MILWAUKEE COUNTY



Chris Abele, *County Executive*

2020 ADOPTED OPERATING BUDGET

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Milwaukee County

Wisconsin

For the Fiscal Year Beginning

January 1, 2019

Christopher P. Morrill

Executive Director

TABLE OF CONTENTS

INTRODUCTION

County Executive Budget Message 9
Executive Summary: Moving Milwaukee Forward 11
Milwaukee County Executive & Staff 23
Milwaukee County Board of Supervisors 25
Milwaukee County Organizational Chart 27
Budget Narrative Reader's Guide 29
Community Profile 31

BUDGET POLICIES & STRUCTURE

Budget Process & Calendar 37
Looking at the 2020 Budget Through a Racial Equity Lens 39
Financial Management Policies 41
Basis of Budgeting 45
Performance Budgeting 47
Fund Descriptions 49
Budgetary Funds 51
2020 Functional Area by Fund Type Summary 52
Budgetary Unit – Fund Relationship 53

BUDGET SUMMARY

2020 Budget FAQs 57
Trends in State Aid 61
County Share of Property Tax Levy 67
Tax Levy Summary 68
Budget Assumptions 69
Long-Range Fiscal Analysis 71
Closing the 2020 Budget Gap 77
2020 Expenditure Analysis 81
2020 Revenue Analysis 85
Countywide FTE Positions 89

DEPARTMENTAL NARRATIVES

Legislative & Executive Function

1000 – County Board of Supervisors 93
1011 – County Executive – General Office 95
1020 – County Executive – Office of Government Affairs 97
1021 – County Executive – Office of Veterans' Services 99

CONTINUED

TABLE OF CONTENTS

General Government Function

3090 — Office of the County Treasurer 105
3270 — Office of the County Clerk (including Election Commission) 109
3400 — Office of the Register of Deeds 115
3700 — Office of the Comptroller 123

Administrative Function

1090 — Office on African American Affairs 135
1120 — Personnel Review Board, Civil Service Commission & Ethics Board 139
1130 — Corporation Counsel 145
1140 — Department of Human Resources 147
1151 — Department of Administrative Services 159

Courts & Judiciary Function

2000 — Combined Court Related Operations 209
2900 — Courts – Pretrial Services 221
2430 — Department of Child Support Services 225

Public Safety Function

4000 — Office of the Sheriff 231
4300 — House of Correction 251
4500 — Office of the District Attorney 261
4800 — Office of Emergency Management 275
4900 — Medical Examiner 289

Transportation Function

5040 — Airport 295
5083 — Transportation Services 301
5100 — Highway Maintenance 305
5300 — Fleet Management 309
5600 — Transit/Paratransit System 313
5800 — Director's Office 323

Health & Human Services Function

6300 — Mental Health Board – Behavioral Health Division 327
7900 — Department on Aging 343
8000 — Department of Health & Human Services (DHHS) 355

CONTINUED

TABLE OF CONTENTS

Recreation & Culture Function

9000 — Department of Parks, Recreation & Culture 373
9500 — Zoological Department 385
9910 — University of Wisconsin – Extension 397
1900 — Consolidated Non-Departmental Cultural Contributions 403
Fund for the Arts 404
Milwaukee County Historical Society 406
Federated Library System 408
Marcus Center for the Performing Arts 411
Milwaukee Public Museum 413
Villa Terrace/Charles Allis Museum 415
War Memorial Center 416
Milwaukee Art Museum 418

Debt Service Function

9960 — General County Debt Service 421

Non-Departmental Revenue Function

1800 — Non-Departmental Revenues 431
1991 — Property Taxes 435

Non-Departmental Expenditures Function

1950 — Employee Fringe Benefits 443
1940 — Non-Departmental Expenditures 451
Appropriation for Contingencies 453
Offset to Internal Service Charges 454
Charges to Other County Departments 455
Human Resources Payroll System 456
Law Enforcement Grants 457
Litigation Reserve 458
Capital Outlay/Depreciation Contra 459
Civil Air Patrol 461
Wages & Benefits Modification 462
Centralized Crosscharges 463

Glossary 465

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Introduction

County Executive Budget Message

Executive Summary

Milwaukee County Executive & Budget Staff

Milwaukee County Board of Supervisors

Milwaukee County Organizational Chart

Budget Narrative Readers' Guide

Community Profile

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OFFICE OF THE COUNTY EXECUTIVE

CHRIS ABELE

MILWAUKEE COUNTY EXECUTIVE

October 1, 2019

When I became County Executive more than eight years ago,

the state of our finances was holding us back from making the progress we needed for Milwaukee County. Our fiscal health was not the only thing holding us back; Milwaukee County is ranked nearly last in health in the whole state of Wisconsin. For more than eight years, we have been working hard to right these wrongs.

Our dedicated team of public servants has worked hard to make local government work for everyone in our community. We have transformed both our mental health and youth justice systems to emphasize rehabilitation in the community close to home. We have created a rainy day fund for emergencies when a decade ago there were zero County reserves. We have built a nationally ranked fleet that powers the people and vehicles that keep our roads clear and our parks maintained. We declared racism a public health crisis, which helped us to take an honest look at whether we were governing as equitably as possible.

We have done all this despite having to cut cumulative budget deficits of $278 million since 2012. We have made government over a quarter billion dollars smaller and have done everything in our power to use taxpayer dollars responsibly. But the cuts are not sustainable.

We began the 2020 budget process with yet another gap, this time projected at $28 million.

Over the past decade, Milwaukee County has steadily increased the amount of revenue we send to the state, while the state aids we receive in return have remained flat or declined. Unfortunately, we are heavily reliant on an antiquated funding system that also limits our ability to raise revenue locally.

By working together and by making the best of the situation at hand, we have set ourselves on a better path. On the heels of unprecedented collaboration through last year's budget process, the Milwaukee County Board of Supervisors and the administration began to work together to find a solution to our budget challenges. Chairman Theodore Lipscomb and I launched the Fair Deal Workgroup to create a new partnership with the State of Wisconsin to protect public services and invest in our future.

This effort has built an even larger partnership among legislators, the business community, local governments and community-based organizations called Move Forward MKE. This group has introduced legislation to put the fiscal question to Milwaukee County voters and ask for a 1 percent sales tax increase, with property tax relief. Were legislature and voters to choose this option, we believe that next year we will have the power to adequately fund public services, maintain facilities, provide tax relief and invest in our community. This option will allow us to generate the revenue we need to stop making cuts to critical programs and services and start to invest in the future with confidence.

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Our progress from the days of reckoning is real, but there are tough decisions still to be made. This year, every Milwaukee County departments was asked to submit an even smaller budget than they have in the past to close the projected $28 million gap. In order to balance our budget, we have had to cut directly into some of the services our community relies on, such as low-frequency bus routes.

We will still launch and expand transformative projects, viewed in large part through a racial equity lens. In partnership with the Office on African American Affairs and the national Government Alliance on Race and Equity, we asked departments to analyze their budget requests through a racial equity lens to ensure cuts and investments addressed racial disparities. This year we will also expand Electronic Monitoring to help individuals in the justice system stay closer to home and maintain employment, increase homeless and eviction prevention programming under the Housing First Initiative at the Department of Health & Human Services, and implement Phase 2 construction of the E Concourse at Milwaukee's Mitchell Airport. We will train more than 4,000 County employees in racial equity. We will also continue investments in public transportation, including maintaining freeway flyers and keeping bus fares flat for the eighth year in a row. And building on the success of Adventure Africa at the Milwaukee County Zoo, a new hippo exhibit will join our elephants Ruth and Brittany.

This budget also emphasized community engagement. Through Balancing Act—the tool where residents analyzed the budget and weighed in on how to close the gap—we gained insight directly from more than 1,150 respondents about how people prioritize services like public safety, highways, and health and human needs. (More than 70 percent of respondents' budgets chose to increase revenue in the county instead of continuing to make service cuts.)

We know that we cannot keep cutting our way out of this fiscal crisis, and we are confident that we have found a solution with Move Forward MKE that will not threaten the programs and services our residents rely on. Milwaukee County is the economic engine of the state, and that is why together with the State we are working to capture local revenue that we already generate without placing the burden on property taxpayers so that we can chart a new course for our future.

We are not asking Madison to solve Milwaukee's fiscal crisis. We are simply seeking the tools to do the hard work ourselves. With strong partnership between the Board, other municipalities, and local community and business groups, we are confident we can be an even greater contributor to the state.

Our mission at Milwaukee County is to enhance the quality of life for our residents through great public service. We know there is hard work still ahead, but this budget addresses our largest financial challenges head-on while moving forward as One County.

Forward,



Chris Abele



MOVING MILWAUKEE FORWARD

VISION: A budget is a reflection of values, and this year is a reflection of the strides we are making to realize the vision that Milwaukee County can — and will be — the healthiest county in all of Wisconsin. County Executive Abele's vision is that by achieving racial equity, Milwaukee will be the healthiest county in the state. While there is more work to be done, the 2020 Recommended Budget is a strong step forward toward improving health and quality of life for all residents.

For nearly a decade, Milwaukee County has been driving toward this vision. From modernizing the juvenile justice system to keep Milwaukee youth closer to home, to ending chronic homelessness with initiatives like Housing First, to leveraging billions of dollars of economic development throughout the County, efforts have continued to build a community where everyone can thrive.

While significant strides have been made in Milwaukee County, there are several pressing factors working against these gains. First is a dramatic difference in health outcomes between white residents and residents of color. Second is a fiscal crisis that constricts local government's ability to aggressively tackle these inequities.

Public Health Crisis: Milwaukee County is the most segregated metropolitan area in the country. Milwaukee comes in second to last in County health rankings out of all 72 counties in the state. According to a recent Wisconsin Collaborative for Healthcare Quality report, a person living in Milwaukee County is almost twice as likely to die before the age of 75 as someone living in Ozaukee County. According to the Wisconsin Department of Health Services, there is almost a 14 year life expectancy gap between white residents and residents of color. While many factors contribute to quality of life, racism has undeniably impacted the quality of life for residents of color in Milwaukee County.

It is up to public servants to stop what has been "business as usual" for decades, and start in good faith to address the quality of life disparities our communities of color face every day. This is why the County Executive and members of the County Board took a comprehensive next step this year and signed a resolution declaring racism a public health crisis. Moving forward, the resolution will frame the County's

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Similar to past years, the 2020-2024 fiscal forecast projects that, on average, revenues will grow by 1.0% per year while expenditures grow by 2.4%, resulting in a structural deficit of $80 million by 2024.

budget and policy decisions so that all communities have access to the programs and services they need to thrive. As a start, departments were charged with using a racial equity lens on their 2020 budgets to evaluate the impact of proposed cuts and investments on communities of color.

Fiscal Crisis: Milwaukee County is also working within a fiscal crisis. Due to state-imposed funding limits and irresponsible decisions made decades ago, Milwaukee County is up against a growing structural deficit. We have faced budget gaps averaging $30 million every year since 2012. While taxpayer contributions to the state have increased by hundreds of millions of dollars over the past decade, state aids back to Milwaukee County have been held flat or decreased. We have found tremendous efficiencies, streamlined services and made government leaner. But sustained cuts have forced us to curb the investments we make in programs and services, in our neighborhood and cultural assets, and in the people who call Milwaukee County home. Overall, we have cut a cumulative $278 million over the past nine budgets. The cuts add up. Now taken in sum, they pose very real threats to the quality of life for Milwaukee County residents.

Unprecedented challenges require unprecedented leadership, and together the Milwaukee County Executive and Board of Supervisors rolled up their sleeves to find a solution. Following significant collaboration throughout the 2019 budget process, County Executive Abele and County Board Chairman Theodore Lipscomb, Sr., launched the Fair Deal Workgroup to explore options to build a more sustainable future for Milwaukee County. The cross-sector workgroup proposed a number of recommendations, including allowing local control to generate new revenue.

In September 2019, the Move Forward MKE partnership elevated these recommendations and introduced legislation to allow Milwaukee County and its 19 municipalities to pursue a binding referendum for a 1 percent local option sales tax increase with property tax relief. The partnership between state legislators, the business community, municipal governments and community groups now aims to fund local priorities with local dollars. With a new funding solution, Milwaukee County will no longer have to start in the red and will instead be able to invest in the future.

2020 Budget Gap: Although the local funding solution discussion is underway, there were still many difficult decisions in the 2020 budget. Starting with a projected budget gap of $28 million, Milwaukee County departments were tasked with submitting a budget proposal using 1.6 percent less in tax levy than the previous year. The State of Wisconsin's biennial budget helped to close the gap, contributing an additional $2 million of revenue primarily in transportation and transit aids. Approximately $3 million was identified in property tax carryforward based on updated valuation data provided by the Department of Revenue. And based on updated projections from the County's independent actuaries, healthcare estimates improved significantly, by about $8 million. This swing in the County's favor on healthcare is due to reduced Medicare premium payments, additional prescription drug rebates, and reduced medical spending by employees. However, healthcare projections are extremely variable. Future year projections could swing in the wrong direction for Milwaukee County, and conservative budgeting in this area is wise. The County maneuvered approximately $6 million of centralized savings in this budget, including updating staff



County Executive Chris Abele and supervisors from the Milwaukee County Board partnered to host four open houses to gather public input on the 2020 budget.

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vacancy and turnover budget assumptions to match more closely to actual vacancies, reducing the amount of cash available for capital projects, and taking about $3 million out of the County's debt service rainy day fund. Despite these cost saving measures, the budget still includes a net reduction of about $9 million to County departments.

Community Engagement: In spite of our fiscal challenges, public engagement continues to be a cornerstone of the budget process. Once again, the County Executive and members of the County Board co-hosted four budget open houses across the County to connect directly with residents about their priorities. For the third year in a row, residents had the opportunity to weigh in through Balancing Act, an interactive online tool simulating the process to balance the budget. More than 1,150 people submitted a balanced budget, breaking the participation record of 60 local governments that use the tool nationwide.

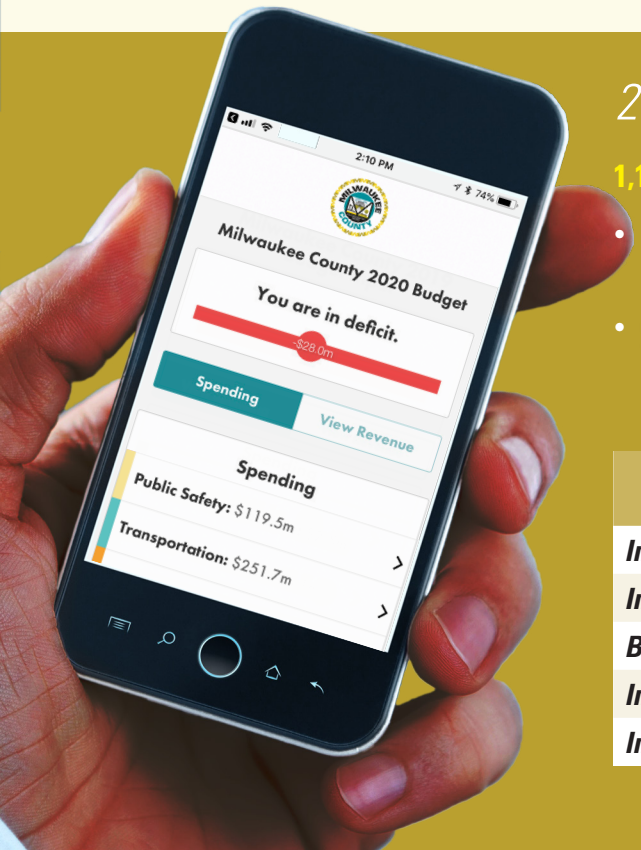
Encouraging residents to think big about their priorities, Balancing Act allowed participants to balance the budget with revenue tools that would require a change in state law to implement. Currently, state law caps the amount the County can collect in sales tax and property taxes. State aids are determined by formulas controlled by the legislature. The vehicle registration fee or "wheel tax" is the only significant revenue source the County can increase without state approval. The County's vehicle registration fee is currently $30 per year, but could be increased up to about $60.

With all these options unlocked, more than 75 percent of respondents elected to raise sales tax as a way to close the budget gap. More than 70 percent opted to increase state aids to the County. When provided these options, respondents were far less likely than in years past to increase the vehicle registration fee. On average respondents chose 71 percent increases in revenue and 29 percent reductions in spending to close the County's $28 million budget gap. This is a strong signal that finding more revenue for County services is preferable over continued cuts.

The 2020 budget does not include an increase in the vehicle registration fee. However, property tax is increased by $7.4 million. Early property tax growth estimates of $3.9 million were based on growth related to net new construction and debt service.

Just as has been done every year for the past eight years, the County has faced down a broken budget and balanced it. Every decision in the 2020 recommended budget, from reform to revenue, drives toward the countywide vision. The budget protects vital investments in Milwaukee County neighborhoods and respects our hardworking taxpayers, while driving forward toward a stable and sustainable financial future. However, in order to fully achieve the countywide vision, significant changes need to be made in the way business is done and paid for. Looking ahead, Milwaukee County leaders are eager to work on a long-term solution to both our fiscal and community health with anyone who wants to build a stronger Milwaukee and a stronger

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2019 Balancing Act Budget Exercise

1,153 total submissions, a 176% increase over 2018.

- When closing the 2020 budget gap, **respondents chose increases in revenue (71%) and reductions in expenditures (29%)**.
- On average, most funding increases occurred in **public safety**, **health and human services** and **recreation and culture**. Most decreases occurred in **administration**, **debt service** and **transportation**.

	Avg. Increase/ Decrease	% Submissions Increased	% Submissions Decreased
Increase State Aids	$3,634,350	71%	0%
Increase Property Tax	$2,713,582	57%	0%
Borrow from Reserves	$646,653	20%	0%
Increase the VRF	$4,470,669	54%	2%
Increase Sales Tax	$11,000,000	75%	0%

Milwaukee County utilized a racial equity framework in the preparation of the budget. This framework examines which communities are burdened and which communities benefit from budget and policy decisions.

Wisconsin. The 2020 Milwaukee County recommended budget is a start.

Promoting Racial Equity

To ensure racial equity is addressed and all Milwaukee County residents have access to a community in which they can thrive, the 2020 budget was developed with a racial equity lens. For every investment and every cut, departments took into consideration which communities would benefit and which would be burdened. Activated by the Milwaukee County Office on African American Affairs (OAAA) with support from the national Government Alliance on Race and Equity, the County Executive has directed all administrative functions toward more racially equitable policies and practices.

In the 2020 budget, this process resulted in Milwaukee County preserving transit routes for people without access to other forms of transportation, promoting long-overdue investment in playgrounds that have not historically received investment, and moving human services staff and programming into the community to meet constituents where they are.

With an investment of $150,000, Milwaukee County employees will continue to normalize around the conversation of racial equity. The budget also allocates resources to bring in a Diversity and Inclusion Manager to the Department of Human Resources to support employees on the journey toward racial equity. The County will also create its first strategic plan since 1999 with a special focus on racial equity and community health.

Investing In Our Families & Our Communities

Integrating Health Service Delivery

For the Milwaukee County Department of Health and Human Services (DHHS), ensuring that residents and families have access to the resources they need to build stability and support their well-being is a way of life. DHHS supports families and strengthens neighborhoods through direct assistance and through a countywide network of hundreds of community-based agencies.

In 2020, Milwaukee County is investing in a more collaborative and coordinated approach to health outcomes for residents through "No Wrong Door." Under this initiative, residents who access one DHHS program or service can access information about all DHHS programs and services. A $660,000 investment will lead to the relocation and build out of space to integrate youth services and adult services staff into a Combined Children's Services site.

Veterans' Services, currently a two-person shop on Greenfield Avenue in West Allis, will add one new position to enhance community outreach to veterans who need connection to services.

Ensuring Stable Housing for All

Building on the success of Housing First, Milwaukee County's approach to end chronic homelessness, significant investments will be made in the 2020 recommended budget.

Housing First helps residents access the permanent housing they need so they can address other challenges in a more stable environment. In the first several years, Housing First placed more than 700 chronically homeless individuals in permanent housing and reduced the overall rate of homelessness in Milwaukee County by more than 40%.

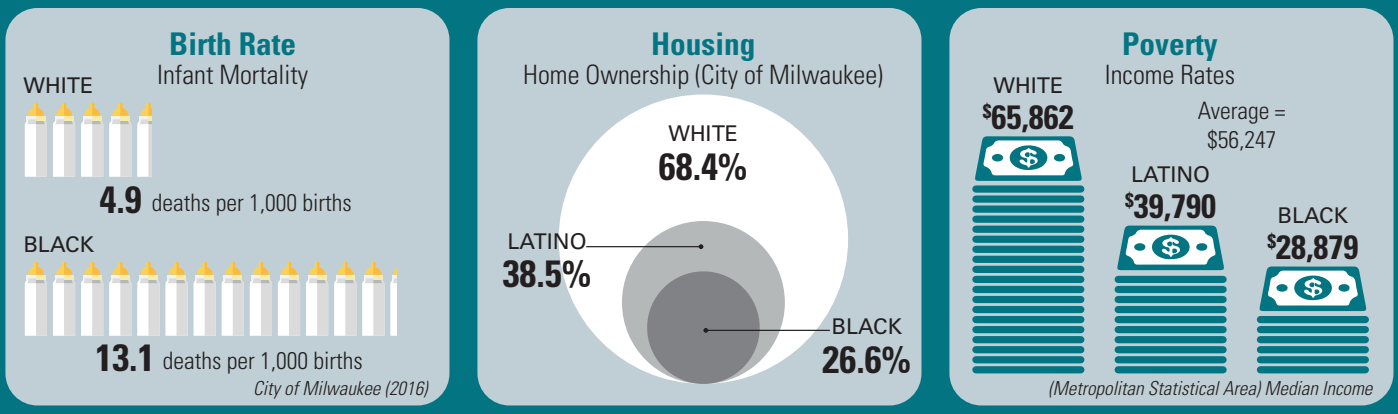
In 2020, the Housing Division will expand its efforts to prevent eviction and homelessness for an additional 150 families per year. Through an initiative to expand access, the Disability Services Division will offer onsite and dedicated staff support to connect customers with housing resources in the community, as well as housing navigation services.

