW - Transportation Services	\$1,828,002	\$1,549,361	\$278,641	GEN
5100	DOT-Highway Maintenance	\$21,805,070	\$21,805,070	\$0	GEN
5300	DOT-Fleet Maintenance	\$12,231,406	\$12,947,430	(\$716,024)	GEN
5600	Transit/Paratransit	\$118,480,049	\$109,729,072	\$8,750,977	ENTER
5800	DOT-Director's Office	\$290,000	\$290,000	\$0	GEN
	Total Public Works	\$251,075,738	\$242,762,144	\$8,313,594	
Health and Human Services					
6300	DHHS-Behavioral Health Division	\$206,796,118	\$149,664,726	\$57,131,392	GEN
7900	Department on Aging	\$20,208,625	\$17,506,785	\$2,701,840	GEN
7990	Department of Family Care	\$0	\$0	\$0	GEN
8000	Dept of Health & Human Services	\$123,154,070	\$92,135,135	\$31,018,935	GEN
	Total Health and Human Services	\$350,158,813	\$259,306,646	\$90,852,167	
Parks, Recreation and Culture					
1908	Milwaukee County Historical Society	\$258,105	\$0	\$258,105	GEN
1914	War Memorial	\$486,000	\$0	\$486,000	GEN
1915	Villa Terrace/Charles Allis	\$225,108	\$0	\$225,108	GEN
1916	Marcus Center for the Performing Arts	\$800,000	\$0	\$800,000	GEN
1917	Milwaukee Art Museum	\$1,290,000	\$0	\$1,290,000	GEN
1966	Federated Library	\$66,650	\$0	\$66,650	GEN
1974	Milwaukee County Fund for the Arts	\$407,825	\$0	\$407,825	GEN
9000	Parks, Recreation and Culture	\$36,656,329	\$20,953,845	\$15,702,484	GEN
9500	Zoological Department	\$16,581,957	\$17,246,979	(\$665,022)	GEN
9700	Museum	\$3,500,000	\$0	\$3,500,000	GEN
9910	University Extension	\$459,318	\$110,000	\$349,318	GEN
	Total Parks, Recreation and Culture	\$60,731,292	\$38,310,824	\$22,420,468	
Debt Service					
9960	General County Debt Service	\$48,979,070	\$14,468,633	\$34,510,437	DEBT
	Total Debt Service	\$48,979,070	\$14,468,633	\$34,510,437	
Capital Projects					
1200-1876	Capital Improvements	\$124,444,736	\$124,319,736	\$125,000	CAP
	Total Capital Projects	\$124,444,736	\$124,319,736	\$125,000	

PROPERTY TAXES (1991) BUDGETDepartment: **Property Taxes**UNIT NO. **1991**FUND: **General — 0001**

Expendable Trust Funds					
601	Office for Disabilities Trust Fund	\$0	\$0	\$0	TF
0701-0702	BHD Trust Funds	\$17,200	\$0	\$17,200	TF
0319-0329	Zoo Trust Funds	\$1,320,799	\$1,320,799	\$0	TF
	Total Expendable Trust Funds	\$1,337,999	\$1,320,799	\$17,200	
	Total County	\$1,187,626,700	\$893,498,371	\$294,128,329	

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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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EMPLOYEE & RETIREE FRINGE BENEFITS (1950) BUDGETDepartment: **Fringe Benefits**UNIT NO. **1950**FUND: **General — 0001****BUDGET SUMMARY**

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2018/2017 Variance
Expenditures					
Direct Fringe Benefits	\$212,822,868	\$197,326,765	\$221,069,718	\$220,077,398	(\$992,320)
Operation Costs	\$1,571,632	\$3,495,862	\$1,841,000	\$2,170,124	\$329,124
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Centralized Fringe Costs	\$0	\$0	\$124,332,215	\$98,426,807	(\$25,905,408)
Interdept. Charges	\$2,157,134	\$657,390	\$787,167	\$812,447	\$25,280
Total Expenditures	\$216,551,635	\$201,480,017	\$348,030,100	\$321,486,776	(\$26,543,324)
Revenues					
Direct Revenue	\$24,679,954	\$21,216,057	\$22,273,671	\$22,820,340	\$546,669
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$177,165,541	\$173,356,491	\$201,424,214	\$200,239,629	(\$1,184,585)
Total Revenues	\$201,845,495	\$194,572,548	\$223,697,885	\$223,059,969	(\$637,916)
Tax Levy	\$14,706,140	\$6,907,469	\$124,332,215	\$98,426,807	(\$25,905,408)