Housing will also continue its efforts to co-develop real estate, rehabilitate foreclosed properties and consult on ways to generate additional revenue. An additional $250,000 will be invested in prevention by expanding connections to services

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Racial Equity in Milwaukee County

Recognizing that institutional racism is a critical issue to the inequities experienced in the African American community and other communities of color, the graphics below represent a few of the social determinants of health plaguing Milwaukee County.



with the IMPACT 211 hotline, providing flexible funding for individuals experiencing homelessness to get back on their feet, and adding a Prevention Navigator position.

Creating a Community-Based System of Care

With the adoption of Act 185 and the upcoming closure of Lincoln Hills and Copper Lake youth correctional facilities by July 1, 2021, Milwaukee County is pursuing an ambitious and data-driven approach to operating Secured Residential Care Centers for Children and Youth (SRCCCYs) and bringing young people back to the community.

For 2020, County staff and experts in the field will continue considerable planning to advance the proposed remodel of up to 32 secure residential beds, an enhanced classroom, programming and green space at the Vel R. Phillips Youth and Family Justice Center. This path forward provides young people with the opportunity to gain important education, training and specialized services to rehabilitate in a location close to families and communities. Milwaukee County expects to receive a grant of $23 million from the State of Wisconsin toward its $24 million proposal to move forward on this initiative.

Due to the diligent efforts of Children's Court and Youth and Family Services staff, the average daily population of young people at Lincoln Hills and Copper Lake has declined by 62 percent since early 2016.

Also in 2020, the Behavioral Health Division (BHD) will continue to promote early crisis intervention and prevention while providing crisis options and community-based locations with warmer front doors. Ultimately, more individuals with behavioral health needs throughout Milwaukee County will be served through financially sustainable models of care to advance the "Right Care, Right Place, Right Time."

Key investments in behavioral health include $6 million of increased spending in the Comprehensive Community Service Adult and Children's program, with a projected enrollment of 1,780 by the end of 2020. Approximately $200,000 is provided to fund a start-up for Oxford House, a democratically run, self-supporting, drug-free housing recovery model. Oxford Houses are rented family homes where groups of recovering individuals live together in an environment that supports recovery from addiction. BHD was also able to obtain a $3.4 million increase in inpatient revenue due to more clients being eligible for Medicaid HMO funding. These investments will continue to support high quality, community-based mental health care.

Supporting Older Adults

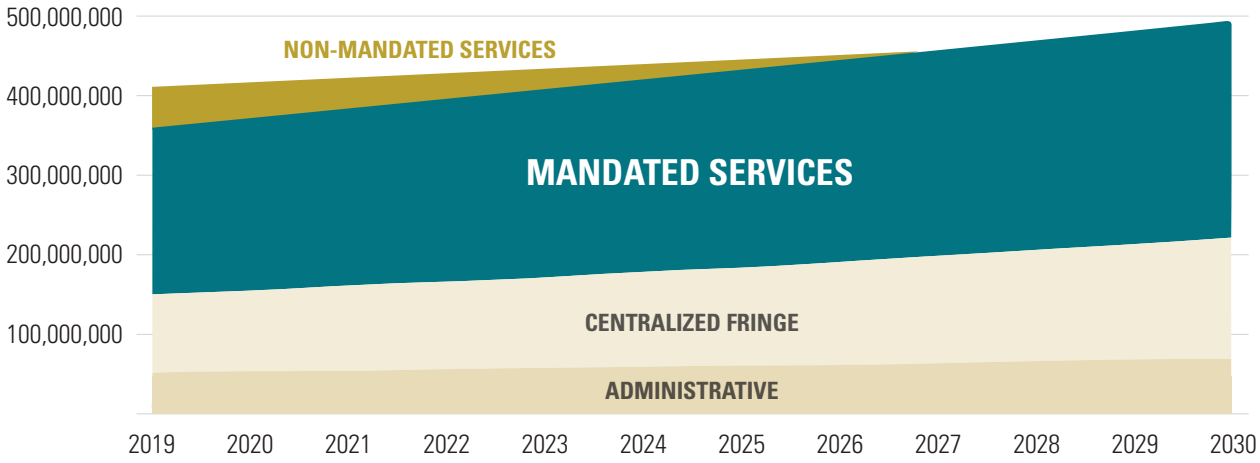
The Milwaukee County Department on Aging owns and operates senior centers where residents can eat, exercise and engage in various programs and services. The deferred maintenance and capital costs building up at these facilities are undeniable, but the commitment to provide the highest quality care for Milwaukee County's growing aging population remains a top priority. The 2020 recommended budget expands on an initiative to provide nutrition services in the 53206 and 53204 zip codes. A more than $440,000 increase in Title III Funding from the Older Americans Act will help expand additional services to older adults,

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Fewer Local Dollars for Local Priorities

PROJECTED LOCAL SPENDING

If local revenue growth remains capped at 1% while the cost of mandated services increases by inflation, there will be no local funding available for non-mandated services by 2027.



including: caregiver services to those with Alzheimer's and dementia; transportation to medical appointments, grocery stores, meal sites and legal services; evidence-based prevention programming; and expanded senior nutrition and socialization opportunities.

Capital projects in 2020 include replacing the boiler and exhaust in Wilson Park and Clinton Rose Senior Centers, replacing the exhaust in McGovern Park Senior Center, and replacing the boiler in Kelly Senior Center.

Investing in Our Transportation & Infrastructure

Enhancing Our Public Transportation

The Milwaukee County Transit System (MCTS) is a powerful economic development force that provides a critical lifeline for tens of thousands of bus riders every day. Faced with a significant budget gap spurred by declining ridership and increased costs, MCTS was able to prioritize maintaining the Freeway Flyers and routes in communities of color, and modify routes with low ridership and special service lines. In 2020, MCTS will continue efforts to create faster service with more connections and increased accessibility for Milwaukee County riders. MCTS was able to maintain all high-frequency routes, and modify low-frequency routes to ensure there is minimal impact to riders. For the ninth year in a row, cash fares will remain at $2.25 per ride. The budget also adds $100,000 for a new bus route that will provide service to and from the Amazon distribution center in Oak Creek, starting in late 2020. The route is expected to operate from 35th & Fond du Lac, through downtown and the near south side before entering the freeway, and provide a line to get central city workers to jobs.

Additionally, a pending federal grant is anticipated to be awarded by the end of 2019 for Wisconsin's first Bus Rapid Transit (BRT) line. BRT focuses on faster, more frequent transit service that is easier to use in high-passenger-demand corridors. In 2020, Milwaukee County would then begin to procure equipment and build stations along the line connecting major employment, education and recreation destinations from downtown Milwaukee to the Milwaukee Regional Medical Center in Wauwatosa, with a start date expected for late 2021.

Nevertheless, transit started the 2020 recommended budget process approximately $9 million in the hole due to decreasing revenues amidst rising costs. In order to balance the budget within the financial constraints, MCTS initially proposed phasing out more than a dozen bus routes, prioritizing racial equity and limiting the impact on riders. MCTS communicated these proposals to riders, residents, business owners, civic leaders, and elected officials at town halls, and through emails, phone calls and online surveys. Public engagement and other factors led Milwaukee County leaders to adjust the budget proposal.

In the 2020 Recommended Budget, Milwaukee County was

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able to restore more than $4 million in funding for routes through an increase in property tax revenue dedicated to transit. This was largely possible due to better than expected health care projection costs for Milwaukee County in 2020. This is not a dependable source of funding for future years as health care projections fluctuate with changing industry trends.

Additionally, the 2020-21 Wisconsin State Budget included an additional $1.2 million for mass transit operating assistance and limited-term federal funding came in at an additional $2.2 million. While both of these sources helped close the transit gap, they are not reliable in future years. Given the funding imbalance, some routes will be discontinued in the 2020 budget. These routes include: 17 Canal Street, 276 Brown Deer Shuttle, 49U Brown Deer UBUS, 42U 6th Street – Port Washington UBUS, 223 Park Place – Bradley Woods Shuttle, 219 Oak Creek Shuttle, and special routes to the State Fair and ethnic festivals at the Summerfest grounds.

The services that were not restored have low Passengers Per Bus Hour rates—a metric used in the public transit industry to determine whether it is feasible to operate a bus. Moving forward, MCTS will work with impacted universities to identify whether there is an alternate method of transportation to which partners are willing to contribute.

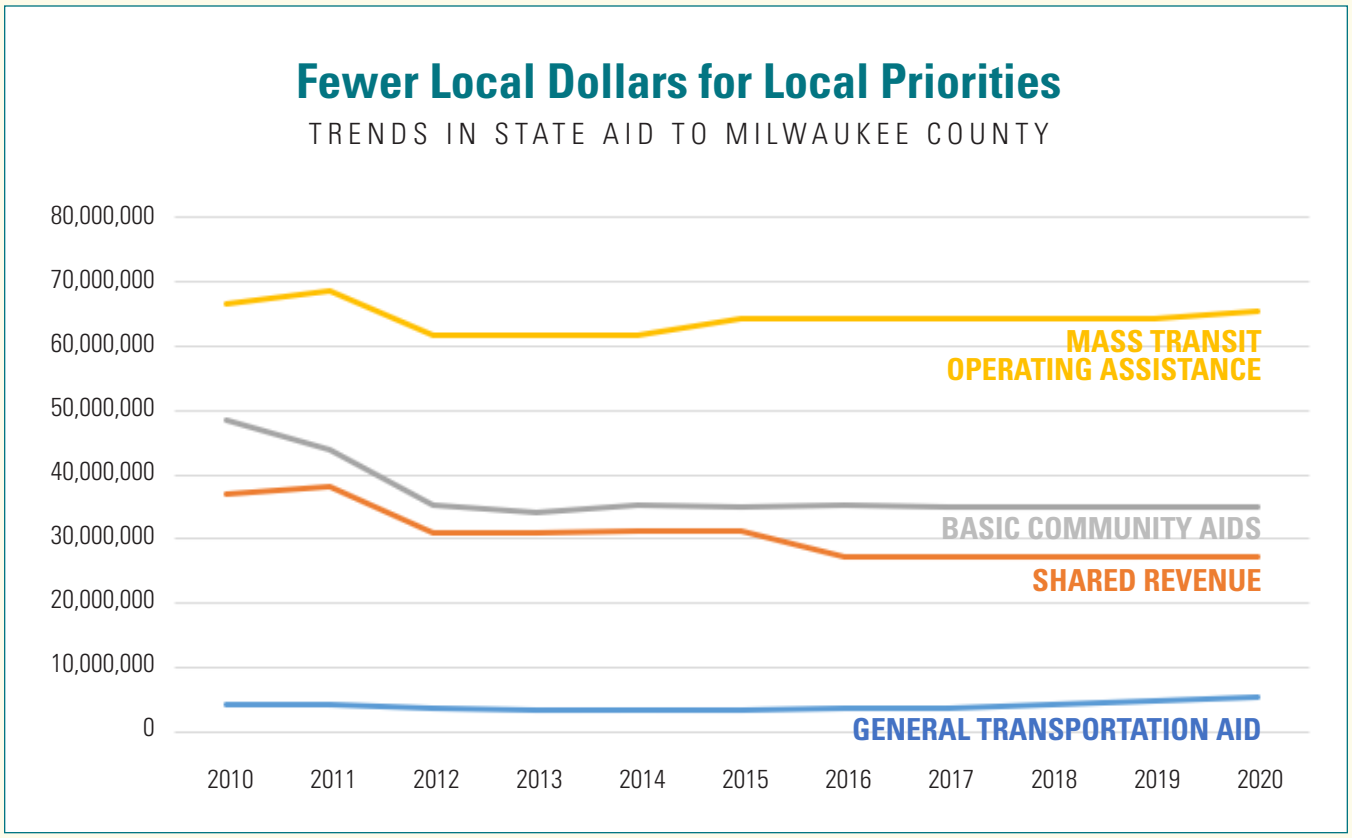
Despite these reductions, MCTS operates a strong grid network of local and express bus services on which 97% of all ridership occurs. However, in the face of future transit budget gaps the County will need a sustainable funding solution in order to maintain the robust public transportation system our community deserves.

Building Our Infrastructure

The 2020 recommended budget brings an increase in funding for county trunk highway maintenance which is supported by revenues. This funding will allow for continued highway repairs throughout Milwaukee County. Our roads remain the backbone of our transportation system. And, as such, the capital improvements program includes funding for roads and bridge construction. South 13th Street from Puetz to Drexel, South 76th Street bridge over Loomis Road and County Trunk Highway Y (Layton Avenue) from 27th to 43rd Streets and recommended for reconstruction.

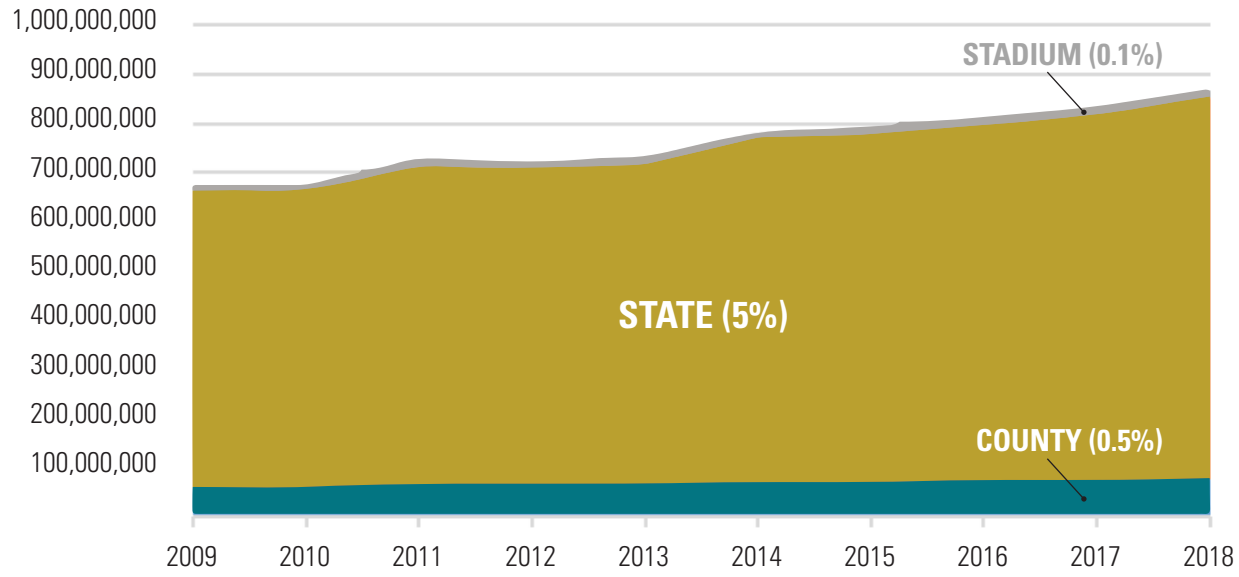
The budget contains additional funding for countywide fleet management. Investment in safe and efficient rolling stock and equipment continues to be a priority. The Fleet

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Funding from the State of Wisconsin for Milwaukee County services has remained flat or decreased since 2011.

Sales Tax Detail (2009–2018)



Management Division will be able to save county funds by purchasing new equipment and reducing the need for parts, which is a more difficult expense to control with an aging fleet. Without a well-functioning fleet, it is more difficult for departments to provide high quality services.

Flying to New Heights

Milwaukee Mitchell International Airport (MKE) is Milwaukee County's link to the nation and the globe, but importantly, it also contributes to the economic strength of the Milwaukee area and the southeast Wisconsin region. As Milwaukee and the state of Wisconsin realize the growth and economic benefits associated with emerging development, MKE will pursue a more than $25 million project to redevelop Concourse E into a flexible-use international and domestic concourse.

The goal of this project is to demolish Concourse E, the oldest concourse at Mitchell, in 2020 and replace it with a modern new International arrivals and departures facility that can accommodate multiple gates and flights, increase passenger satisfaction and comfort, and house all necessary U.S. Customs and Border Protection services.

This new terminal will replace the detached and antiquated current International Arrivals Terminal which only contains one gate and does not appropriately and warmly welcome the international traveler to our great County, state and country. The new terminal design is intended to be expandable so that the Airport can add capacity in the future as passenger traffic increases.

The airport is also in the middle of a project to refresh many of its shops and restaurants located in the terminal. Construction has already started on a project to replace or renovate 22 concession locations throughout the terminal complex. New national brands like Brighton, Spanx, and No Boundaries will be added, while local favorites like Cousins Subs and even a Summerfest-branded store will be available to travelers. The project to revamp MKE's dining and shopping options will be completed by summer of 2020.

The concession refresh, along with the new Concourse E will help meet the needs of a growing and thriving economy and improve the passenger experience at MKE.

Modernizing Our Public Safety Approach

Working Toward a Better Criminal Justice System

Milwaukee County aims to enhance public safety while improving life outcomes for individuals in our care. In 2020, the House of Correction (HOC) proposes to transition from the Huber work release program to electronic monitoring for eligible inmates. Under the current Huber program, inmates with low-level offenses stay at the HOC overnight but leave for jobs and other matters during the daytime. Individuals can go unsupervised for up to 16 hours before returning to

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Annual Gap Increase (2019–2024)

	Expenditure	Revenue	Structural Deficit	Cost-to-Continue*
2019	1,062,498,687	1,062,498,687	—	—
2020	1,089,205,092	1,073,244,489	(15,960,603)	(15,960,603)
2021	1,115,572,005	1,080,257,486	(35,314,519)	(19,353,916)
2022	1,140,861,427	1,087,012,492	(53,848,935)	(18,534,416)
2023	1,169,523,796	1,101,511,628	(68,012,168)	(14,163,233)
2024	1,195,945,855	1,116,320,404	(79,625,452)	(11,613,284)
			Average Gap:	**(15,925,090)**

** 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 Doyne Hospital revenue is considered an outlier and removed from cost-to-continue.*
Source: Office of the Comptroller, from the Milwaukee County Office of the Comptroller Five-Year Financial Forecast 2019-2023 (August 2018).

The independently elected comptroller estimates Milwaukee County's structural deficit will reach almost $80 million by 2024.

the HOC. Under this proposal, individuals transferred to the EM program would reside at their homes in the community and be monitored through a global positioning system (GPS) — and in some cases a continuous alcohol monitor — 24 hours per day 7 days per week. The EM program establishes conditions including home confinement, travel to work, or other commitments. Individuals must check in at least weekly with a caseworker at Wisconsin Community Services, the nonprofit that currently manages the EM program.

This community alternative would also allow individuals without access to transportation a better shot at keeping their jobs. There is no bus route to the HOC in Franklin. Individuals who have no access to transportation can often lose their jobs even if they are granted Huber work release privileges. Under the current state, individuals who are unemployed but successfully complete a job training program during their stay at the HOC do not have the opportunity to use their new skills if they do not have a means of transportation. This proposal would mitigate both of these barriers, as individuals could keep access to their current jobs or be transferred to EM once they complete skills training. Individuals would also have access to Milwaukee County's Day Reporting Center for community-based programs and treatment.

Caseworkers will work to ensure individuals eligible for this alternative have safe, stable housing and are enrolled in healthcare should they return to the community on EM. Certain offenses such as sexual assault, armed robbery, child neglect, and any domestic violence charge prohibit inmates from participating in EM.

The process of transferring and supervising all Huber work release inmates on an EM program instead of releasing inmates each day from a county jail or house of correction has been in place in La Crosse County since 2005 and Monroe County since 2018. This proposal will allow the HOC to close three of the current Huber dormitories, reallocate limited staff resources to general population programming needs and activities, and reduce correctional officer overtime. The estimated cost savings of this proposal is $1.7 million. Milwaukee County officials have been developing an implementation plan to ensure the success of this initiative. Milwaukee County looks forward to working with the community, County Board, judges, Sheriff, District Attorney and others to both enhance public safety and provide individuals the opportunity to contribute meaningfully to the community.

Also in the 2020 budget for the House of Correction and Milwaukee County Jail is an increase in funding for correctional healthcare. This approximately $5 million increase is a result of a recent RFP for this service that included significant quality measures and contract monitoring to ensure that individuals in custody receive high quality healthcare.

New at the Milwaukee County Sheriff's Office in 2020, deputies will be outfitted with body cameras designed to collect video, audio and images that are critical for accurate documentation of public safety officers and the public contacts made. Additionally, a State-mandated increase in Court appointed attorney fees, from $70 to $100 per hour, is expected to cost $1.5 million.

CONTINUED



Milwaukee County Parks manages over 15,000 acres in Milwaukee County. This includes over 150 parks, scenic trails, 15 golf courses, beer gardens, dog parks, beaches, community centers, botanical gardens, and hundreds of events throughout the year.

Building Modern Facilities

The 2020 recommended budget includes $11 million for planning, design and initial construction activities of the new Center for Forensic Science and Protective Medicine. This state-of-the-art facility will co-locate essential medical, safety and research services between the Medical College of Wisconsin and Milwaukee County's Medical Examiner and Office of Emergency Management. Slated to open in mid-2022, the Center will create a pipeline for forensic specialists and telecommunicators, while serving as a real-time, hands-on emergency medicine and pathology space to MCW residents. This environment will create advanced training opportunities, modernize criminal justice investigations, and allow for refined coordinated emergency response to enhance patient outcomes.

Expanding Emergency Management Services

The Office of Emergency Management is lifting our countywide radio and paramedic system to new heights with expanded services and preparations at our large-scale Fiserv Forum arena and adjacent Deer District plaza. Each arena event brings in over 17,500 visitors, with the July 2020 Democratic National Convention forecasted to bring in over 55,000 visitors to include delegates, media outlets and law enforcement. Services include interoperable communications, multi-jurisdictional data sharing, and also, universal standards of care in on-scene medical responses.

Celebrating Our Public Spaces

Elevating Our Community Assets

Milwaukee County aims to steward a thriving parks system that impacts every Milwaukee County Parks visitor. In 2020, Parks will continue to address neglected infrastructure by proceeding with phase two of both the McKinley Marina parking lots and Brown Deer Roadway capital projects. Parks will begin looking to the future use of Park facilities by embarking on a facility study of Kosciuszko Community Center and performing a system wide bridge inventory and assessment. The neighborhoods around Rose, Indigenous Peoples' and Washington Park will have their outdated playgrounds replaced as the county continues to evaluate systems and assets through a racial equity lens.

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Milwaukee County Parks will also launch a workforce development program in 2020 for underserved communities to increase access to Parks employment, diversify the department workforce and open a career pipeline to family sustaining jobs.

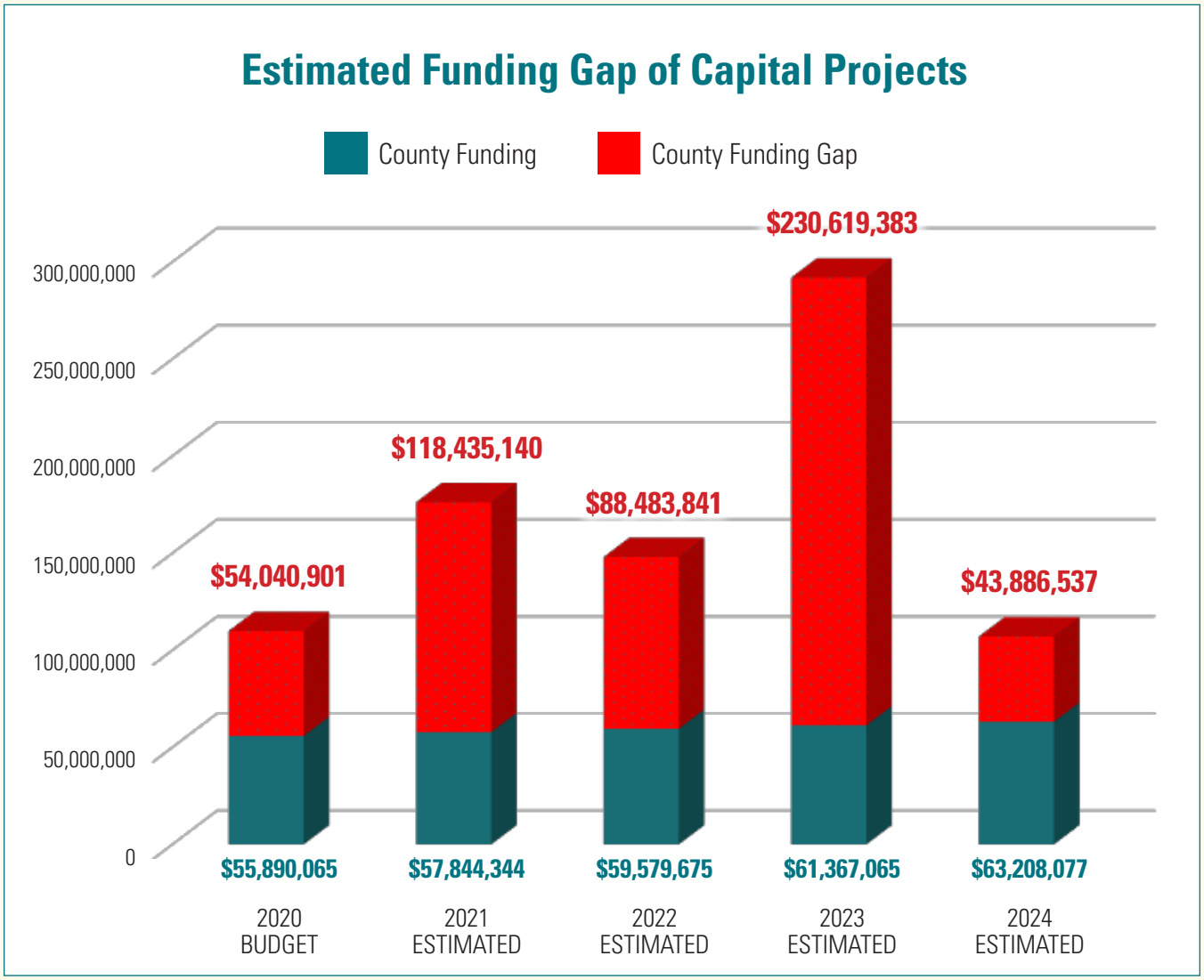
Unfortunately, Milwaukee County's fiscal constraints continue to impact our parks and community assets. In 2019, Parks was unable to hire enough lifeguards to sufficiently open all aquatic facilities. Due to a continued decline in attendance, lifeguard staffing limitations, financial constraints, and facility conditions, pool openings will again be limited in 2020. Holler Park pool, which was closed at the beginning of the season, and Grobschmidt Pool, which was closed because of water main before the end of the summer, will both remain closed in 2020.

Milwaukee County will continue to maintain a prominent role in the cultural fabric of the community through strategic partnerships and financial support in 2020. Milwaukee County Parks will add a position to serve as the singular contact point for county owned cultural facilities and cultural contracts. The Director of Cultural Amenities will manage the relationships with our cultural partners and develop a strategy for signature Park facilities with a goal that balances financial sustainability with community benefit.

Growing Our Cultural Attractions

In 2019, the Milwaukee County Zoo created a new home for two of the largest residents in Wisconsin – African Elephants, Brittany and Ruth – in the new Adventure African exhibit. The 2020 recommended budget will include an additional $900,000 to develop the final phases of Adventure Africa, which will bring a new Hippopotamus exhibit in June and Rhinoceros exhibit in the future. The projects will continue to focus on meeting and exceeding standards set by the USDA (Unites States Department of Agriculture), APHIS (USDA Animal Plant Health Inspection Services) and AZA (Association

CONTINUED



Milwaukee County's capital needs far outpace available funds.

of Zoos and Aquariums) for all animals that find a home here. The Zoological Society is an equal partner in this project.

Again in 2020, the outdoor dinosaur exhibit will run from Memorial Day through Labor Day and cost $3 a person. Projections based on prior exhibits estimate an additional $523,000 in revenue.

Zoo admissions rates will increase by 50 cents in June 2020 when the new Hippo exhibit opens. The rate increase is projected to increase revenue by more than $300,000 including an increase from the Zoological Society membership revenue split. Zoo admissions and parking fees must be approved by the County Board.

This year, the Milwaukee County Zoo, Zoological Society and KultureCity, a non-profit specializing in inclusion, will partner to bring a new exhibit focused on guests with sensory processing needs. Zoo staff will receive professional training and materials needed to better accommodate visitors with autism, early onset dementia, PTSD and other sensory needs.

Providing Great Public Service

Our employees are our greatest asset at Milwaukee County, and the 2020 Recommended Budget continues to invest in our proud public servants. Targeted investments will be made in areas of the workforce where wages are significantly below market rate in order to improve retention, boost morale, and make Milwaukee County the number one employer of choice. Last year corrections officers saw a targeted midyear wage increase of 6.5% in order to address salary inequities in this position. In 2020, more than 85 trade professionals across Milwaukee County will see targeted pay equity adjustments at midyear to bring wages closer to market standards. Our pipe fitters, carpenters, electricians and many others in the skilled trades are essential to Milwaukee County's operations.

Countywide, an additional $400,000 will be invested in the fourth quarter to support pay equity issues within departments. Most employees will receive a 1 percent wage increase midyear, and there will be no changes to health care premiums. Due to legally updated calculations, which are impacted by investment returns and other factors, employees will contribute slightly less to the pension this year. General employees will contribute 6.2 percent, down from 6.5 percent. Public safety employees will contribute 9.0 percent, down from 9.5 percent.

Employees in the Criminal Justice Facility, Children's Courts and Safety Building will see their phone and voicemail systems replaced. This will also include integration of the 911 system. In efforts to promote stronger cybersecurity, in 2020 all computers will be upgraded to Windows 10 and many employees will receive replacements for outdated laptop and desktop computers. Additionally, $2 million will be invested in Enterprise Resource Planning system development in order to integrate the County's human resources, payroll and financial functions into one, smooth-running system.

Looking Ahead to 2020

The 2020 budget proposal is balanced, with continued investments in children and families, public safety, public transportation, neighborhood services, and the County's workforce. This budget proposal reinforces Milwaukee County's position as the economic engine of the state with a growing business sector and vibrant communities. However, the budget is a temporary fix. The impact of the looming fiscal crisis is becoming more visible every day. However, when Milwaukee County residents have the opportunity to invest in our own future, the outlook ahead is brighter.

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

Operating Budget Manager Daniel Laurila

Administrator Specialist Budget Systems Michael Bickerstaff

Senior Budget & Management Analyst Lindsey Peterson

Budget & Management Analyst Joshua Scott

Budget & Management Analyst Mark Yatchak

Budget & Management Analyst Pamela Matthews

Budget Intern Morgan Aschenbrenner

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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Theodore Lipscomb, Sr. (1st District)

First Vice-Chair
Marcelia Nicholson (5th District)

Second Vice-Chair
Sequanna Taylor (2nd District)

3rd District
Sheldon A. Wasserman

4th District
Marina Dimitrijevic

6th District
James "Luigi" Schmitt

7th District
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8th District
Steven Shea

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Patti Logsdon

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Dan Sebring

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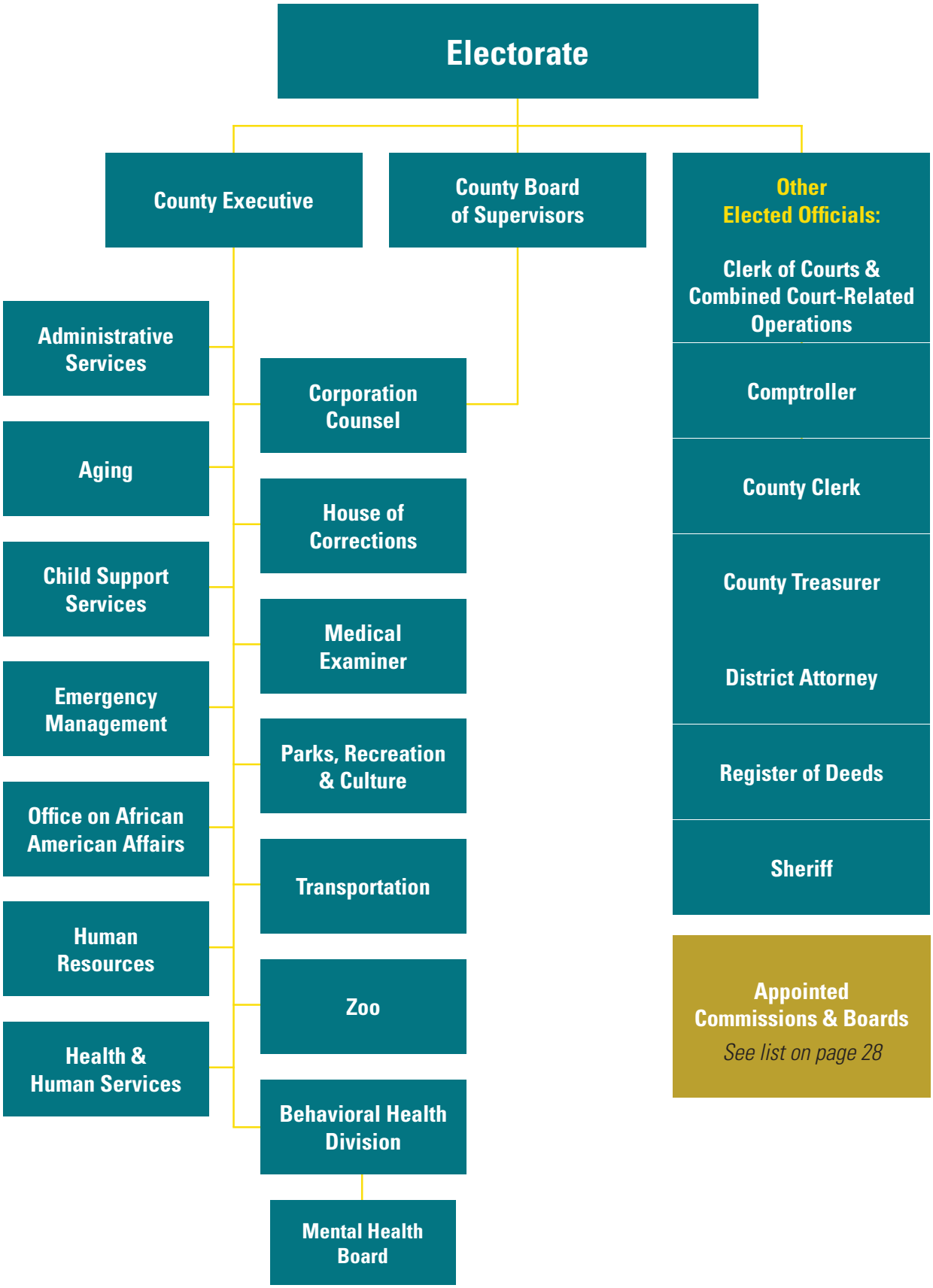
16th District
John F. Weishan, Jr.

17th District
Anthony Staskunas

18th District
Deanna Alexander

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ORGANIZATIONAL CHART



ORGANIZATIONAL CHART

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Appointed Commissions & Boards

- Aging & Disabilities Resource Center Board
- Charles Allis & Villa Terrace Art Museums
- Combined Community Services Board
- Commission for Persons with Disabilities
- Commission on Aging
- Civil Service Commission
- Deferred Compensation Board
- Election Commission
- EMS Council
- Ethics Board
- Human Rights Commission
- Marcus Center for the Performing Arts Board
- Milwaukee Art Museum Board
- Milwaukee County Federated Library System
- Milwaukee County Historical Society
- Milwaukee Public Museum Board
- Milwaukee Symphony Orchestra
- Pension Board
- Personnel Review Board
- Social Development Commission
- Southeast Wisconsin Regional Planning Commission
- Summerfest Board of Directors
- Veterans Service Commission
- Visit Milwaukee Board
- Wisconsin Center District

We enhance the quality of life in Milwaukee County through great public service.

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 & Budget adopted the Economist Style Guide for writing in order to provide a layer of consistency to the reader throughout the budget.

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 "2020 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: Historically, Milwaukee County has organized its budget around components of the County's mission statement that emerged from a 1999 strategic planning process. The County's mission statement from 1999 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." Elements of this mission statement were incorporated into a set of Strategic Outcomes, which can be seen throughout the budget:

- High Quality, Responsive Services.

CONTINUED

- Enhancement of Self-Sufficiency.
- Enhancement of Personal Safety.
- Enhancement of Economic Opportunity.
- Enhancement of Quality of Life.

For instance, in many of the programs within the Office of the Sheriff, the Strategic Outcomes are listed as "personal safety." Likewise, in many administrative departments, the Strategic Outcomes are listed as "high-quality, responsive services."

In late 2019, Milwaukee County embarked on its first strategic planning process in 20 years. From this effort a new mission statement has emerged: *We enhance the quality of life in Milwaukee County through great public service.* The plan is in its early stages, and Milwaukee County leaders and community will continue to develop the plan throughout 2020. Leaders will also take the next year to socialize this mission and further integrate it into Milwaukee County policies, practices and budgeting.

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 (adjusted for overtime and vacancy/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 2020 budget compared to the 2019 Adopted Budget. It also identifies ways in which the scope of the program area described in the Strategic Overview section has been impacted by funding levels in the 2020 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

2020 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 53rd largest in the United States with 948,201 residents[2]. Milwaukee County is one of the few fully-incorporated counties in the United States and includes 19 municipalities that range from a large urban center in the city of Milwaukee with 592,025 residents[2] 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.

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.



Milwaukee County's ever expanding skyline

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*
3 *Village of River Hills, http://riverhillswi.com*

MILWAUKEE COUNTY

Basic Data	Milwaukee County	Wisconsin
Land Area in Square Miles (2010)	241	54,158
Population (July 2018 estimate)	948,201	5,813,568
Population Density (Population per Square Mile)	3,926	105

Demographic Data	Milwaukee County	Wisconsin
Persons Under 5 Years (July 1, 2018)	6.9%	5.8%
Persons Under 18 Years (July 1, 2018)	24.0%	22.0%
Persons 65 Years & Over (July 1, 2018)	13.6%	17.0%
High School Graduate or Higher	87.4%	91.7%
Bachelor's Degree or Higher	30.1%	20.0%
Veterans (2013–2017)	43,934	350,330

Economic Data	Milwaukee County	Wisconsin
Housing Units (July 1, 2018)	419,554	2,710,723
Homeownership Rate (2013–2017)	49.7%	67.0%
Median Value of Owner-Occupied Housing Units (2013–2017)	$150,300	$169,300
Households (2013–2017)	382,027	2,328,754
Median Household Income (2013–2017)	$46,784	$56,759
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 (2018)	1,535	19,113

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

10 Largest Principal Property Tax Payers

Taxpayer	2018 Equalized Value
Northwestern Mutual Life Insurance Co.	$575,134,000
Mayfair Mall, LLC	$502,168,000
Bayshore Town Center, LLC	$356,477,000
US Bank Corp.	$242,365,000
Mandel Group	$235,267,000
Aurora Health	$178,227,000
Southridge Mall, LLC	$147,444,000
Metropolitan Associates	$143,807,000
Walmart/Sam's Club	$141,591,000
Juneau Village/Prospect Tower/Katz	$125,520,000

Source: 2018 Milwaukee County Comprehensive Annual Financial Report, Office of the Comptroller

10 Largest Private Sector Employers

Employer	Industry	2018 Employees	% of Total County Employment
Aurora Health Care, Inc.	Healthcare System	27,599	5.8%
Froedtert Health	Healthcare System	11,820	2.5%
Ascension Wisconsin/ Wheaton Franciscan Healthcare	Healthcare System	8,656	1.8%
Roundy's Supermarkets Inc.	Retail Supermarkets	7,581	1.6%
Quad Graphics Inc.	Commercial Printer	7,500	1.6%
Kohl's Corporation	Retail Department Store	7,000	1.5%
GE Healthcare	Medical Equipment Services	6,000	1.3%
Medical College of Wisconsin	Medical School	5,941	1.3%
Children's Hospital of Wisconsin	Healthcare	5,170	1.1%
Northwestern Mutual Life	Insurance	5,000	1.1%

Source: 2018 Milwaukee County Comprehensive Annual Financial Report, Office of the Comptroller

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Budget Policies & Structure

Budget Process & Calendar

Looking at the 2020 Budget Through a Racial Equity Lens

Financial Management Policies

Basis of Budgeting

Performance Budgeting

Fund Descriptions

Budgetary Funds

2020 Functional Area by Fund Type Summary

Budgetary Unit – Fund Type Relationship

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Wisconsin 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

Wisconsin 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-

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 Board of Supervisors a summary of requested budgets by August 15.

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

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

October & November
The Board of Supervisors holds a public hearing on the budget, inviting members of general public to comment on the recommended budget and Finance, Personnel & Audit Committee changes to date.

The Board of Supervisors conducts the annual meeting and the adoption of the budget and tax levies. During this meeting, the Board of Supervisors acts on the amendments and recommendations submitted by the Finance, Personnel & Audit Committee relative to the recommended budget as well as amendments submitted by individual County Board supervisors.

January
Departments translate the budget to public service.

CONTINUED

year capital plan) budgets to the director of the Department of Administrative Services (DAS) no later than **July 15**.

On or before **August 15**, DAS is required to submit a summary of the requests to the County Executive and Board of Supervisors, 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" (Wisconsin State Statute 59.60(6)(a)).

The resulting recommended budget is then presented to the Board of Supervisors on or before **October 1**. The Board of Supervisors 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 & Audit submits the amended budget to the Board of Supervisors, 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.

Milwaukee County can work to eliminate these barriers when we better understand how the decisions we make impact the communities we serve.

Looking at the 2020 Budget Through a Racial Equity Lens

Milwaukee County aims to be the healthiest county in Wisconsin by achieving racial equity in our community. Unfortunately, in Milwaukee County and our country, race is a leading predictor of a person's quality and length of life. This is in part due to historical systematic inequities that have been perpetuated in Milwaukee County and across the country for decades. While Milwaukee County recognizes local government's role in perpetuating such discriminatory practices, leaders also recognize we have the power to correct the course and improve the well-being of all Milwaukeeans. This journey to correct historical and present injustices starts with decisions about our budget.

Together with the Milwaukee County Office on African American Affairs, and in partnership with the national Government Alliance on Race and Equity (GARE), Milwaukee County utilized a racial equity framework in the preparation of the 2020 budget. Fundamentally, a racial equity framework examines which communities are burdened and which communities benefit from budget and policy decisions. This year we led with the realization that policy and budget decisions that may appear to provide benefits to all Milwaukee County residents regardless of race have often had a disproportionate impact on community members based on race. For example, repair of certain amenities may occur more quickly in neighborhoods with a vocal constituency who call officials to request services than in other neighborhoods. A more equitable system would be to implement a regular replacement schedule based on need. These impacts must be examined intentionally during the budget process. Milwaukee County can work to eliminate these barriers when we better understand how the decisions we make impact the communities we serve.

In the 2020 budget planning process, departments were asked to identify the racial equity impacts of proposed changes from the previous year's budget. Departments identified which communities would be impacted and how community members would be engaged in the development of any proposed changes. This allowed policymakers to intentionally review the demographic data and understand the impact of cuts and investments In the 2020 budget, this process specifically resulted in Milwaukee County preserving transit routes for people without access to other forms of transportation; promoting long-overdue investment in playgrounds that have not historically received investment; and integrating human services staff, programming and technology so that there is "no wrong door" to access County services.