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 (1950) BUDGETDepartment: **Fringe Benefits**UNIT NO. **1950**FUND: **General — 0001****Employee & Retiree Fringe Benefits Summary****2018-2019 Fringe Benefit Budget Comparisons**

ITEM	2018 BUDGET	2019 BUDGET	2018-2019 Change
Gross Health & Dental Costs	\$112,662,343	\$111,709,066	(\$953,277)
	+	+	
Gross Pension Costs	\$106,783,456	\$107,073,478	\$290,022
	+	+	
Gross Costs - Other Benefits	\$4,252,086	\$4,277,425	\$25,339
	=	=	
TOTAL Gross Benefit Costs	\$223,697,885	\$223,059,969	(\$637,916)
	-	-	
Less Employee & Retiree Premiums	(\$9,247,688)	(\$8,701,304)	(\$546,384)
	-	-	
Less Employee & State Contributions	(\$12,130,162)	(\$12,789,036)	\$658,874
	-	-	
Less Other Benefit Revenues	(\$895,821)	(\$1,330,000)	\$434,179
	=	=	
TOTAL Net Benefit Costs - Allocated to Departments	\$201,424,214	\$200,239,629	(\$1,184,585)
	-	-	
Estimated Revenue Offset at 14.5%	(\$29,206,511)	(\$29,034,746)	(\$171,765)
	=	=	
Approximate Direct Tax Levy Cost, Employee & Retiree Fringe Benefits:	\$172,217,703	\$171,204,883	(\$1,012,820)

The table above shows that the 2019 budget includes \$223 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 \$22.8 million of this total. The remainder, \$200.2 million, is allocated to revenue-generating 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 \$171.2 million in 2019, represents tax levy. Countywide, approximately 14.5 percent of fringe benefit costs that are allocated out are reimbursed by outside revenue sources.

EMPLOYEE & RETIREE FRINGE BENEFITS (1950) BUDGET

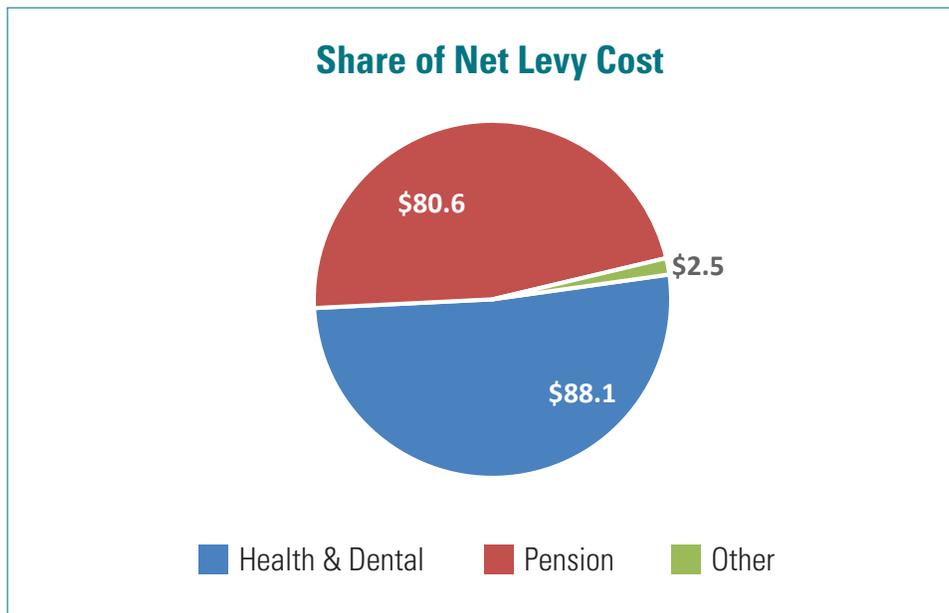
Department: **Fringe Benefits**

UNIT NO. **1950**

FUND: **General — 0001**

In 2019, only departments and portions of departments with substantial outside revenue reimbursement are directly charged for fringe benefit costs. The fringe benefit rate for the 2019 Budget development are \$15,107 per benefit eligible FTE for active health care and 13.77% of salary for active pension. In early 2019, 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 \$88.1 million or 51.4 percent of the total. Pension benefits represent approximately \$80.6 million or 47.1 percent, and other benefits such as life insurance and the employee bus pass program require \$2.5 million in levy or 1.5 percent of the total.