This year was about grounding the work and building toward a more racially equitable future. It will take time to right the wrongs of the past, but the county's approach to the 2020 budget is a small, but significant step on the path to racial equity in Milwaukee County. As we move forward, we will continue to use a racial equity framework to change County policies and practices so that all residents have access to the quality programs and services they need to thrive. Racial equity is an ambitious goal. We have taken an important step in realizing a future where an individual's race can no longer be used to predict one's success while also improving outcomes for everyone in Milwaukee County.

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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

Milwaukee 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% of total revenues.

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

Milwaukee 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. Milwaukee 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.

Milwaukee 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.

Milwaukee 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

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Revenue Service policies with regard 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 Milwaukee 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 Milwaukee County by the State of Wisconsin 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.

Milwaukee 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 Milwaukee County expenditures as follows:

- Pay general obligation debt service costs.
- Cash finance capital improvement projects.
- Pre-pay outstanding bonds.
- Pre-fund employee benefit costs or fund unanticipated or extraordinary annual increases in such costs.
- Or supplement the Appropriation for Contingencies.

Operating Budget – Expenditure Policy

Under Wisconsin State Statutes, no payment may be authorized or made and no obligation incurred against Milwaukee 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 Milwaukee 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 Milwaukee County Board of Supervisors approves carryovers recommended by the Department of Administrative Services Office of Performance, Strategy & 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.

Large, unanticipated one-time revenues not related to grants, insurance proceeds, or other previously identified projects or uses shall be allocated to the Appropriation for Contingencies or, if related to the sale of tax foreclosed properties, in accordance with Chapter 6 of the Milwaukee County Code of Ordinances as amended through File No. 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 budget decisions and costs, and debt service.

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Debt Management & Capital Finance

Milwaukee 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 15 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 to 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 $5 million surplus from 2018 must be budgeted as revenue in the 2020 budget. There are two alternatives to this requirement:

Milwaukee County may, under Wisconsin 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 2019, through File No. 19-457, the Milwaukee County Board of Supervisors allocated up to $5 million of the 2018 operating surplus to the 2020 operating budget and transferred the remaining balance to the Debt Service Reserve.

Wisconsin State Statute 59.60(13)(b)(3) provides for a tax stabilization fund, into which surpluses may be deposited. However, this statute allows Milwaukee County to utilize this fund only in order to prevent a tax levy increase of 3% 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 Milwaukee County has not utilized this fund.

Due to these statutory restrictions, Milwaukee County is not able to develop an unrestricted fund balance, and therefore Milwaukee 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:

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

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

Risk Management

Realizing the importance of maintaining a safe workplace for the benefit of both its employees and the general public, all Milwaukee County employees will follow proper risk management practices, which will result in a safer workplace that will enable Milwaukee 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.

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:

The introductory section provides basic information about Milwaukee County, such as elected officials, a community profile and a countywide organizational chart; and the budget document, including a table of contents.

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 Milwaukee County's long-term fiscal

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situation; performance measures; analysis of major revenue and expenditure changes; information about Milwaukee County's major funds, and budgeted positions.

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

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.

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

Milwaukee County's strategic outcomes are components of: 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:

- Identify distinct program areas.
- Link program areas with the most appropriate strategic outcome(s).
- Develop performance measures that show progress of that program area toward achieving the strategic outcomes.

Property Tax Levy Increase Limits

The states Local Levy Limit law (Wisconsin State Statute 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 supermajority vote of the Board of Supervisors.
- A new carry-forward provision was added in the 2015-2017 state budget that allows Milwaukee 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.

Milwaukee County accounts are maintained on the basis of funds. Each fund is a separate fiscal and accounting entity.

Basis of Budgeting

In accordance with Generally Accepted Accounting Principles (GAAP), Milwaukee County accounts 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 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 The Internal Service Funds are used to account for the financing of goods or services provided by one department to other departments in Milwaukee County or to other governmental entities, on a cost-reimbursement basis.

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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 levels.

Performance Budgeting

The Department of Administrative Services Office of Performance, Strategy & Budget (DAS-PSB), began to develop a comprehensive, countywide performance measurement initiative in 2017. The goal of this measurement process is 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

Milwaukee County integrates its budget process with a larger move towards performance management and planning. Historically, Milwaukee County has organized its budget around components of the mission statement that emerged from a 1999 strategic planning process. The County's mission statement from 1999 read 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." Elements of this mission statement were incorporated into a set of strategic outcomes, which can be seen throughout the budget:

- High quality, responsive services.
- Enhancement of self-sufficiency.
- Enhancement of personal safety.
- Enhancement of economic opportunity.
- Enhancement of quality of life.

In late 2019, Milwaukee County embarked on its first strategic planning process in 20 years. From this effort a new mission statement has emerged: *We enhance the quality of life in Milwaukee County through great public service.* The plan is in its early stages, and Milwaukee County leaders and community will continue to develop the plan throughout 2020. Leaders will also take the next year to socialize this mission and further integrate it into Milwaukee County policies, practices and budgeting.

The Milwaukee County budget links each program area within its departments with one of the 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 many services achieve multiple strategic outcomes (for instance, those programs that primarily achieve personal safety also certainly contribute to quality of life). For administrative program areas that primarily support other Milwaukee County operations, the strategic outcome is 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

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own performance measures as a way of challenging their management and staff to continue exemplary performance or improve on their existing performance levels.

Milwaukee County seeks to develop performance measures that are 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).

Milwaukee County's "major funds" are the General Fund, the Airport Fund, the Transit Fund, the Debt Service Fund and the combined Capital Projects Funds.

Fund Descriptions

The following are summaries of Milwaukee 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[1] **(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 Milwaukee County Paratransit System.

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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 Milwaukee 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 Milwaukee County departments.

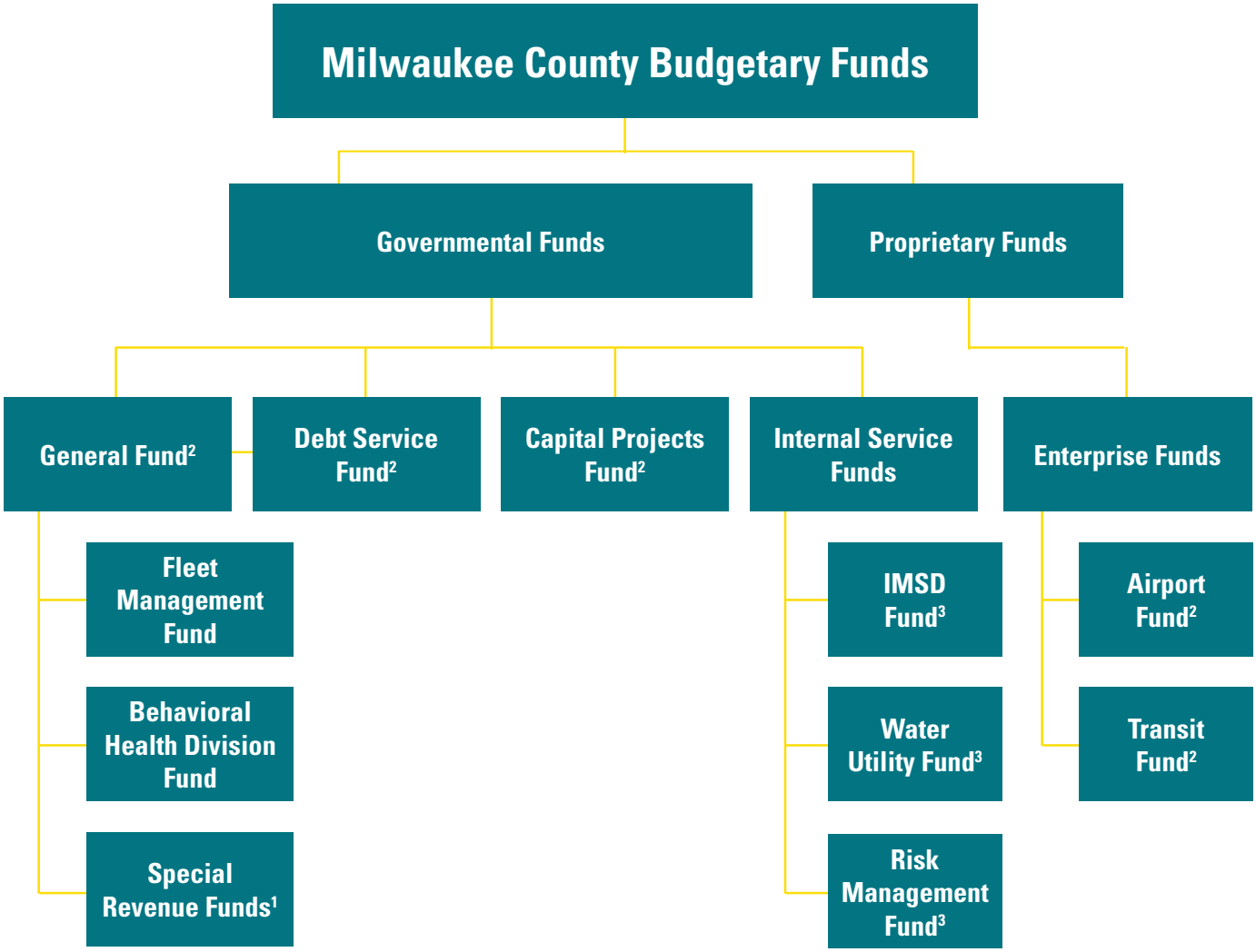
Water Utility (Fund 0029) This fund is used to account for maintenance of the water distribution system that is located on the Milwaukee County grounds and provides service to County departments.

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

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

Budgetary Funds

This diagram displays the general relationship 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.*

2020 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	14,587,024		4,597,001		29,533,928	48,717,953
General Government	13,865,466					13,865,466
Courts & Judiciary	29,725,868					29,725,868
Public Safety	30,937,308				392,083	31,329,391
Transportation & Public Works	41,079,645	210,675,987			44,431,283	296,186,915
Health & Human Services	272,598,163				612,750	273,210,913
Parks, Recreation & Culture	38,082,274				12,411,982	50,494,256
Debt Service				13,808,088		13,808,088
Non-Departmental Revenues	117,869,924					117,869,924
Non-Departmental Expenditures	7,486,803					7,486,803
Tax Levy	301,109,336					301,109,336
TOTAL	**867,354,811**	**210,675,987**	**4,597,001**	**13,808,088**	**87,382,026**	**1,183,817,913**

EXPENDITURES

Functional Area	General[1]	Enterprise	Internal Service[2]	Debt	Capital Projects	TOTAL
Legislative & Executive	2,570,226					2,570,226
Administration	44,600,942		29,213,391		32,827,254	106,641,587
General Government	9,058,037					9,058,037
Courts & Judiciary	54,533,582					54,533,582
Public Safety	122,031,265				392,083	122,423,348
Transportation & Public Works	40,293,721	222,894,440			44,431,283	307,619,444
Health & Human Services	361,637,090				1,272,750	362,909,840
Parks, Recreation & Culture	60,824,133				12,703,966	73,528,099
Debt Service				47,374,095		47,374,095
Non-Departmental Revenues						0
Non-Departmental Expenditures	97,159,655					97,159,655
TOTAL	**792,708,651**	**222,894,440**	**29,213,391**	**47,374,095**	**91,627,336**	**1,183,817,913**

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 2020 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

2020 Budget FAQs

Trends in State Aid

County Share of Property Tax Levy

Tax Levy Summary

Budget Assumptions

Long-Range Fiscal Analysis

Closing the 2020 Budget Gap

2020 Expenditure Analysis

2020 Revenue Analysis

Countywide FTE Positions

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

2020 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.

Based on 2018 Department of Revenue data, the cost to operate county government makes up approximately 17.4% of the total (approximately $1,701,196,025 in 2018) property taxes levied in Milwaukee County, so other units of government and taxing districts (school districts, technical colleges, municipal, special tax districts etc.) combined have a significant impact on your individual property tax bill. The 2020 county budget property tax levy increases by about 2.3% or $6.7 million over the 2019 level of $294.4 million. The $6.7 million increase is broken down in the following way:

- $3 million for net new construction.
- $2.9 million for the statutorily allowed "carry forward" provision (two-thirds County Board approval needed).
- The remainder of $0.9 million consists of allowable increases of Debt Service, EMS, and other provisions allowed by state statute.

This means that individual tax payers may see a change in Milwaukee 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 4.8%. Of that, 1.3% was the result of new construction. Since the percentage increase in equalized value exceeds the percentage increase in County property tax, the County tax rate will slightly decline.

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

Milwaukee 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 1% while expenditures will grow by 2.4%. 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 2.4% represents approximately the cost to continue at the current level of operations. Historically, pension and healthcare costs have increased at a rate which exceeds inflation, and these fringe benefit expenses have a significant impact on the structural deficit.

Why is the pension contribution increasing?

Pension costs are increasing by $4.7 million in 2020. The cost increase is largely due to a change in the assumed rate of investment return within the pension fund, from 7.75% to 7.5%. While pension costs are increased in 2020, the employee contribution is decreased slightly, from 6.5% to 6.2% for general employees, and from 9.5% to 9.0% for public safety employees.

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What is the Vehicle Registration Fee?

Milwaukee County is responsible for maintaining nearly 600 miles of roads, 96 bridges and a fleet of buses. 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 2020, the annual Vehicle Registration fee charged by Milwaukee County will remain $30.

Will healthcare contributions continue to increase?

Over the past year, Milwaukee County has experienced savings in healthcare costs due to favorable claims, increased prescription drug rebates, and a reduction in Medicare premiums. 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. In 2020 these monthly contributions will remain at 2019 levels for employees.

Milwaukee County Healthcare Monthly Premiums 2019-2020

	2019	2020
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 2.4% annually while revenue is growing at only 1% per year. In order to reduce this gap, the 2020 budget includes the following initiatives to expand revenues.

Investments in Revenue Initiatives: One goal of the 2020 budget is to find financial opportunities to expand Milwaukee County's revenues. The initiatives include:

- Increasing the property tax levy.
- Personal property aid revenue.
- Collection of online sales tax.
- Budgeting additional VRF dollars.

Investments in Information Technology: Funding is provided in the 2020 budget for major information technology related projects that include:

- Enterprise Resource Planning (ERP) software.
- Computer infrastructure replacement program.
- Windows Server remediation.
- Continued phone and voicemail replacement.

Reducing the County's Footprint: In the 2020 budget the Facilities Maintenance Division has provided for the continued operation and maintenance of County grounds and water systems, including those serving the Milwaukee Regional Medical Center. The target is to minimize outstanding maintenance requirements by reducing infrastructure that is outdated and expensive to maintain. Therefore, in 2020 Milwaukee County will continue to pursue the sale and transfer of the County's Water Utility to the Milwaukee Regional Medical Center (MRMC) and the City of Wauwatosa. Milwaukee County has planned the sale of County grounds land to MRMC member organizations, which will release Milwaukee County from certain infrastructure improvements and maintenance responsibilities and costs. While these items are planned, there are no specific financial expenses or revenues budgeted.

Efficiency Measures: The 2020 budget continues significant changes to how Milwaukee 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 & 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 2020 budget includes continued investment in Milwaukee County's workforce. These efforts include:

- $400,000 for equity pay increases.
- Full year funding for 2020 COLA (1%).
- Targeted pay increase for those in County trades and corrections officer positions.
- 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

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operations is not sustainable. The 2020 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 2020 Adopted Capital Budget includes almost $91 million in capital investments in Milwaukee County's infrastructure. Total County cash financing of $24.7 million is included in the 2020 Capital Budget.

The 2020 Capital Budget continues to emphasize improving Milwaukee County infrastructure and assets while managing long-term costs. Major projects include:

- General Mitchell International Airport terminal redevelopment ($25.1 million).
- Forensic Science Center Phase 2 ($11.2 million).
- Brown Deer Park Roadway Phase 2 ($4.3 million).
- Combined fleet vehicle and equipment replacements ($8.3 million).
- Milwaukee County Transit System fleet maintenance roof replacement ($3.8 million).
- W Rawson (CTH BB) Highway 45 to Hawthorne Lane ($2.9 million).
- Milwaukee County's Enterprise Platform Modernization ($2 million).
- Marcus Center roof replacement ($1.3 million).

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 2020. The table below illustrates an example of compensation changes from recent budgets.

Budget Effects on County Employees (2018-2020)

	Health Care Plans			
	Employee Only	**Employee + Child**	**Employee + Spouse**	**Employee + Family**
Base Salary (01/01/2018)	$75,000	$75,000	$75,000	$75,000
Increase in Health Premium	($96)	($276)	($432)	($408)
2018 COLA PP14	$375	$375	$373	$375
Change in Pension	$0	$0	$0	$0
2019 Base Salary	$75,279	$75,099	$74,941	$74,967
2019 COLA PP14	$753	$751	$749	$750
Increase in Health Premium	$0	$0	$0	$0
Change in Pension	$0	$0	$0	$0
2020 Base Salary	$76,032	$75,850	$75,690	$75,717
2020 COLA	$760	$759	$757	$757
Increase in Health Premium	$0	$0	$0	$0
Change in Pension	$230	$230	$229	$229
2020 Total Compensation	**$77,022**	**$76,839**	**$76,675**	**$76,703**

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To understand the fiscal constraints Milwaukee County is under, it is important to understand the recent history of state taxes and aid to municipalities.

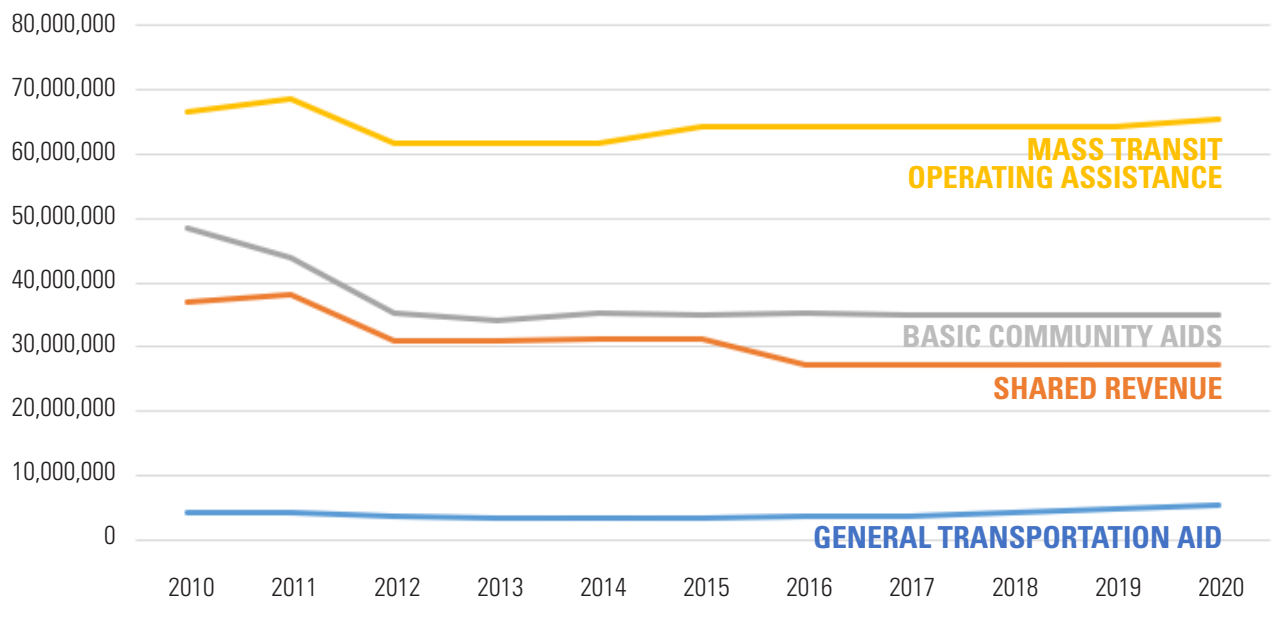
Trends in State Aid

A significant portion of the County's revenue comes from the State of Wisconsin. To understand the fiscal constraints Milwaukee County is under, it is important to understand the recent history of state taxes and aid to municipalities.

As the tables below illustrate, state aid to municipalities has followed a flat or declining trend in recent years. Major state funding sources which support the county budget include General Transportation Aid for highways, Basic Community Aids (which support human services programs), Shared Revenue (which can be used for countywide services), and Mass Transit Operating Assistance, which helps fund bus routes. Specifically, in 2010 Milwaukee County received $66.5 million of Mass Transit Operating Assistance; in 2020 the County anticipates receiving $65.3 million. In 2020, mass transit funding from the state is expected to increase by $1.2 million as a result of the 2019-2021 approved state budget. This is the first state funding increase for transit assistance

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Milwaukee County Trends in State Aid (2010–2020)



in over five years. However, state funding for transit is still projected to be lower in 2020 than it was in 2010. State Shared Revenue, which provides unrestricted aid to Milwaukee County, has declined from $37 million in 2010 to $27.3 million in 2020. Basic Community Aids, which support human services programs, have declined from $48.6 million in 2010 to $35 million in 2020. General Transportation Aid (GTA) has increased from $4.3 million in 2010 to $5.5 million in 2020. After several years of reduced and flat funding, the state has provided some increases for highway maintenance and support in recent years. Combined, these four revenue sources have been reduced from $156.5 million in 2010 to $133.2 million in 2020. The majority of this reduction occurred between 2010 and 2012 and was largely a result of Wisconsin Act 10, which affected 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 largely been held flat. This results in a lack of available funds for inflationary or other cost increases, which contributes to Milwaukee County's structural deficit.

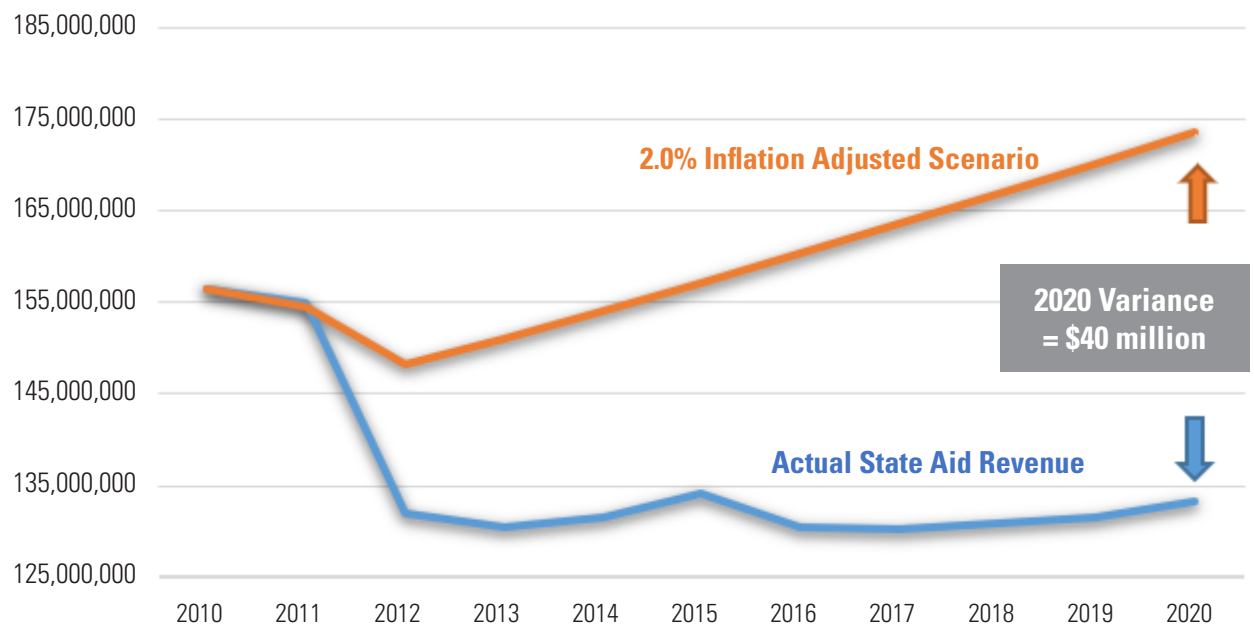
As indicated, a lack of inflationary funding for these revenue sources contributes to the County's structural deficit. The below chart is displayed to further demonstrate how flat and reduced state funding has impacted the County's budget over the past 10 years. If Milwaukee County had received inflationary funding increases of 2% per year, then the 2020 revenue budget for these state aids would be $173 million. Instead, state aids have been reduced and flattened, and the 2020 budget is $133 million for these sources. This is a variance of $40 million that has contributed to Milwaukee County's deficit. Unless state funding is increased in future years, this funding situation will persist and add to future budget gaps. The inflationary funding scenario uses 2% based on the approximate average inflation amount over the past 10 years, and the scenario is adjusted to account for transfer of human services functions to the state in 2011 and 2012.

Revenue from Milwaukee County to the State of Wisconsin

Data available from the State of Wisconsin Department of Revenue (DOR) shows the amount of revenues Milwaukee County residents and taxpayers send to the state has consistently increased. For example, revenue generated for the state by Milwaukee County taxpayers increased from approximately $2.1 billion in 2009 to over $2.4 billion

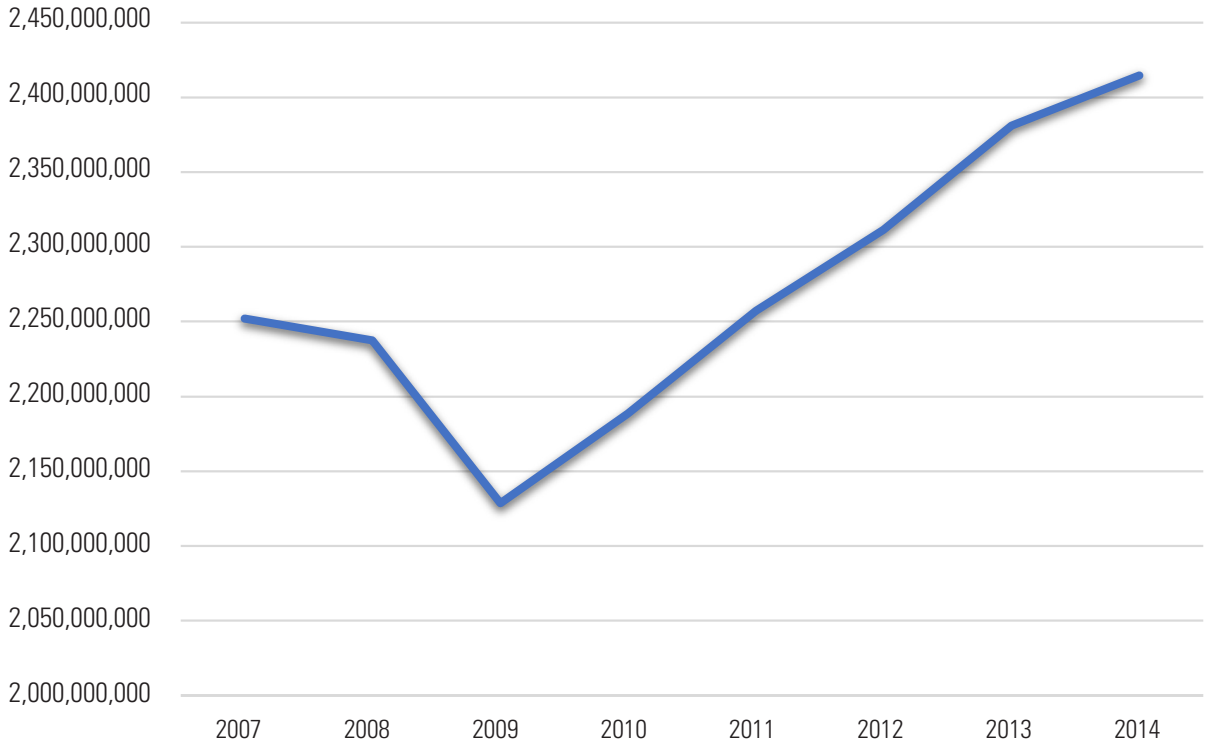
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Actual State Aid Revenue vs. Inflationary Scenario



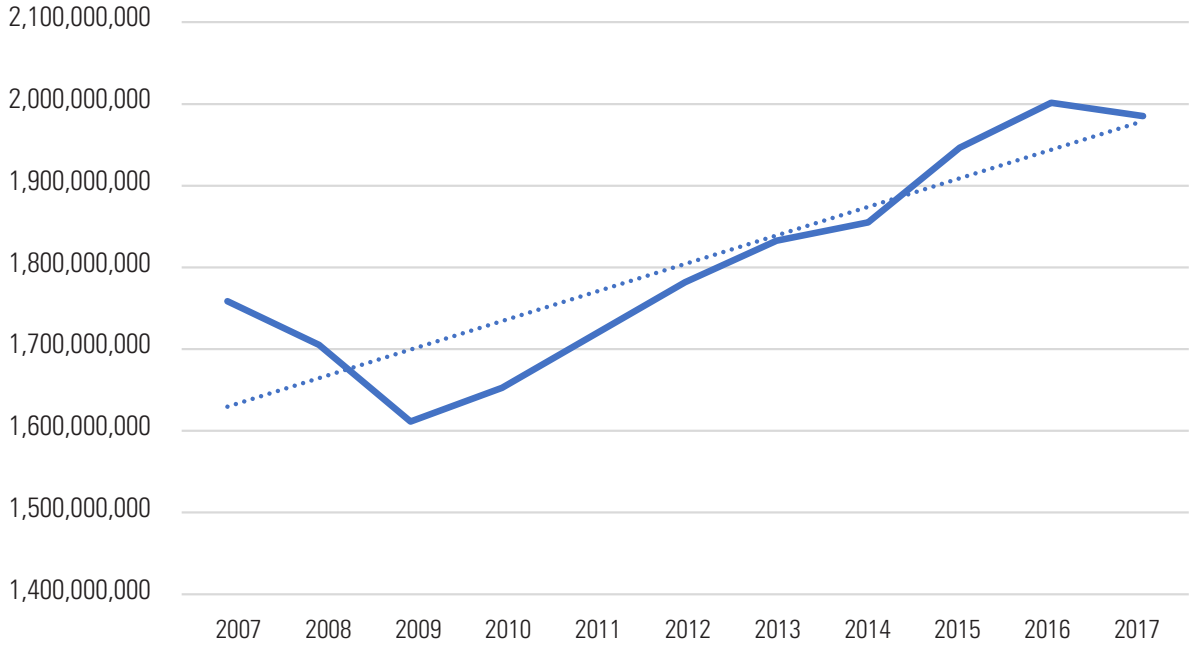
Note: Funding in chart includes combined value of General Transportation Aids, Shared Revenue, Mass Transit Operating Assistance and Basic Community Aids.

Milwaukee County Revenue to the State



Source: Milwaukee County Department of Administrative Services, from most recent data in Wisconsin Department of Revenue's "State Taxes & Aids By Municipality" (This report used to be available at the State of Wisconsin Department of Revenue website but has been discontinued).

Milwaukee County Income & Sales Tax to the State



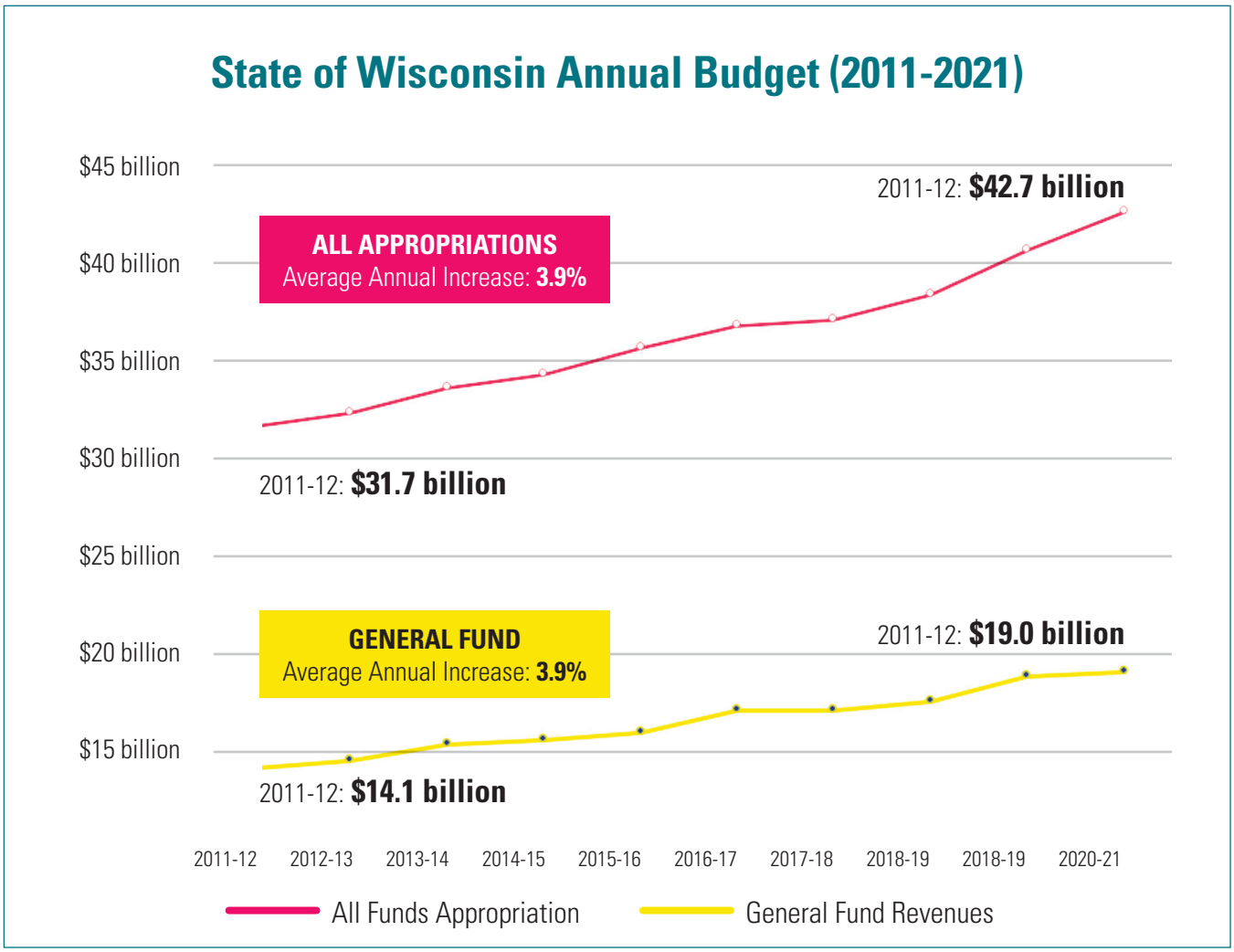
in 2014. These amounts include various forms of taxes including income tax, sales tax, excise tax, utility tax and other taxes.

The report which was used to generate the above chart is no longer available on the DOR website as of 2015. However, DOR continues to publish annual data on income taxes and sales taxes that are distributed to the state. Income and sales taxes represent the vast majority of the taxes. These taxes have continued along a similar pattern. In 2009, Milwaukee County sent $1.6 billion of income and sales taxes to the state, and by 2017 this amount was increased to approximately $2 billion. This is an increase of $400 million of revenue distributed from Milwaukee County to the state. At the same time, aids distributed from the state back to Milwaukee County have been flat and reduced.

Increased revenues generated in Milwaukee County and other municipalities have largely been dedicated to other state purposes and have not distributed back to county and municipal governments. At the same time, local property tax collections are capped by the state, and Milwaukee 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.

Meanwhile, the State of Wisconsin budget has continued to increase. In the 2011-12 budget, State of Wisconsin appropriations for all funds totaled $31.7 billion. The recently approved state budget for 2020-21 includes $42.7 billion in appropriations across all funds. This represents a 35% increase over nine years, or an average increase of 3.8% 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 2020-21, this amount increases to $19 billion. This also reflects a 35% increase over seven years, or an average annual increase of 3.8% per year. The State of Wisconsin's budget has been able to support increases that significantly exceed inflationary cost growth.

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Cost to Continue

	Expenditure	Revenue	Structural Deficit	Cost-to-Continue*
2019	1,062,498,687	1,062,498,687	—	—
2020	1,089,205,092	1,073,244,489	(15,960,603)	(15,960,603)
2021	1,115,572,005	1,080,257,486	(35,314,519)	(19,353,916)
2022	1,140,861,427	1,087,012,492	(53,848,935)	(18,534,416)
2023	1,169,523,796	1,101,511,628	(68,012,168)	(14,163,233)
2024	1,195,945,855	1,116,320,404	(79,625,452)	(11,613,284)
			Average Gap:	**(15,925,090)**

** 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 Doyne Hospital revenue is considered an outlier and removed from cost-to-continue.*
Source: Office of the Comptroller, from the Milwaukee County Office of the Comptroller Five-Year Financial Forecast 2019-2023 (August 2018).

Analysis prepared by the Milwaukee County Office of the Comptroller indicates that Milwaukee County revenues are projected to grow by just 1% per year on average. Each year, the Office of the Comptroller 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 2020 to 2024 forecast concludes that inflationary cost increases will not be offset by projected revenue increases. Expenditures are projected to grow by 2.4% on average, similar to the rate of inflation, while revenues grow by an average of just 1%.

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 million in 2020 and increasing to $79.6 million by 2024 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 (page 71) of the budget document.

1 *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.)*

2 *Wisconsin Department of Administration, Enacted Budget, available at https://doa.wi.gov/Pages/StateFinances/CurrentBiennialBudget.aspx*

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In 2020, of the $1.7 billion total property taxes paid, Milwaukee County government makes up about 17.4%.

County Share of Property Tax Levy

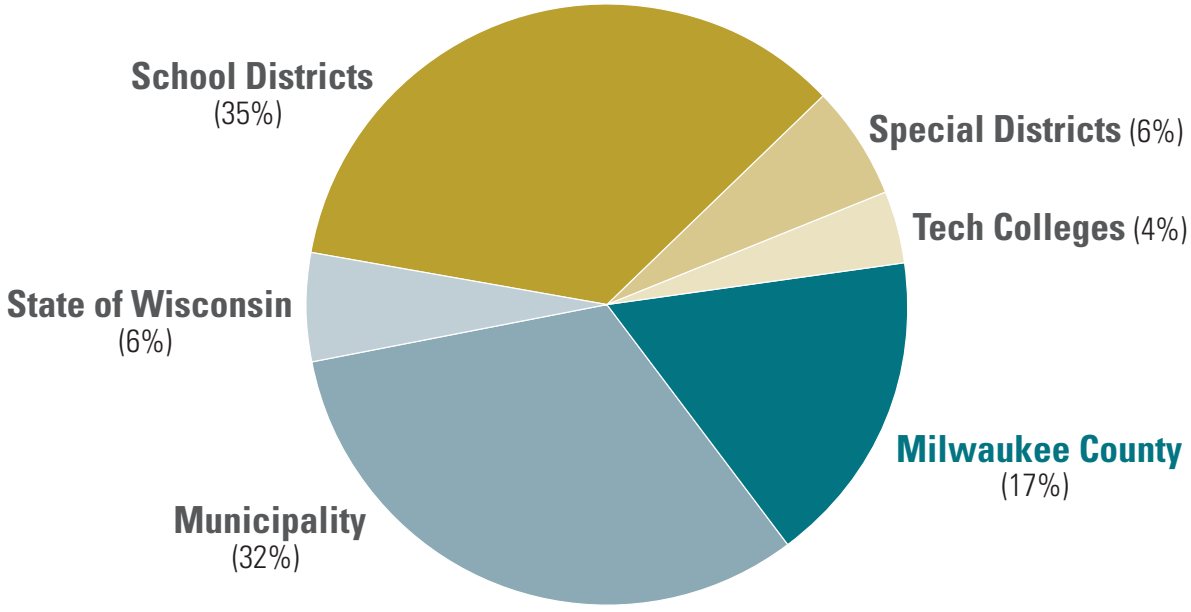
The 2020 budget for Milwaukee County levies approximately $301 million in taxes on property during the year, which is approximately $6.7 million over the 2019 Adopted Budget.

According to data gathered in 2019 by the Wisconsin Policy Forum, citizens and business will pay a total of approximately $1.7 billion in property taxes to the various taxing entities in the County. These entities include:

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

Of this $1.7 billion total, Milwaukee County government makes up about 17.4%.

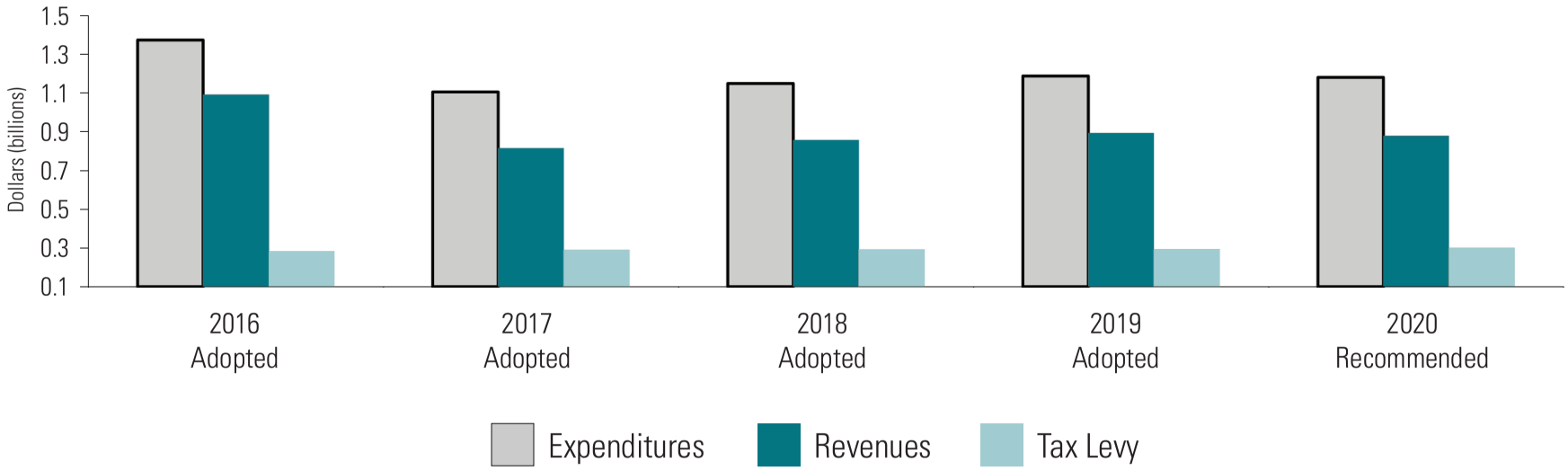
Distribution of Property Taxes in Milwaukee County



TAX LEVY SUMMARY

2020 BUDGET FOR GENERAL COUNTY PURPOSES

	2019 Adopted Budget	2020 Adopted Budget	Change	Percent
EXPENDITURE	$1,188,577,674	$1,183,817,913	($4,759,761)	–0.40%
REVENUE	$894,182,215	$882,708,577	($11,473,638)	–1.28%
TAX LEVY	**$294,395,459**	**$301,109,336**	**$6,713,877**	**2.28%**



Milwaukee 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

This section of the budget summarizes assumptions and changes included in the 2020 Recommended Budget. Information related to the five-year forecast is also included within this section.