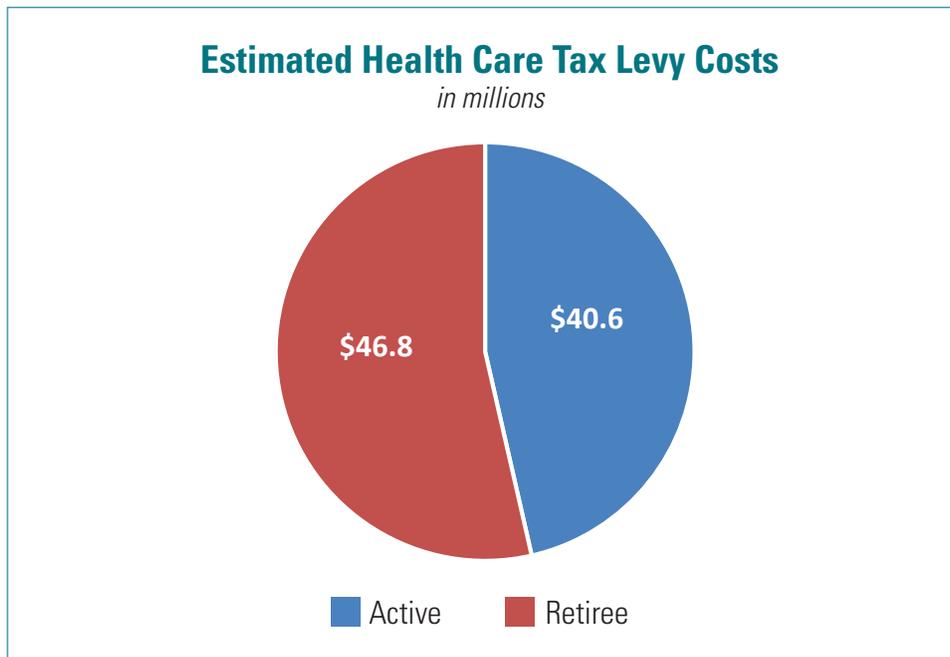
Health & Dental Benefits Overview

The County allocates its benefit costs to active employees and retirees based on estimates provided by various sources, including the health care actuary and 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 2019, the following minor health care plan design changes are included:

- Increase of co-pay for emergency room visits. To ensure that individuals who need emergency care do not have an incentive to avoid the emergency room, the entire co-pay is waived if the individual is admitted.
- Milwaukee County currently has two separate dental plans. In 2019, the two dental plans are consolidated into one plan. The better benefit between the two dental plans will be offered in a single plan. It is anticipated that impact on employees will be limited.

For health care expenditures, which include medical claims and Medicare Part B premium reimbursements, retirees account for an estimated 59.7 percent of tax levy funded benefits, while active employees represent 40.3 percent.



EMPLOYEE & RETIREE FRINGE BENEFITS (1950) BUDGET

Department: **Fringe Benefits**

UNIT NO. **1950**

FUND: **General — 0001**

The Flexible Spending Account (FSA) Employer contribution for 2019 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.