Expenditures

Salaries & Wages The 2020 budget includes funding for the following salary adjustments:

- A 1% general increase is funded at the start of 2020.
- $400,000 in funding for equity adjustments is funded in the 4th quarter.
- $900,000 is budgeted for potential wage increases for skilled trades staff and corrections officers across multiple departments in Milwaukee County. Of this amount, $700,000 is funded from tax levy in the wages and benefits modifications organization unit. $200,000 for skilled trades is funded in the airport department budget and supported by airline revenues. In early 2020, a report will be submitted to the Board of Supervisors detailing raises for staff before the funding is released. The increase is planned for mid-year 2020.
- Funding to cover the annualized cost of raises that were funded for a partial year in the 2019 budget. The 2019 budget included funds for a 2% general raise, funding for equity adjustments, and additional funding for corrections officer salaries.
- Offsetting these increases, a centralized vacancy and turnover reduction of $2,000,016 is included in the wages and benefits modifications org unit in 2020. Based on recent experience, Milwaukee County has experienced a higher level of vacancy savings than budgeted within departments. Salary spending and the actual vacancy rate will be monitored during 2020 and corrective action will be recommended if needed.

Pension The pension budget is increased by approximately $4.7 million in 2020. The Pension Board has adopted a policy to reduce the assumed rate of return from 7.75% to 7.5%. This is reflected in the 2020 budget and accounts for most of the pension cost increase. In 2019, certain administrative costs related to the Employees Retirement System were removed from the pension fund. This change offset growth in the pension fund by approximately $2 million.

Healthcare Costs 2020 healthcare expenses are being reduced by $2.2 million compared to the 2019 budget. This is a significant savings, particularly given that the budget office had projected $5.5 million expenditure healthcare growth at the start of the 2020 budget process. Earlier estimates were largely based on information that had been shared by actuaries. The forecast was significantly improved as the recommended budget was being developed due to a combination of factors. Medicare Advantage premiums are reduced by $2.4 million compared to the 2019 budget. Prescription drug rebates are increased, for a tax levy savings of $2.2 million. Additionally, medical cost growth rates are trending at lower levels than previously projected by Milwaukee County's healthcare actuary.

Debt Service Reserve The 2020 budget includes the use of $3.6 million from the Debt Service Reserve.

Inflationary Concerns In the most recent Milwaukee County Comptroller's Five-Year Forecast, expenditures are predicted to increase by an average of 2.4% per year, while revenues will grow by 1%. Revenue growth is limited to

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1% because state and federal revenues have remained largely flat, while the state also places caps on the amount that Milwaukee County can receive on locally collected property tax and sales taxes. Milwaukee County must focus on a long-term strategy to match revenue and expenditure growth, while minimizing the impact of the current year structural deficit.

Cost to Continue The Milwaukee County Comptroller's projection demonstrates an average annual deficit of $16 million per year, or a structural deficit of $80 million by 2024. This is an estimate of what will be needed by departments based on 2019 current operations. This estimate includes increased personnel costs and inflation, and factors in revenue growth based on trends and with consideration given to legal limitations.

Revenues

Property Tax Levy The 2020 Adopted Budget includes a $6.7 million increase in property tax, which is the maximum amount allowed under the State levy limit. This amount includes approximately $3 million related to net new construction. $2.9 million of carry-forward levy is included. The carry-forward portion of the property tax increase requires two-thirds voting approval from the Board of Supervisors. The remainder of the increase in property tax is primarily related to debt service and EMS levy. Going forward, the five-year forecast projects approximately $4 million of annual growth in property tax.

Sales Tax Sales tax revenues in the 2020 budget are increased by approximately $3.6 million. Sales tax revenues are projected to be approximately $2 million over budget in 2019. The 2020 Adopted Budget uses this 2019 projection amount as a revised base, and an additional 2% growth factor is applied to the 2020 budget projection. Milwaukee County has experienced significant growth in sales tax revenue in recent years.

State & Federal Revenues State and federal revenues make up approximately 29% of county revenue in the 2020 Adopted Budget. This is a 2% reduction from the 31% share of state and federal revenues in the 2019 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 2020 due to a loss of $2.4 million that supported Department of Health and Human Services operations. The 2020 base budget assumed no change in state revenue from 2020. Federal revenues were also assumed to remain flat.

Unclaimed Money Every other year the County Treasurer advertises the possession of unclaimed funds. If these funds are not claimed they become the property of Milwaukee County. The budgeted revenue of $1.3 million will not be realized in 2020 but will appear again in 2021.

2018 Surplus According to state statute, $5 million of surplus funds at the end of the fiscal year can be applied towards the subsequent year's budget. Additional surplus is dedicated to Debt Service Reserve. The 2020 budget includes $5 million of revenue related to 2018 surplus.

Vehicle Registration Fee (VRF) The 2020 budget includes $17.2 million of VRF revenue, which represents an increase of $370,000 over the 2019 budget. The increase is based on a review of recent revenue trends. There is no change to the existing $30 fee.

Doyne Hospital Sale Revenue The county budget includes $9 million from the sale of Doyne Hospital. This revenue amount is not changed in the 2020 budget. Doyne revenue payments are expected to be phased out over a two-year period beginning in 2021. The 2021 and 2022 budgets are both expected to be reduced by $4.5 million for the phasing out of this revenue source.

The five-year fiscal forecast has consistently shown that expenditures are growing at a pace which exceeds revenue growth, and that Milwaukee County is faced with an ongoing structural deficit.

Long-Range Fiscal Analysis

Since 2009, the Milwaukee County Comptroller has developed a five-year financial forecast, which provides a long-range fiscal analysis of Milwaukee County's operating budget. The forecast is updated on an annual basis and provides policymakers and the public with insight into the fiscal situation faced by the county.

The five-year fiscal forecast has consistently shown that expenditures are growing at a pace which exceeds revenue growth, and that Milwaukee County is faced with an ongoing structural deficit. In the 2020-2024 projection, the 2020 deficit is approximately $16 million. The deficit is projected to grow to $79.6 million by 2024 if no long-term solutions are developed to close the gap over the five-year forecast period. Over the five-year forecast period, revenues are projected to grow by 1% per year on average, while expenditures grow by 2.4%, resulting in a structural deficit. The forecast attributes low revenue growth to flat revenue from the state and federal government, as well as state caps on locally collected revenues, which include property tax and sales tax. Milwaukee County can only raise property tax levy for operating purposes by a level that is equal to the percentage growth in net new construction. Milwaukee County's portion of the sales tax is limited to 0.5%. Meanwhile, expenditure growth of 2.4% per year is approximately equal to inflation, while fringe benefit expenses are expected to grow at a level that exceeds inflation.

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Forecasted Expenditures & Revenues (2019–2024)

	Expenditure	Revenue	Structural Deficit	Cost-to-Continue*
2019	1,062,498,687	1,062,498,687	—	—
2020	1,089,205,092	1,073,244,489	(15,960,603)	(15,960,603)
2021	1,115,572,005	1,080,257,486	(35,314,519)	(19,353,916)
2022	1,140,861,427	1,087,012,492	(53,848,935)	(18,534,416)
2023	1,169,523,796	1,101,511,628	(68,012,168)	(14,163,233)
2024	1,195,945,855	1,116,320,404	(79,625,452)	(11,613,284)
			Average Gap:	**(15,925,090)**

** 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 Doyne Hospital revenue is considered an outlier and removed from cost-to-continue.*
Source: Office of the Comptroller, from the Milwaukee County Office of the Comptroller Five-Year Financial Forecast 2019-2023 (August 2018).

Substantial drivers of the 2020 to 2024 deficit include:

- Fringe benefit expenditure increases, including healthcare and pension.
- One-time reductions included in the 2019 budget.
- Inflationary increases in Contracts, Professional Services, and Utilities.
- Increases in correctional healthcare expenses.
- Increases in transit costs.
- Increases in Debt Service Principal and Interest.
- Stagnant state and federal revenues.
- Elimination of funding from Reserves.
- Elimination of Doyne Hospital revenue.

The structural deficit is offset by:

- Property tax increases.
- Sales tax increases.
- BHD health revenues.
- Airport revenues.
- Other revenues.

Salaries, Wages & Fringe Benefits Costs

The forecast shows that labor costs, especially fringe benefits, continue to be a significant driver of the structural imbalance.

Similar to the 2018 and 2019 forecast, salaries and wages (including overtime) are projected to increase by 3.7% over the five-year forecast period.

Although healthcare benefits are projected to increase over the five-year forecast period, in 2020 healthcare costs are projected to be approximately $3 million less than the 2019 budget amount. These savings are largely due to increased drug rebates and a reduction in Medicare advantage premiums. Medical costs are also trending at a lower level than previously projected by the County's healthcare actuary. While the 2020 budget is benefiting from lower than previously anticipated healthcare costs, the forecast projects that these savings will be one-time. From 2021 to 2024, healthcare costs are projected to increase by approximately 6% to 7% per year, or by a total of $32.7 million over the five-year forecast period. Given that healthcare expenses have trended below projections in recent budgets, this cost item will continue to require close monitoring in the future.

Pension expenses are projected to grow by $4.7 million in 2020, largely due to the second change in the rate of return from 7.75% to 7.5%. The forecast for pension expenses no longer includes certain Employees Retirement System (ERS) administrative costs that previously affected the fund. Otherwise, pension cost growth would have been stated at approximately $2 million higher for 2020. From 2020 to 2024, pension costs are projected to grow by $7.1 million, or by an average of approximately 1.6% per year.

Overall, personnel expenditures are projected to reflect 44% to 45% of the total budget.

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 county expenditures (2.4%) and revenues (1.0%), Milwaukee County should continue to focus on realigning revenues and expenditures.

Milwaukee County relies heavily on state and federal revenues, especially given that many of the services it provides are done so on behalf of the state and federal government. In recent years, many state and federal revenues have declined or remained flat. Apart from state and federal revenues, Milwaukee County has limited ability to collect local revenues. Property tax and sales tax are the two primary sources of local funding included in the County's revenue base. By law, Milwaukee County is only able to raise tax levy by an amount equal to the percentage growth in net new construction, and by an amount equal to growth in debt service costs. Milwaukee County's share of sales tax collections is limited to 0.5%.

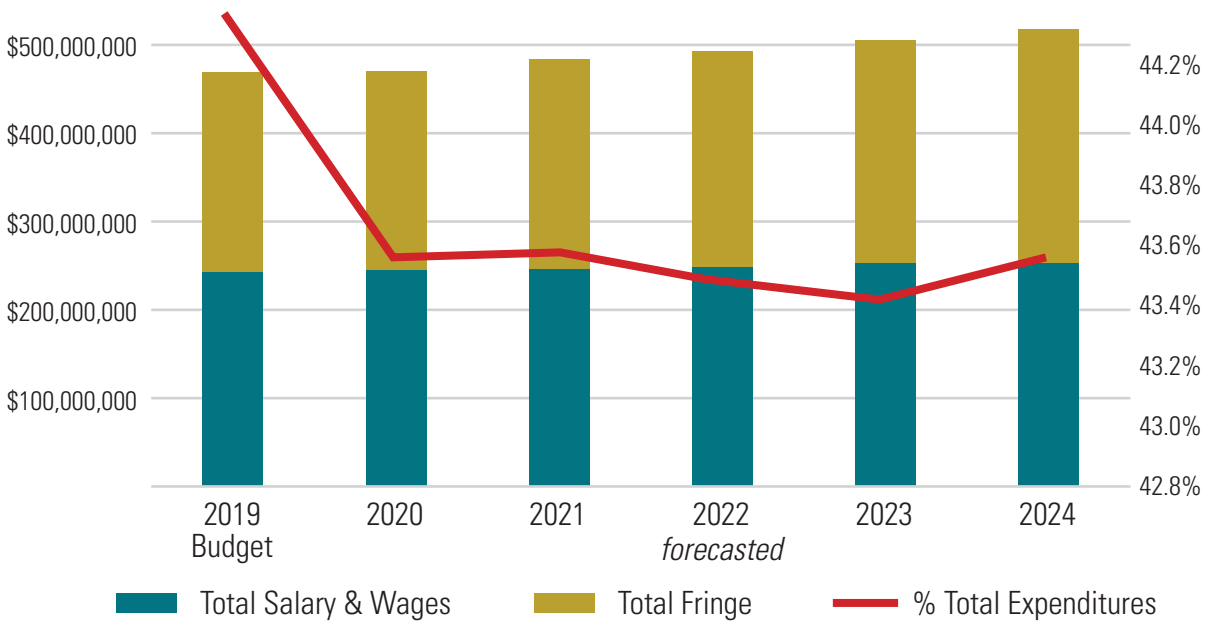
In the past, expenditures have been controlled through service model changes, and other actions have been taken to reduce tax levy needs. Following are examples of actions Milwaukee County has taken to address the structural deficit:

- Restructuring of Other Post-Employment Benefits (OPEB).
- 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 insurance costs borne by employees and retirees.
- Enforcing employee health insurance and pension contributions.
- Reducing budgeted FTE staff by approximately 1,500 since 2000 (excluding DHHS areas that functionally transferred to state operations).
- Freezing salary step increases for employees.
- Reducing the County's facilities footprint by 1.6 million square feet through the sale of under-utilized assets.
- Deferring maintenance.
- Adding the Vehicle Registration Fee.
- Increasing earned revenue in Parks and other departments.

Additionally, Milwaukee County continues to work on managing expenses by:

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Forecasted Personnel Costs (2019–2024)



Source: Office of the Comptroller

- Controlling overtime, sick leave, and other risk-type policies such as workers' compensation, to reduce payouts and liability accruals.
- Looking for new ways to deliver services.
- Working smarter, through the implementation of a new Enterprise Resource System to create efficiencies throughout Milwaukee county in financial and human resources management, as well as working toward the consolidation of multiple outdated IT systems to more efficient systems.
- Decreasing energy spending.

These and other practices have contributed to closing Milwaukee County's budget gap on an annual basis. These actions have also driven down the County's cost-to-continue and structural deficit. For example, the five-year forecast prepared in 2016 for years 2017 to 2021 had projected a deficit of $102 million by 2021. More recent forecasts have projected somewhat lower deficits, in part due to actions stated above. Despite some gains, the structural deficit persists and will continue to be a challenge if revenue growth remains limited to 1%.

A forecast of tax levy requirements by functional area from 2020 to 2024 is demonstrated in the graph on the next page. The largest increases are projected in Public Safety, Health and Human Services, and Public Works. However, the forecast projects that there will be increases in all areas.

2021 to 2024 Further Analysis

By law, Milwaukee County is required to adopt a balanced budget on an annual basis. This means that the $16 million operating budget deficit projected for 2020 in the five-year forecast must be closed within the adopted budget process. Milwaukee County has consistently demonstrated strong expenditure management practices and has adhered to this requirement to produce a balanced budget every year.

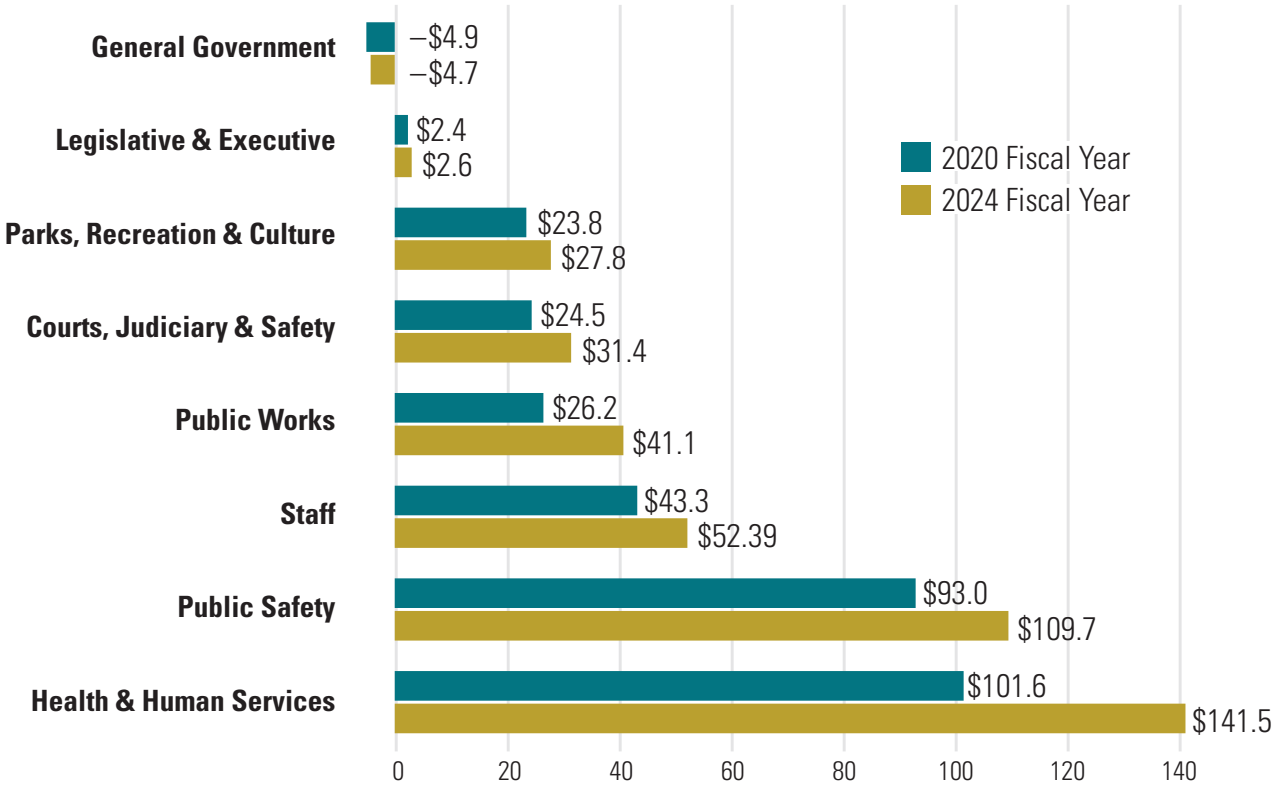
While the 2020 Adopted Budget will be balanced, the Comptroller's forecast projects that the structural deficit will be increased by $19.4 million between 2020 and 2021. This $19.4 million amount provides an initial base for projecting out what the 2021 budget gap will be. Additionally, any one-time solution to close the budget gap in 2020 will add to the 2021 budget gap. The 2020 Recommended Budget does include a $3.1 million withdrawal from debt service reserve, equal to the reserve amount used to fund the 2019 Adopted Budget. This reserve amount should not be considered a permanent funding source, and it will add to the budget gap in 2021.

In recent years, strategies to close the budget gap have included: requiring departments to absorb inflationary cost increases within their existing operating budget, withdrawing funds from debt service, increases in fee revenues, restructuring of fringe benefits, reducing funding for cash financed capital projects, and other expenditure management actions described above. When these

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Forecasted Tax Levy Requirements (2020–2024)

in millions



Source: Office of the Comptroller

strategies have not been enough to close the gap, further departmental reductions are needed. These departmental reductions have often been applied in the form of tax levy reduction targets. For example, in the 2020 budget, departments were asked to reduce their budgets by 1.6% in the request phase of the budget, in order to help close the budget gap.

The table on page 75 has been developed by PSB in order to estimate the potential impact that the structural deficit may have on departments in future years. The table provides an early projection of future tax levy targets that may be needed over the next four years if no new revenues or significant cost savings measures are identified. These amounts are subject to change based on changes in available funding, changes in priorities, or other factors.

If no new revenues or other tax levy savings measures are identified, this chart estimates that tax levy reduction targets could be as high as 1.7% in 2021, 1.9% in 2022, 0.8% in 2023, and 0.3% in 2024. The budget gap and the amount of savings needed in 2021 and 2022 is higher than it is in future years, largely due to the loss of revenue from the sale of Doyne Hospital as described above.

County Continues to Face Fiscal Challenges

The forecast shows that Milwaukee County has made progress in addressing its fiscal imbalance since the forecast model was introduced. However, unless the county can implement significant new revenue sources, expenditures are expected to continue rising more rapidly than revenues. While expenditure growth is reduced due to the changes described above, Milwaukee County will continue to face pressure to reduce costs due to this imbalance.

This situation requires continued examination of service delivery models, prudent use of one-time revenues, implementation of new revenue sources, and continual focus on reducing debt. Additionally, a thorough examination of rightsizing the county's facilities is necessary to reduce future capital and maintenance costs. Milwaukee County must focus on bringing future needs in line with its ability to support capital funding. Therefore, Milwaukee County must prioritize its facilities and focus on those that deliver core services and those that operate in the most cost-efficient manner.

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Estimated Budget Gap & Levy Target Scenarios (2021–2024)

in millions

	2021	2022	2023	2024	4-Year Total
Comptroller Forecast: Annual Gap Increase	19.4	18.5	14.2	11.6	63.7
One Time Funding Adjustment	3.1	3.1	—	—	6.2
Revised Gap Projection	22.5	21.6	14.2	11.6	69.9
Potential Gap Closing Items:					
Dept's Self Fund Cost-to-Continue	9.0	9.2	9.4	9.6	37.2
Debt Service Withdrawal or Other	3.1	—	—	—	3.1
Remaining Gap	10.4	12.4	4.8	2.0	23.4
Potential Levy Targets if No New Revenues or Other Centralized Levy Savings:					
Levy Target %	**1.7%**	**1.9%**	**0.8%**	**0.3%**	**4.7%**
DAS	(0.6)	(0.7)	(0.3)	(0.1)	(1.7)
HOC	(0.5)	(0.6)	(0.2)	(0.1)	(1.4)
Transit	(1.7)	(2.0)	(0.8)	(0.3)	(4.8)
BHD	(2.9)	(3.3)	(1.3)	(0.5)	(8.0)
DHHS	(1.6)	(1.8)	(0.7)	(0.3)	(4.4)
Parks	(0.6)	(0.7)	(0.3)	(0.1)	(1.7)
Courts	(0.4)	(0.5)	(0.2)	(0.1)	(1.3)
Sheriff	(0.7)	(0.8)	(0.3)	(0.1)	(2.0)

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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.