Expenditures in Org. 1950 – Employee Fringe Benefits include:

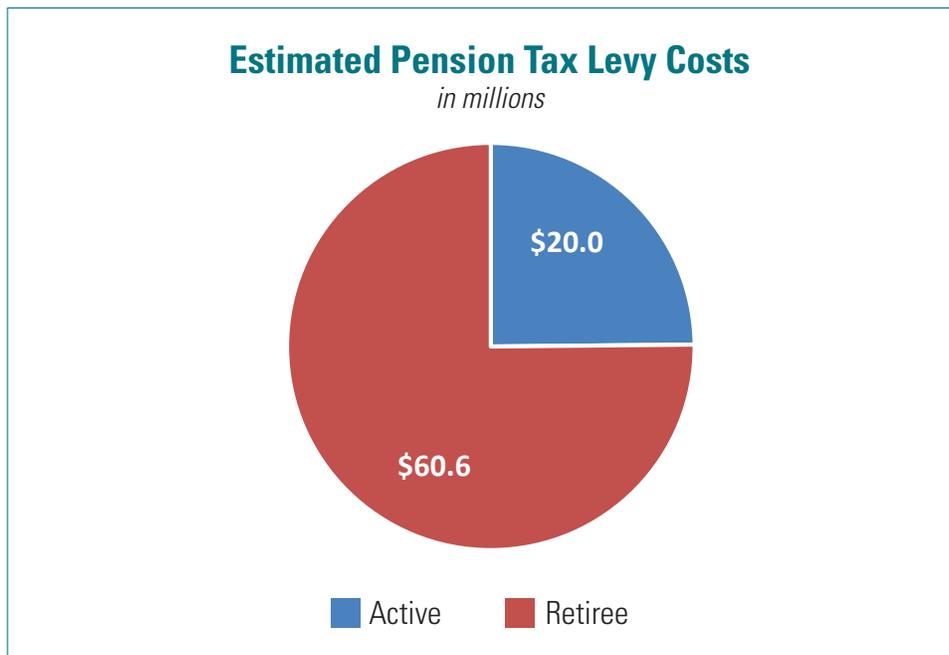
- Health and dental insurance benefits
- Third-party administrative costs for health insurance, prescription drugs, dental insurance, and wellness
- Stop loss insurance
- Fees required by the Affordable Care Act

In addition to the health plan design above, appropriations of \$9,755,714 are provided for:

- Medicare Part B premium reimbursements for retirees (\$9,353,734)
- Actuarial and consulting costs (\$179,480)
- Opt-out payments to employees who decline health insurance benefits (\$157,500)
- Employee flu shots (\$65,000)

Pension Benefits Overview

As with health care and dental benefits, the County allocates pension-related costs between active employees and retirees. For 2019, the projected tax levy cost of pension benefits is approximately \$80.6 million. Of this total, approximately \$60.6 million or 75 percent is allocated to retiree costs and \$20.0 million or 25 percent is allocated to active employees.



EMPLOYEE & RETIREE FRINGE BENEFITS (1950) BUDGET

Department: **Fringe Benefits**

UNIT NO. **1950**

FUND: **General — 0001**

The 2019 budget provides total appropriations for pension benefits of \$107,038,456. This amount represents an increase over the 2018 Adopted Budget of \$255,000. Pension costs remain relatively flat mostly due to better than expected investment returns in the Pension Fund in 2018. Pension costs are expected to increase significantly in 2020 due to a decrease in the assumed rate of return and a potential reduction in investment returns.

Item	2018 Budget	2019 Budget	2018/19 Change
OBRA Retirement System Contrib.	\$369,000	\$311,000	(\$58,000)
ERS Normal Cost	\$19,424,000	\$19,619,000	\$195,000
ERS Unfunded Actuarial Liability	\$53,237,000	\$52,826,000	(\$411,000)
Pension Obligation Bonds	\$33,222,456	\$33,257,478	\$35,022
Doyne Pension	\$531,000	\$1,060,000	\$529,000
TOTAL Pension Costs	\$106,783,456	\$107,073,488	\$290,022

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 \$12.8 million are budgeted in 2019. For 2019, general employees shall contribute 6.5 percent of salary to the pension plan (no change from 2018). Public safety employee contributions are subject to collective bargaining. Revenues slightly decrease compared to 2019 based on actuals.

COUNTYWIDE NON-DEPARTMENTAL EXPENDITURES (1940) BUDGET

Department: **Countywide Non-Departmental Expenditures**

UNIT NO. **1940**

FUND: **General — 0001**

BUDGET SUMMARY

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures					
Personnel Costs	\$0	\$0	(\$199,672,614)	(\$200,239,629)	(\$567,015)
Operation Costs	(\$23,821,520)	\$2,751,395	\$10,431,919	\$8,524,374	(\$1,907,545)
Debt & Depreciation	\$0	\$0	(\$5,180,674)	(\$4,685,547)	\$495,127
Capital Outlay	\$0	\$0	\$6,809,600	\$8,872,145	\$2,062,545
Interdept. Charges	(\$16,026,126)	(\$11,943,067)	(\$34,987,184)	(\$36,500,740)	(\$1,513,556)
Total Expenditures	\$39,847,646	\$9,191,672	\$222,598,953	\$223,789,397	\$1,190,444
Revenues					
Direct Revenue	\$1,507,110	\$0	\$5,466,600	\$7,606,145	\$2,139,545
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$230,320	(\$221,805,304)	(\$220,589,491)	\$1,215,813
Total Revenues	(\$1,507,110)	(\$230,320)	\$216,338,704	\$212,983,346	(\$3,355,358)
Tax Levy	\$41,354,756	\$9,421,992	\$6,260,249	\$10,806,051	\$4,545,802
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).
- The Litigation Reserve is a reserve account that can be utilized for unanticipated legal costs.

COUNTYWIDE NON-DEPARTMENTAL EXPENDITURES (1940) BUDGET

Department: **Countywide Non-Departmental Expenditures**

UNIT NO. **1940**

FUND: **General — 0001**

- 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.

COUNTYWIDE NON-DEPARTMENTAL EXPENDITURES (1940) BUDGETDepartment: **Countywide Non-Departmental Expenditures**UNIT NO. **1940**FUND: **General — 0001****Strategic Program Area 1: Appropriation for Contingencies**

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$0	\$0	\$7,424,732	\$5,000,000	(\$2,424,732)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$0	\$0	\$7,424,732	\$5,000,000	(\$2,424,732)

The 2019 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 2019, the unallocated contingency contains \$5,000,000. This represents a decrease in unallocated contingency of \$994,110 compared to 2018.

There is no funding for allocated contingency in 2019. In 2018, \$1,430,622 of one-time items were included in allocated contingency.

COUNTYWIDE NON-DEPARTMENTAL EXPENDITURES (1940) BUDGETDepartment: **Countywide Non-Departmental Expenditures**UNIT NO. **1940**FUND: **General — 0001****Strategic Program Area 2: Offset to Internal Service Charges**

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$0	\$0	(\$232,668,857)	(\$231,607,031)	\$1,061,826
Revenues	\$0	\$230,320	(\$232,668,857)	(\$231,607,031)	\$1,061,826
Tax Levy	\$0	(\$230,320)	\$0	\$0	\$0

Strategic Implementation: This program area reduces total County expenditures and revenues by the amount of charges from internal service fund departments to other County departments. Without this adjustment, total County expenditures and revenues would be overstated. Expenditures of (\$231,607,031) and revenue offsets of (\$231,607,031) reflect the charges from the following departments to other County departments.

Internal Service Revenue			
Department Name	2018 Budget	2019 Budget	2019/2018 Var
Fringe Benefits	(\$201,424,214)	(\$200,239,629)	\$1,184,585
Register of Deeds	(\$67,826)	\$0	\$67,826
DAS-Facilities Management	(\$6,072,123)	(\$5,580,103)	\$492,020
DAS-Water Utility	(\$93,503)	(\$83,793)	\$9,710
DOT-Airport	(\$419,725)	(\$423,175)	(\$3,450)
DOT-Transit	(\$9,000)	\$0	\$9,000
DOT-Highways	(\$1,462,744)	\$0	\$1,462,744
DOT-Transportation Services	\$0	(\$1,403,361)	(\$1,403,361)
DOT-Fleet	(\$12,236,169)	(\$12,849,430)	(\$613,261)
Parks	(\$20,000)	(\$10,000)	\$10,000
Centralized Crosscharges	(\$10,863,553)	(\$11,017,540)	(\$153,987)
Total	(\$232,668,857)	(\$231,607,031)	\$1,061,826