Closing the 2020 Budget Gap

Dating back as far as the early 2000's, Milwaukee County has faced 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 healthcare 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 funding gap that needs to be closed in the budget process has been in the range of $20 to $30 million each year.

Process

In the early part of the 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 requested budgets, which are due in July. The County Executive then reviews department requests and submits a recommended budget to the Board of Supervisors by October 1. The budget is adopted by the County Board in November.

2020 Budget Projections

At the beginning of the 2020 budget process, PSB projected a $28 million operating budget gap for 2020. The gap is caused by an ongoing imbalance between revenues and expenditures. There are also specific expenditure increases that have an impact on the 2020 gap. Revising the assumed rate of investment return in the pension fund from 7.75% to 7.5% is estimated to cost $4.7 million. After considering pension administrative costs, which are no longer paid from the pension fund, overall pension cost increases are similar to the $6.6 million growth estimate that had initially been projected. Correctional healthcare costs are increased by approximately $5 million as a result of a recent RFP for this service. A state mandated increase in court appointed attorney fees, from $70 to $100 per hour, is expected to cost $1.5 million. The overall gap estimate was based on projected expenditure growth of $35.5 million, offset by $7.5 million in net revenue increases, resulting in the $28 million gap estimate.

Improvements to the 2020 Forecast

During the budget process, forecast changes occurred that revised the estimated gap down to approximately $15 million, at the time the recommended budget was being developed.

- Healthcare costs were initially projected to increase by over $5.5 million. However, the recommended budget will reduce healthcare expenses by approximately $2.2 million compared to the 2019 budget. This approximately $8 million positive variance in the healthcare spending estimate is caused by multiple factors. Prescription drug rebates are expected to be increased, for a tax levy savings of $2.2 million. The Medicare Advantage premium is reduced from $2.4 million to $0. Companies which manage these expenses

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are receiving Medicare reimbursement revenues to cover these costs, and therefore no county premium payment is needed. In addition, medical cost increases are trending at levels lower than previously projected by actuaries. Actuaries have indicated that Milwaukee County medical growth rates have trended below industry-wide averages.

- Property tax is increased by $6.7 million in the 2020 budget. Early property tax growth estimates of $3.9 million were based on growth related to net new construction and debt service. The budget also includes $2.9 million of prior year "carry-forward" property tax, which Milwaukee County can levy under state law. This carry-forward amount requires two-thirds voting approval by the Board of Supervisors. In addition, Emergency Medical Services operating costs, which are exempt from the property tax levy limit, are increased by approximately $474,000.
- The state budget, which was signed by the governor in early July, includes $2.1 million of new revenues, which offset Milwaukee County's budget gap. This amount includes approximately $1.2 million for mass transit operating assistance, $600,000 for general transportation assistance, and $243,000 for court operations.
- Vehicle Registration Fees are increased by $370,000 in the 2020 budget, based on actual revenues that have been received. There is no change in the fee.
- Offsetting these tax levy savings, investment earnings and other revenues budgeted in the treasurer's office are projected to be reduced by $1.2 million.
- The following table provides a summary of factors contributing to the budget gap estimates. The table shows detail behind the initial gap estimate of $28 million as well as an updated estimate of a $15 million deficit that still needed to be closed in the budget process.

Closing the 2020 Budget Gap

After accounting for improved healthcare estimates, an increased property tax levy, and increased revenues from the approved state budget, an estimated budget gap of $15 million still needs to be closed. Following is a summary of changes that are made in the 2020 Recommended Budget to balance the budget.

Approximately $5.6 million of centralized tax levy savings items are included in the budget.

- Funding for cash financed capital projects is reduced by approximately $500,000 compared to the 2019 budget.
- The 2020 budget includes a $3.1 million withdrawal from the Debt Service Reserve. This amount is similar to the 2019 budget ($3.3 million). The current reserve balance is $35 million, and this action would reduce the reserve to $32 million.
- Centralized salary savings of $2 million are included in the budget. This amount is in addition to vacancy and turnover (V&T) assumptions that are already included within department budgets. Based on prior year experience, Milwaukee County has a higher level of vacancy savings than currently assumed. In addition, turnover results in savings when new staff are hired at a lower step on the salary scale. The budget office and the Office of the Comptroller will monitor salary spending in 2020 and recommend corrective action if

2020 Budget Gap Estimate

Estimated 2020 Operating Budget Gap

Description	April Estimate (Request Phase) (millions)	Sept. Update* (Recom Budget) (millions)
Compensation Increase	$5.7	$5.7
Healthcare	$5.5	($2.2)
Pension*	$6.6	$6.6
Debt Service P&I/Capital	$1.0	$0.9
Other Operating Cost to Continue	$10.7	$10.7
Correctional Healthcare Cost Increase	$4.5	$5.0
Court Appointed Attorney Fees	$1.5	$1.5
Total Expense Change	**$35.5**	**$28.2**
Revenue Change — Lost Revenues		
Debt Service Reserve	$3.3	$3.3
Unclaimed Revenue	$1.3	$1.3
Treasurer/Investment Revenue	—	$1.2
Revenue Change — Increased Revenues		
Property Tax	($3.9)	($7.4)
Sales Tax	($3.6)	($3.6)
State Revenues	—	($2.1)
VRF	—	($0.4)
Other/Reimbursement Revenue	($4.6)	($5.5)
Total Revenue Change	**($7.5)**	**($13.1)**
Budget Gap Estimate	**$28.0**	**$15.0**

* *Pension estimate includes administrative costs*

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needed. Departmental fund transfers from personnel to other account services will be limited or not allowed in early 2020.

As part of the request phase of the budget process, a memo from the County Executive's Office was issued to departments which included guidance pertaining to budget requests. The memo indicated that departments should put forth requested budgets with a tax levy reduction that is 1.6% lower than expenditures in the 2019 Adopted Budget. The recommended budget includes approximately $9.4 million of net total savings initiatives from departments. Following is a brief summary of departmental savings initiatives included in the 2020 budget. This list is not all inclusive. Additional details are stated within the departmental narratives section of the budget.

- Patient revenue In the Behavioral Health Division is increased by $3.4 million, primarily related to an increase in Medicaid funded HMO clients.
- Tax levy costs in Department of Health and Human Services (DHHS) are reduced by a net total of $237,000. Savings include a reduction of under-utilized contracts in Department of Youth and Family Services and the Disabilities Services Division. In addition, revenues related to wraparound services are increased.
- Revenues in the Department of Administration budget are increased by $233,000, reflecting expected increases in parking and cell tower revenues. In addition, the expenditure budget for the Economic Development Program is reduced by $150,000.
- Tax levy in the District Attorney's Office is reduced by $233,000, primarily due to recognition of increased state grants.
- The Medical Examiner is anticipating additional revenues of $100,000 due to an increase in referral autopsies.
- The Parks Department budget includes approximately $329,000 of operating cost savings, including reductions in funding for commodities and services, aquatics, and other operating costs.
- The 2020 budget for Transit includes significant increases in funding support from all levels of government. Local funding is increased by $3.1 million, including an increase of $2.8 million in tax levy and $370,000 in Vehicle Registration Fee (VRF) revenues. The VRF increase is based on actual revenue receipts; the budget does not include a change in the fee. State revenues are projected to be increased by $1.2 million as a result of mass transit increases in the 2019-2021 state budget. A $2.2 million increase in the use of federal funding is also included in the Transit operating budget, the maximum amount permissible by the Federal Transit Administration. This use of federal funding is a strategic yet short-term solution that may add to the Transit gap next year. These combined funding increases of $6.5 million are still not enough to fully offset the increased cost-to-continue of Transit services, as well as declining farebox revenues. As a result, the 2020 budget includes a reduction in funding for five routes with low ridership, and reductions to special summer and seasonal services. These routes have a combined tax levy cost of $1.029 million.
- Zoo revenues are projected to increase by $658,000. Increased revenues are attributed to a planned 50-cent admissions fee increase, as well as additional revenue from special exhibits.

Conclusion

The combined changes described above result in a balanced operating budget for 2020. However, the budget can largely be considered a "temporary fix" that does not fully address the County's ongoing structural deficit. It is recommended that the Board of Supervisors continues to work with the County Executive to focus on long-term fiscal sustainability.

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The 2020 gross expenditure budget is $1,183,817,913, a decrease of $6,947,142 from the 2019 Adopted Budget.

2020 Expenditure Analysis

The 2020 gross expenditure budget is $1,183,817,913, a decrease of $4,759,760 (less than 1%) from the 2019 Adopted Budget. The 2020 expenditure budget includes $1.09 billion for departmental and non-departmental operations and debt service, and $91.6 million for capital projects. In comparison with the 2019 Adopted Budget, operating budget expenditures, including debt service and trust funds, increase by $28.1 million (or about 3%), and capital budget expenditures decreases by $32.8 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
Interdeptmental Charges	Internal Service Charges Abatements

2020 Countywide Expenditure Highlights

As instituted in the 2018 budget, both active and legacy fringe benefit costs remain centralized. In 2020, 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.

2020 Expenditure Highlights by Category

Personal Services increase by $5.9 million (or about 1%) 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 increase by $3.49 million (or 2%). This increase is largely due to increases in vendor contracts throughout Milwaukee County, and a new contract for correctional healthcare.

Debt & Depreciation decreases by $0.45 million from $116.8 million to $116.3 million (or less than 1%).

Capital Outlay (Capital & Operating) decreases $43.9 million (or 34%) from 2019. The decrease is largely due to one-time capital projects that were included as part of the 2019 budget. These projects included the Bus Rapid Transit project, which had a total cost of $31 million, and Underwater Hippo Exhibit, with a total cost of $13.4 million. In addition, there are no scheduled bus replacements for 2020 while the 2019 budget included $11.4 million for scheduled bus replacements. The decreases are partially offset by an increase of about $937,000 in operating budget capital outlays.

Internal Service Charges including the net total of abatements and crosscharges between County departments increase by approximately $5.8 million (or about 6%) in 2020.

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2020 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 2019 Adopted Budget.

Legislative & Executive

Expenditures increase of $34,743 (or 4%) in the **Office of the County Executive** is related to salary increases and compensation.

The Milwaukee County **Office of Intergovernmental Relations** increase expenditures by $16,435 (or about 7%). The increase is related to employee compensation.

General Government

Expenditures in the **Office of the Register of Deeds** decrease by $14,623 (or less than 1%) due to a reduction in personnel and services.

Expenditures in the **Office of the County Treasurer** increase by $201,204 (or about 20%) due to increases in employee compensation, and an increase in FTE due to ERP implementation and support.

The **Election Commission** expenditures increase by $471,389 (or 95%) due to two ongoing programs: Opt-in and Voter Participation and Awareness. In addition, the Election Commission must staff and compile election results for roughly two times more elections than in 2019.

The expenditures for the **Office of the County Clerk** increase by $4,187 (less than 1%).

Administrative

In the **Department of Human Resources**, expenditures decrease by $906,060 (or about 15%) due to a change in accounting for Employee Retirement System.

Expenditures increase in the **Office of the Corporation Counsel** by $191,667 (or about 17%) due to elimination of a cross charge (revenue) to Employee Retirement System division within Human Resources.

Expenditures increase in the **Office of African American Affairs** by $214,090 (or about 28%) due to the addition of one additional position and increased funding for countywide racial equity training.

Department of Administrative Services – Internal Service Funds

Expenditures in the DAS-Water Distribution System program area decrease by $27,670 (or less than 1%) — this area remains relatively unchanged in 2020.

Public Safety

Expenditures in the **Office of the Sheriff** increase by $1.6 million (or 3%) due to increases in compensation and the addition of seven additional deputy courts sheriffs, five correctional officer lieutenants, one courts sergeant, one correctional officer captain, and one patrol sergeant positions.

Expenditures in the **House of Correction** increase by $3.9 million (or 8%) due to a new contract for correctional healthcare, in addition to compensation increases.

The **Medical Examiner** expenditures increase by $48.086 (or about 1%) – this area remains unchanged in 2020.

Courts & Judiciary

Expenditures in **Combined Court Related Operations** increase by $1.6 million (or about 6%) primarily due to a State of Wisconsin required increase in the rate of pay for court appointed attorneys.

The **Department of Child Support Services** expenditures decrease by $275,302 (or about 1%) due to reduced contract and commodity needs.

Courts Pre-Trial Services expenditures increase by $94,529 (or about 1%) due to the addition of one veteran's treatment court coordinator, as well as pre-trial programs being put out for competitive public RFP.

Transportation

Expenditures in the **Department of Transportation (DOT) Airport Division** increase by $1.3 million (or about 1%) from 2019. This is related to additional allocations of fringe and increases in personnel.

Expenditures in the **Fleet Management Division** increase by $2.4 million (or 20%) primarily due to movement of fleet personnel from airport and salary increases.

Expenditures in the **Highway Maintenance Division** increase by $1.4 million (or 6%) due to salary increases and increased prices of road materials.

Expenditures in the **Transit Division** increase by $5.9 million (or about 5%) due to increases in operating costs as well as increased cost for replacement parts used for repairs.

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Health & Human Services

In the Milwaukee County Mental Health Board's **Behavioral Health Division (BHD)**, expenditures increased approximately $11.2 million (or 5%) primarily due to higher program utilization and higher inpatient expenditures for placements at Mendota and Winnebago Mental Health Institutes.

The Milwaukee County **Department of Health & Human Services (DHHS)** expenditures decrease by $130,629 (or less than 1%) primarily due to abolishing 5.0 FTE vacant positions.

The Milwaukee County **Department on Aging** expenditures increase by $76,862 (or less than 1 percent) primarily related to increases in personnel costs.

Recreation & Culture

In the **Department of Parks, Recreation & Culture**, expenditures decrease by $561,229 (or about 2%) from 2019. The decrease is mainly due to a $500,000 reduction in operating expenses related to the aquatics program, parks maintenance, and other services and supplies.

Expenditures increase for the **Zoological Department** by over $503,259 (or about 3%). This increase is due to the funding of the final phase of the new rhinoceros exhibit, radio replacement, and building repairs and maintenance.

Expenditures decrease for the **University of Wisconsin–Extension** by about $16,000, (or 3.5%) from 2019. The decrease is mainly due to a decrease in the department's contracted services.

The contribution to the **Marcus Center for the Performing Arts** decreases by $50,000 (6.2%) from $800,000 to $750,000 in 2020 as outlined in the contribution agreement.

Non-Departmental Expenditures

The **Appropriation for Contingencies** is increased by $849,637 from $5.65 million to $6.5 million. Of the roughly $6.5 million in contingency $4,355,575 in in the County's unallocated contingency, while the remainder is in unallocated contingency..

COMBINED CAPITAL & OPERATING EXPENDITURES BY FUNCTIONAL AREA

County Budget Expenditure Comparison (Capital & Operating)

Total Operating & Capital Expenditures by Functional Area	2017 Actual	2018 Actual	2019 Budget	2020 Budget	$ Change from 2019 Budget	% Change from 2019 Budget
Legislative & Executive	2,555,722	2,171,251	2,428,538	2,567,610	139,072	6%
Administration	108,162,615	93,355,198	93,337,105	102,436,418	9,099,313	10%
General Government	9,372,322	7,794,258	8,264,479	9,011,532	747,053	9%
Courts & Judiciary	54,595,343	49,713,474	53,162,409	54,415,899	1,253,490	2%
Public Safety	149,850,202	113,477,380	120,914,543	123,501,266	2,586,723	2%
Transportation & Public Works	287,814,162	266,425,157	335,206,931	308,212,311	(26,994,620)	(8%)
Health & Human Services	308,650,469	316,276,564	350,913,501	362,642,063	11,728,562	3%
Parks, Recreation & Culture	86,388,439	77,288,440	76,603,691	74,384,020	(2,219,671)	(3%)
Debt Service	66,727,502	94,746,263	48,295,160	48,035,991	(259,169)	(1%)
Non-Departmental Revenues	0	0	0	0	0	0%
Non-Departmental Expenditures[1]	190,860,972	330,180,674	98,113,317	95,290,700	(2,822,617)	(3%)
Trust Funds	1,300,238	1,051,109	1,337,999	1,132,722	(205,277)	(15%)
TOTAL	**1,266,277,986**	**1,352,479,768**	**1,188,577,673**	**1,181,630,532**	**(6,947,141)**	**(1%)**

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

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CAPITAL EXPENDITURES BY FUNCTIONAL AREA

County Budget Expenditure Comparison — Capital

Total Operating & Capital Expenditures by Functional Area	2017 Actual	2018 Actual	2019 Budget	2020 Budget	$ Change from 2019 Budget	% Change from 2019 Budget
Legislative & Executive	0	0	0	0	0	0%
Administration	21,351,204	23,031,851	18,935,113	28,295,403	9,360,290	49%
General Government	0	0	0	0	0	0%
Courts & Judiciary	0	0	0	0	0	0%
Public Safety	847,589	537,703	5,683,133	1,815,010	(3,868,123)	(68%)
Transportation & Public Works	46,526,881	30,085,185	83,469,254	45,809,107	(37,660,147)	(45%)
Health & Human Services	145,916	248,835	701,516	1,272,750	571,234	81%
Parks, Recreation & Culture	20,099,559	19,822,510	15,655,720	13,797,391	(1,858,329)	(12%)
Debt Service	0	0	0	0	0	0%
Non-Departmental Revenues	0	0	0	0	0	0%
Non-Departmental Expenditures[1]	0	0	0	0	0	0%
Trust Funds	0	0	0	0	0	0%
TOTAL	**88,971,149**	**73,726,084**	**124,444,736**	**90,989,661**	**(33,455,075)**	**(27%)**

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

OPERATING EXPENDITURES BY FUNCTIONAL AREA

County Budget Expenditure Comparison — Operating

Total Operating & Capital Expenditures by Functional Area	2017 Actual	2018 Actual	2019 Budget	2020 Budget	$ Change from 2019 Budget	% Change from 2019 Budget
Legislative & Executive	2,555,722	2,171,251	2,428,538	2,567,610	139,072	6%
Administration	86,811,411	70,323,347	74,401,992	74,141,015	(260,977)	0%
General Government	9,372,322	7,794,258	8,264,479	9,011,532	747,053	9%
Courts & Judiciary	54,595,343	49,713,474	53,162,409	54,415,899	1,253,490	2%
Public Safety	149,002,613	112,939,677	115,231,410	121,686,256	6,454,846	6%
Transportation & Public Works	241,287,281	236,339,972	251,737,677	262,403,204	10,665,527	4%
Health & Human Services	308,504,553	316,027,729	350,211,985	361,369,313	11,157,328	3%
Parks, Recreation & Culture	66,288,880	57,465,930	60,947,971	60,586,629	(361,342)	(1%)
Debt Service	66,727,502	94,746,263	48,295,160	48,035,991	(259,169)	(1%)
Non-Departmental Revenues	0	0	0	0	0	0%
Non-Departmental Expenditures[1]	190,860,972	330,180,674	98,113,317	95,290,700	(2,822,617)	(3%)
Trust Funds	1,300,238	1,051,109	1,337,999	1,132,722	(205,277)	(15%)
TOTAL	**1,177,306,837**	**1,278,753,684**	**1,064,132,937**	**1,090,640,871**	**26,507,934**	**2%**

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

Milwaukee County 2020 Adopted Operating Budget | 84

The 2020 revenue budget is $1,183,817,913, a decrease of $4,759,761 from the 2019 Adopted Budget.

2020 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 methods.

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:

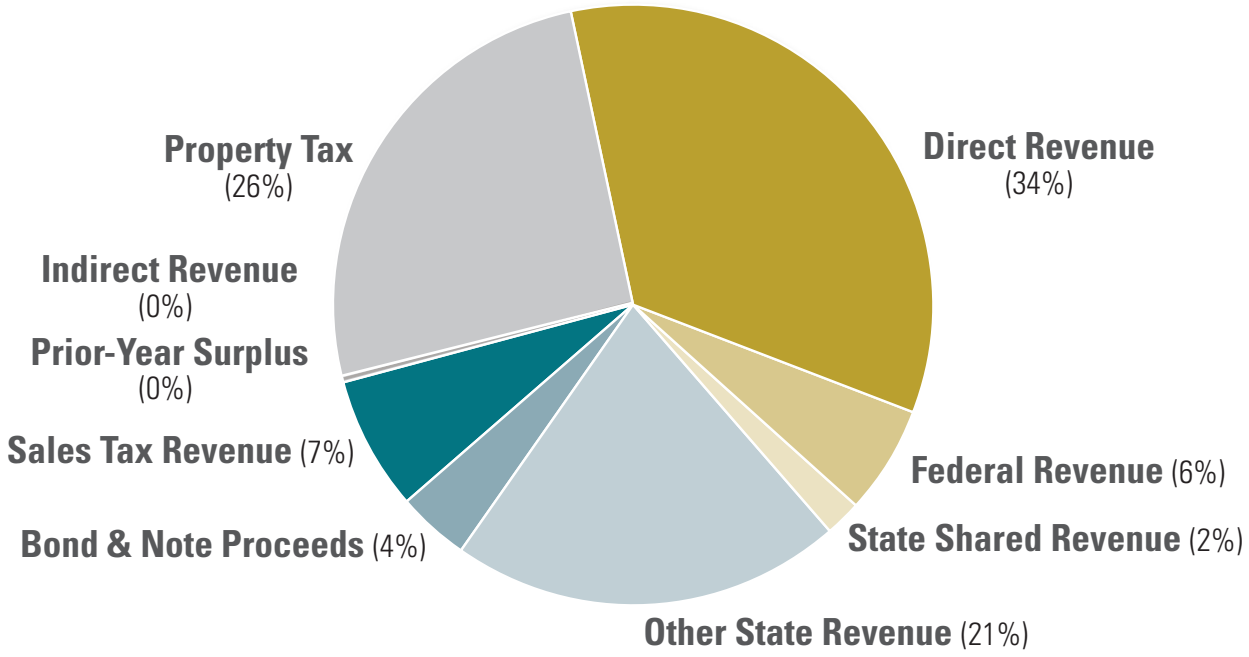
Departmental Narrative Appropriation Unit	Revenue Appropriation Units
Indirect Revenues	Indirect Revenues
State & Federal Revenues	Federal Revenues State Shared Revenue Other State Revenues
Other Direct Revenues	Direct Revenue Bond Proceeds Sales Tax Prior Year Surplus Vehicle Registration Fee
Property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

Revenue Overview

The 2020 revenue budget is $1,183,817,913, a decrease of $4,759,761 (or 0.40%) from the 2019 Adopted Budget. Revenue decreases are primarily driven by capital expenditures in Transit. Direct Revenue is $405 million, an increase of 1% and represents 34% of total revenue in 2020. The 2020 budget includes $66.6 million (or 6%) in federal

CONTINUED

Composition of 2020 Budgeted Countywide Revenues



revenue, an decrease of 37% from $91 million in the 2019 Adopted Budget. The decrease is largely due to one-time capital projects that were included as part of the 2019 budget. Capital project WT08301 (Bus Rapid Transit Project) had a total cost of $31 million (which included $23.9 million of federal funding). The 2019 budget also included $11.4 million (of which $2.4 million was federally funded) for scheduled bus replacements (WT12101). For 2020, there are no scheduled bus replacements.