COUNTYWIDE NON-DEPARTMENTAL EXPENDITURES (1940) BUDGETDepartment: **Countywide Non-Departmental Expenditures**UNIT NO. **1940**FUND: **General — 0001****Strategic Program Area 3: Charges to Other County Departments**

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	(\$40,569,222)	(\$10,613,410)	(\$6,095,572)	(\$7,014,501)	(\$918,929)
Revenues	\$1,507,110	\$0	\$0	\$0	\$0
Tax Levy	(\$42,076,332)	(\$10,613,410)	(\$6,095,572)	(\$7,014,501)	(\$918,929)

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 2019 budget are prepared by the Office of the Comptroller. The 2019 Plan uses 2017 actual costs as its base and includes a carryover provision for the difference between the 2018 Plan and 2017 actual costs. Adding the 2017 carryover to the 2019 budget increases charges to those departments that were undercharged in 2018, and reduces charges to those departments that were overcharged in 2016.

Strategic Program Area 4: Human Resource & Payroll System

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	(\$350,127)	\$56,129	\$1,968,000	\$1,905,975	(\$62,025)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	(\$350,127)	\$56,129	\$1,968,000	\$1,905,975	(\$62,025)

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 2019 Budget includes \$1,700,568 for Ceridian services and \$205,407 for related services.

COUNTYWIDE NON-DEPARTMENTAL EXPENDITURES (1940) BUDGETDepartment: **Countywide Non-Departmental Expenditures**UNIT NO. **1940**FUND: **General — 0001****Strategic Program Area 5: Law Enforcement Grants**

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$491,459	\$501,166	\$501,288	\$0	(\$501,288)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$491,459	\$501,166	\$501,288	\$0	(\$501,288)

Strategic Implementation: This program area includes funding for the Milwaukee Police Department support of 911 calls in the City of Milwaukee. The memorandum of understanding with the City of Milwaukee has expired. No successor agreement has been agreed to, therefore no funds are budgeted for 2019.

COUNTYWIDE NON-DEPARTMENTAL EXPENDITURES (1940) BUDGETDepartment: **Countywide Non-Departmental Expenditures**UNIT NO. **1940**FUND: **General — 0001****Strategic Program Area 6: Litigation Reserve**

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$573,718	\$857,653	\$526,899	\$526,899	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$573,718	\$857,653	\$526,899	\$526,899	\$0

Strategic Implementation: Due to the increase in actual expenses, funding for unanticipated legal expenses increases from \$500,000 to \$526,899 in 2019. There is no change in tax levy from 2018 to 2019 because money previously budgeted for a settlement payment in 2018 is available to fund other unanticipated legal expenses.

COUNTYWIDE NON-DEPARTMENTAL EXPENDITURES (1940) BUDGET

Department: **Countywide Non-Departmental Expenditures**

UNIT NO. **1940**

FUND: **General — 0001**

Strategic Program Area 7: Capital Outlay/Depreciation Contra

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$0	\$0	\$1,628,926	\$4,186,598	\$2,557,672
Revenues	\$0	\$0	\$5,466,600	\$7,606,145	\$2,139,545
Tax Levy	\$0	\$0	(\$3,837,674)	(\$3,419,547)	\$418,127

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 2019 compared to 2018, the amount of depreciation in 2019 compared to 2018, 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	2018 Capital Outlay	2019 Capital Outlay	2019/2018 Change
1150	DAS-Risk Management	\$ 0	\$ 0	\$ 0
1160	DAS-IMSD	0	0	0
5600	Transit/Paratransit	1,343,000	1,266,000	(77,000)
TOTAL		\$ 1,343,000	\$ 1,266,000	\$ (77,000)

COUNTYWIDE NON-DEPARTMENTAL EXPENDITURES (1940) BUDGET

Department: **Countywide Non-Departmental Expenditures**

UNIT NO. **1940**

FUND: **General — 0001**

Org.	Department Name	2018 Depreciation Contra	2019 Depreciation Contra	2019/2018 Change
1150	DAS-Risk Management	\$ (1,000)	\$ (1,000)	\$ 0
1160	DAS-IMSD	(1,850,677)	(1,355,500)	495,127
5600	Transit/Paratransit	(3,328,997)	(3,328,997)	0
TOTAL		\$ (5,180,674)	\$ (4,685,547)	\$ 495,127

EXPENDITURES/REVENUE SUMMARY			
	<u>Expenditure</u>	<u>Revenue</u>	<u>Tax Levy</u>
Capital Outlay-reflects appropriations for Proprietary Fund departments	\$ 1,266,000	\$	\$
Depreciation Contra-offsets depreciation cost in Proprietary Fund departments.	(4,685,547)		
<u>Airport Year-End Closing Entry</u>			
Contribution from Capital Improvement Reserves: Non-Terminal Project Principal		0	
TOTAL	\$ (3,419,547)	\$ 0	\$ (3,419,547)

Strategic Program Area 8: Civil Air Patrol

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$7,849	\$6,646	\$11,000	\$11,500	\$500
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$7,849	\$6,646	\$11,000	\$11,500	\$500

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 2019 Budget includes a \$500 increase of support to 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).

COUNTYWIDE NON-DEPARTMENTAL EXPENDITURES (1940) BUDGETDepartment: **Countywide Non-Departmental Expenditures**UNIT NO. **1940**FUND: **General — 0001****Strategic Program Area 9: Wages and Benefits Modification**

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$0	\$0	\$1,751,600	\$0	(\$1,751,600)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$0	\$0	\$1,751,600	\$0	(\$1,751,600)

Strategic Implementation: This program includes centrally budgeted modifications to Wages and/or Benefits. In 2018, \$1,751,600 was included in this program area for potential salary increases based on collective bargaining. No funds are budgeted in this program area in 2019.

All eligible employees will see a 1 percent salary increase in Pay Period 14. Funds for this salary increase are included in departmental budgets.

COUNTYWIDE NON-DEPARTMENTAL EXPENDITURES (1940) BUDGETDepartment: **Countywide Non-Departmental Expenditures**UNIT NO. **1940**FUND: **General — 0001****Strategic Program Area 10: Centralized Crosscharges**

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$0	\$0	\$2,353,031	\$2,961,163	\$608,132
Revenues	\$0	\$0	\$10,863,553	\$11,017,540	\$153,987
Tax Levy	\$0	\$0	(\$8,510,522)	(\$8,056,377)	\$454,145

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 Milwaukee 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 & 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 10 years, and are included in an organization's operating budget.

Crosscharge: A cost budgeted and realized for inter-departmental service costs. For instance, the 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 & Budget, and the Collections section.

Debt & Depreciation Costs: The combination for narrative purposes of the Debt Service and Depreciation appropriation units 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 services, greens fees to play a round of golf, admissions fees to the Zoo, or real estate transfer fees paid when a property changes ownership.

DOT: The Milwaukee County Department of Transportation.

Effective Tax Levy: A representation of the tax levy included in each departmental narrative that removes crosscharges and fringe benefits from the 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.

GLOSSARY

FTE: “Full-time Equivalent” positions, or the proportion of 2,088 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 that are financed primarily by user charges or activities where periodic measurement of net income is appropriate for capital maintenance, public policy, management control or other purposes.
- **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.

Modified Accrual Basis of Accounting: Basis of accounting in which (1) revenues are recognized in the accounting period when they become available and measurable, and (2) expenditures are recognized in the accounting period when the fund liability is incurred, if measurable, except for un-matured interest on general long-term debt and certain similar accrued obligations, which are recognized when due.

Non-Departmental Organization: An organizational unit that accounts for services or items that do not fall under the jurisdiction of any single department. Examples include Employee Fringe Benefits, the Appropriation for Contingencies and the Civil 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.

OBRA: The 1990 Retirement System of the County of Milwaukee. A secondary smaller pension system within the County.

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

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G L O S S A R Y

seasonal employees, hourly temporary clerical positions, interns, etc. These positions are generally not eligible for fringe benefits.

Structural Budgetary Deficit: A fundamental negative imbalance in government revenues and expenditures, as opposed to one based on one-off or short-term factors. In the case of a negative imbalance, governments would have more expenses than revenues to pay for the services provided.

Vacancy & Turnover (V & T): The value of salary assigned to positions resulting from employee turnover and hiring. A financial metric/dollar value of budgeted but unfilled positions.

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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