Property Tax Levy represents 26% of budgeted revenues in 2020 at $301.1 million. State Aids, including Basic Community Aids, Youth Aids, General Transportation Aids, Transit Aids, and other funding represent 21% of total revenues, or $250.6 million; State Shared Revenue is budgeted at $27.3 million (or 2%) and represents virtually no change from the 2019 Adopted Budget. County sales tax revenue increases $3.7 million in 2020 to $82.5 million and represents 7%. The remaining 6%, totaling $45 million, includes indirect revenues, and bond proceeds (see chart).

Wisconsin State Statute 341.35(1) allows local governments to establish and implement a VRF in addition to the regular annual State fee paid for a vehicle. The fee applies to vehicles kept in the municipality or county where the vehicle is registered. Revenues from this fee can only be used for transportation related activities like roads, bridges, trails and public transportation. Revenues of $16.1 million are budgeted within the Department of Transportation Transit/ Paratransit Division and $1.1 million in Department of Transportation Highway Division.

A contribution of $3.1 million from the Debt Service Reserve is included in 2020. This represents a decrease of $0.2 million from 2019. 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 $3 million or 0.8% in 2020 to $405.7 million.

Sales Tax revenue increases countywide by $3.7 million in 2020, from $78.8 million to $82.5 million due to increased economic activity.

- 2020 sales tax collections are projected to increase from the 2019 Adopted Budget. The sales tax budgeted in Org 1996 is the net sales tax collections of $75.1 million, less an allocation of $7.4 million for capital improvements for a total of $82.5 million.

Federal Revenues decrease by a total of $24.4 million or 37% in the 2020 budget.

CONTINUED

State Revenue increases by $4.7 million or 2%. This includes $27.3 million in State Shared Revenue, unchanged from 2019, as well as $250.7 million in Other State Revenue.

Indirect Revenues include charges by Milwaukee County departments to other departments for services. 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 Milwaukee 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	2018 Actual	2019 Budget	2020 Budget	$ Change from 2019 Budget	% Change from 2019 Budget
Direct Revenue	592,809,059	402,706,417	405,736,632	3,030,215	1%
Federal Revenue	78,671,181	91,018,305	66,579,735	(24,438,570)	(37%)
State Shared Revenue	27,302,732	27,281,194	27,315,051	33,857	0%
Other State Revenue	249,097,681	245,963,187	250,652,705	4,689,518	2%
Bond & Note Proceeds	27,521,692	43,619,074	44,927,646	1,308,572	3%
County Sales Tax Revenue	79,226,314	78,796,038	82,496,808	3,700,770	4%
Prior-Year Surplus	5,000,000	4,798,000	5,000,000	202,000	4%
Indirect Revenue	0	0	0	0	0%
Tax Levy	**292,851,109**	**294,395,459**	**301,109,336**	**6,713,877**	**2%**
TOTAL	**1,352,479,768**	**1,188,577,674**	**1,183,817,913**	**(4,759,761)**	**0%**

Operating Budget Revenue Comparison

Source	2018 Actual	2019 Budget	2020 Budget	$ Change from 2019 Budget	% Change from 2019 Budget
Direct Revenue	590,704,339	363,765,364	373,648,843	9,883,479	3%
Federal Revenue	63,871,882	62,865,789	64,781,750	1,915,961	3%
State Shared Revenue	27,302,732	27,281,194	27,315,051	33,857	0%
Other State Revenue	245,170,062	243,137,586	249,438,883	6,301,297	3%
Bond & Note Proceeds	925,169	0	0	0	0%
County Sales Tax Revenue	74,381,696	68,014,546	75,142,024	7,127,478	9%
Prior-Year Surplus	5,000,000	4,798,000	5,000,000	202,000	4%
Indirect Revenue	0	0	0	0	0%
Tax Levy	**271,397,804**	**294,270,459**	**296,864,026**	**2,593,567**	**1%**
TOTAL	**1,278,753,684**	**1,064,132,937**	**1,092,190,577**	**28,057,639**	**3%**

Capital Budget Revenue Comparison

Source	2018 Actual	2019 Budget	2020 Budget	Change from 2019 Budget	% Change from 2019 Budget
Direct Revenue	2,104,720	38,941,053	32,087,789	(6,853,264)	(21%)
Federal Revenue	14,799,299	28,152,516	1,797,985	(26,354,531)	(1,466%)
State Shared Revenue	0	0	0	0	0%
Other State Revenue	3,927,619	2,825,601	1,213,822	(1,611,779)	(133%)
Bond & Note Proceeds	26,596,523	43,619,074	44,927,646	1,308,572	3%
County Sales Tax Revenue	4,844,618	10,781,492	7,354,784	(3,426,708)	(47%)
Prior-Year Surplus	0	0	0	0	0%
Indirect Revenue	0	0	0	0	0%
Tax Levy	**21,453,305**	**125,000**	**4,245,310**	**4,120,310**	**97%**
TOTAL	**73,726,084**	**124,444,736**	**91,627,336**	**(32,817,400)**	**(36%)**

Comparison of Funded Full-Time Position Equivalents

BY FUNCTIONAL AREA

		2017	2018	2019	2020	2019-2020 Change
LEGISLATIVE & EXECUTIVE						
1000	County Board	29.0	29.0	29.5	29.1	(0.4)
1011	County Executive – General Office	9.0	6.6	9.0	9.0	0.0
1020	County Executive – Intergovernmental Relations	2.0	1.1	1.0	2.0	1.0
1021	County Executive – Veterans Service	5.0	4.9	4.9	6.0	1.1
	Total Legislative & Executive	**45.0**	**41.6**	**44.4**	**46.1**	**1.7**
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	7.0	1.1
1110[4]	Civil Service Commission	0.0	0.0	0.0	0.0	0.0
1120[4]	Personnel Review Board	13.0	12.8	12.8	12.7	(0.1)
1905[4]	Ethics Board	0.0	0.0	0.0	0.0	0.0
1130	Corporation Counsel	19.9	22.5	22.5	23.0	0.5
1019	DAS – Office for Persons with Disabilities	0.0	0.0	0.0	0.0	0.00
1140	Department of Human Resources	54.9	57.5	60.4	58.9	(1.5)
5700	DAS – Facilities Management	0.0	0.0	0.0	0.0	0.0
1150	DAS – Risk Management	7.0	6.9	6.9	7.0	0.1
1151	DAS – Fiscal Affairs	0.0	0.0	0.0	0.0	0.0
1151	DAS – General Fund	195.6	178.2	182.2	181.2	(1.0)
1152	DAS – Procurement	0.0	0.0	0.0	0.0	0.0
1160	DAS – Information Management Services	46.0	45.1	51.0	69.8	18.8
1192	DAS – Economic Development	0.0	0.0	0.0	0.0	0.0
	Total Staff	**340.4**	**328.9**	**341.8**	**360.0**	**18.2**
COURTS & JUDICIARY						
2000	Combined Court Related Operations	284.1	278.9	281.1	281.1	0.0
2430	Department of Child Support Services	147.0	144.5	142.0	142.0	0.0
2900	Courts – Pre-Trial Services	2.0	2.0	2.0	3.0	1.0
	Total Courts & Judiciary	**433.1**	**425.4**	**425.0**	**426.1**	**1.1**
GENERAL GOVERNMENTAL SERVICES						
3010[5]	Election Commission	0.0	0.0	0.0	0.0	0.0
3090	County Treasurer	8.5	8.4	8.4	10.0	1.6
3270	County Clerk	21.5	19.6	19.5	19.7	0.2
3400	Register of Deeds	31.0	29.0	26.1	25.5	(0.6)
3700	Office of the Comptroller	55.9	54.3	55.5	55.0	(0.5)
	Total General Governmental Services	**116.9**	**111.2**	**109.5**	**110.2**	**0.7**

(CHART CONTINUES ON NEXT PAGE)

Comparison of Funded Full-Time Position Equivalents

BY FUNCTIONAL AREA

		2017	2018	2019	2020	2019-2020 Change
PUBLIC SAFETY						
4000	Office of the Sheriff	705.1	723.6	735.0	749.0	14.0
4300	House of Correction	402.3	394.6	396.3	367.2	(29.1)
4500[1]	District Attorney	165.4	160.3	160.9	171.6	10.7
4800	Emergency Management	66.0	60.1	62.6	69.2	6.6
4900	Medical Examiner	29.9	31.6	32.6	32.8	0.3
	Total Public Safety	**1368.7**	**1370.1**	**1387.3**	**1388.9**	**1.6**
DEPARTMENT OF TRANSPORTATION						
5040	Airport	284.3	290.1	287.6	275.6	(12.0)
5083[6]	Transportation Services	0.0	0.0	9.9	11.8	1.9
5100[6]	Highway Maintenance	135.6	131.0	122.5	124.0	1.5
5300	Fleet Management	34.3	33.9	33.2	47.4	14.2
5800	Director's Office	8.0	8.0	8.0	7.0	(1.0)
	Total Transportation	**462.2**	**463.0**	**461.2**	**468.8**	**7.6**
HEALTH & HUMAN SERVICES						
6300	DHHS – Behavioral Health Division	542.8	514.1	484.8	482.5	(2.3)
7900	Department on Aging	76.4	73.3	75.8	73.9	(1.92)
7990[2,3]	Department of Family Care	0.0	0.0	0.0	0.0	0.0
8000	Department of Health & Human Services	315.1	329.1	323.5	320.1	(3.4)
	Total Health & Human Services	**934.3**	**916.5**	**884.1**	**875.5**	**(8.6)**
PARKS, RECREATION & CULTURE						
9000[7]	Parks Division	439.2	459.6	469.2	443.7	(25.5)
9500	Zoological Department	252.0	200.5	202.3	205.3	3.0
9910	University Extension	0.75	0.75	0.75	0.75	0.0
	Total Parks, Recreation & Culture	**692.0**	**660.9**	**672.3**	**645.9**	**(26.4)**
TOTAL — ALL OPERATING DEPARTMENTS		**4392.6**	**4317.6**	**4325.6**	**4327.8**	**2.2**

** All budgeted FTE numbers include Vacancy & Turnover (VANDT) & Overtime (OT).*

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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BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	$990,749	$1,002,640	$1,041,659	$1,072,675	$31,016
Operation Costs	$135,513	$109,089	$134,854	$131,762	($3,092)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$0	$0	$0	$0	$0
Total Expenditures	**$1,126,262**	**$1,111,729**	**$1,176,513**	**$1,204,437**	**$27,924**
Revenues					
Direct Revenue	$173	$1,041	$0	$0	$0
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$173**	**$1,041**	**$0**	**$0**	**$0**
Tax Levy	**$1,126,089**	**$1,110,688**	**$1,176,513**	**$1,204,437**	**$27,924**
Effective Tax Levy*	**$1,126,089**	**$1,110,688**	**$1,176,513**	**$1,204,437**	**$27,924**
Personnel					
Full-Time Pos. (FTE)	10.0	10.0	10.6	10.1	(0.5)
Elected Supervisors	18.0	18.0	18.0	18.0	0
Seas/Hourly/Pool Pos.	1.0	1.0	1.0	1.0	0
Overtime $	$212	$66	$0	$0	$0

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

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**

StrategicOutcome: **High Quality, Responsive Services**

What We Do: Activity Data				
Item	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 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	**2017 Actual***	**2018 Actual***	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$1,093,639	$1,121,854	$1,176,513	$1,204,437	$27,924
Revenues	$0	$1,041	$0	$0	$0
Tax Levy	$1,093,639	$1,120,813	$1,176,513	$1,204,437	$27,924
FTE Positions	11.0	11.0	11.6	11.1	(0.5)

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

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 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.

2013 Wisconsin 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. For 2019, the County Board's adopted budget was $1,069 less than the allowable amount. For 2020, the County's Board's budget is at the allowable amount – an increase of $27,924 that offsets additional costs related to:

- The full impact of the 2019 cost-of-living-adjustment provided to employees;
- The 2020 cost-of-living-adjustment provided to employees; and
- Automatic salary increases for supervisors set to take effect with the 2020-2022 term.

BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	$700,422	$733,726	$808,085	$843,733	$35,648
Operation Costs	$3,921	$9,735	$13,874	$12,964	(910)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$207,302	($314)	$180	$185	$5
Total Expenditures	**$911,645**	**$743,147**	**$822,139**	**$856,882**	**$34,743**
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	**$911,645**	**$743,147**	**$822,139**	**$856,882**	**$34,743**
Effective Tax Levy*	**$704,343**	**$743,461**	**$821,959**	**$856,697**	**$34,738**
Personnel					
Full-Time Pos. (FTE)	9.0	4.2	9.0	9.0	0.0
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$0	$0	$0	$0	$0

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

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	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Total Executive Branch Staff	2,526	2,553	2,547	2,547
Departments Managed	24	24	24	24

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$911,645	$743,147	$822,139	$856,882	$34,743
Revenues	$0	$0	$0	$0	$0
Tax Levy	$911,645	$743,147	$822,139	$856,882	$34,743
FTE Positions	9.0	4.2	9.0	9.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Performance Measures have not yet been created for this Program Area				

Strategic Implementation: Nine staff positions are provided in 2020 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.

BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	$110,033	$85,943	$101,218	$191,818	$90,600
Operation Costs	$102,099	$43,841	$128,364	$54,199	($74,165)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$64,258	$0	$0	$0	$0
Total Expenditures	**$276,390**	**$129,784**	**$229,582**	**$246,017**	**$16,435**
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	**$276,390**	**$129,784**	**$229,582**	**$246,017**	**$16,435**
Effective Tax Levy*	**$212,132**	**$129,784**	**$229,582**	**$246,017**	**$16,435**
Personnel					
Full-Time Pos. (FTE)	2.0	1.1	1.0	2.0	1.0
Seas/Hourly/Pool Pos.	0.0	0.0	0.0	0.0	0.0
Overtime $	$13,476	$0	$0	$0	$0

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

Department Mission: The mission of the Office of Government Affairs is to represent the interests of Milwaukee County before Local, State, and Federal governments. The Office will also build productive relationships with other governmental units, non-profit agencies, and the private sector in order to identify areas where services can be shared, consolidated, or otherwise cooperatively enhanced in order to improve service and reduce costs to taxpayers.

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

Strategic Program Area 1: Government Affairs

Service Provision: **Discretionary**

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

What We Do: Activity What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Activity Data is not yet tracked for this Program Area.				

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$276,390	$129,784	$229,582	$246,017	$16,435
Revenues	$0	$0	$0	$0	$0
Tax Levy	$276,390	$129,784	$229,582	$246,017	$16,435
FTE Positions	2.0	1.1	1.0	2.0	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: 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 was unfunded, but funding was included to procure the services through contractual services. In 2020, the funding for the second Liaison Government Affairs position is included in the Personnel Budget for the Department.

BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	$117,465	$119,516	$127,826	$178,297	$50,471
Operation Costs	$70,994	$67,414	$72,378	$84,460	$12,082
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$52,967	($340)	$100	$133	$33
Total Expenditures	**$241,426**	**$186,591**	**$200,304**	**$262,890**	**$62,586**
Revenues					
Direct Revenue	$0	$0	$0	$0	$0
Intergov Revenue	$3,250	$13,000	$13,000	$13,000	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$3,250**	**$13,000**	**$13,000**	**$13,000**	**$0**
Tax Levy	**$238,176**	**$173,591**	**$187,304**	**$249,890**	**$62,586**
Effective Tax Levy*	**$185,209**	**$173,931**	**$187,204**	**$248,741**	**$61,537**
Personnel					
Full-Time Pos. (FTE)	2.0	2.0	2.0	3.0	1.0
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.*

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.

Strategic Program Area 1: Veteran's Services

Service Provision: **Mandated**

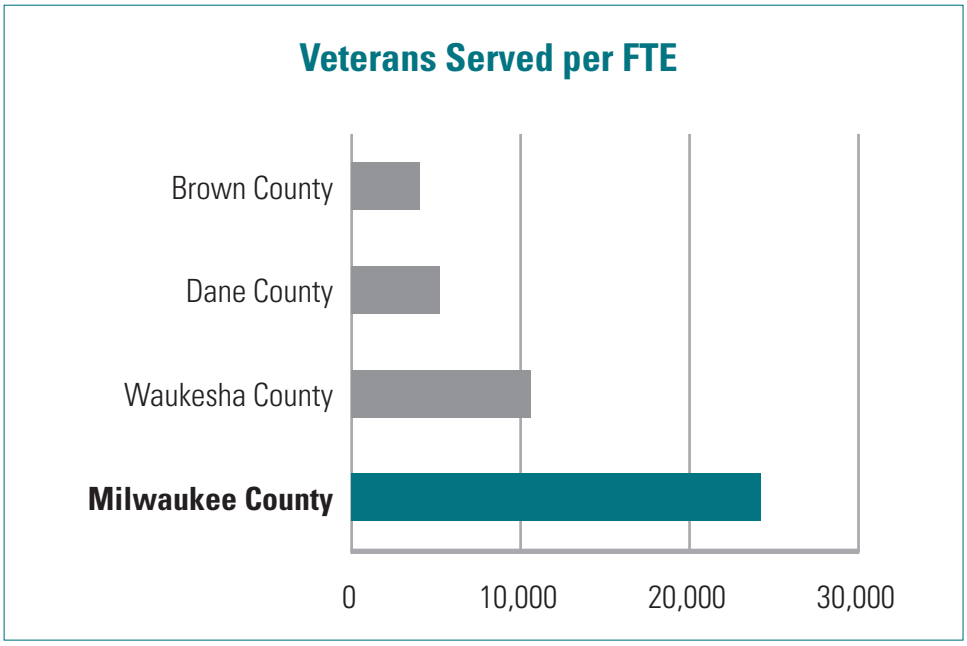
Strategic Outcome: **Self-Sufficiency**

What We Do: Activity				
Item	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Number of Information requests handled	14,500	14,500	12,000	13,000
Number of Outreach events conducted	57	45	48	60
Number of People Reached-Office and Outreach	6,376	5,212	6,300	6,500
Number of veterans assisted with determining state vet's benefit eligibility	878	818	725	800
Number of Federal applications submitted	370	340	400	400
Number of State applications submitted	1,438	1,339	1,150	1,200
Dollar amount of approved applications for State Dental Care/Subsistence Aid	$91,538	$50,675	$75,000	$90,000
County Veteran Population Served per FTE	23,400	22,400	21,400	15,000
Vets/Surv Spouse Property Tax Credit #/$	840/3.1M	840/$3.1M	850/$3.2M	850/$3.2M

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$241,426	$186,591	$200,304	$262,890	$62,586
Revenues	$3,250	$13,000	$13,000	$13,000	$0
Tax Levy	$238,176	$173,591	$187,304	$249,890	$62,586
FTE Positions	2.0	2.0	2.0	3.0	1.0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 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%	45%
Number of people reached –walk-ins/outreach	6,376	6,419	6,300	6,500

*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.

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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OFFICE OF THE COUNTY TREASURER (3090) BUDGET

Department: **Office of the County Treasurer**

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

BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	$616,879	$472,310	$516,881	$598,633	$81,752
Operation Costs	$517,767	$392,495	$484,600	$604,052	$139,453
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$11,995	$0	$0	$0
Interdept. Charges	$0	$0	$0	$0	$0
Total Expenditures	**$1,134,646**	**$876,800**	**$1,001,481**	**$1,202,685**	**$201,204**
Revenues					
Direct Revenue	$5,279,415	$6,825,867	$7,421,389	$8,323,340	$901,951
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$5,279,415**	**$6,825,867**	**$7,421,389**	**$8,323,340**	**$901,951**
Tax Levy	**($4,144,769)**	**($5,949,066)**	**($6,419,908)**	**($7,120,655)**	**($700,747)**
Effective Tax Levy*	**($4,144,769)**	**($5,949,066)**	**($6,419,908)**	**($7,120,655)**	**($700,747)**
Personnel					
Full-Time Pos. (FTE)	8.5	8.4	8.4	10.0	1.6
Seas/Hourly/Pool Pos.	0.5	0.5	0.5	0.0	(0.50)
Overtime $	$73	$0	$0	$0	0.00

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

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.
- Accounts Receivable - Responsible for county-wide accounts receivable. This is a new department for 2020, created as a result of a recommendation by the executive sponsor of the countywide Enterprise Resource Planning (ERP) system to accommodate a new centralized accounts receivable function for Milwaukee County. The Office of the Treasurer agreed to house this function due to the similarities between accounts receivable functions and operational duties currently being performed by this office.

throughout the County. The County purchases delinquent tax receivables from municipalities, then collects outstanding balances and administers foreclosure proceedings.

One Community Intervention Specialist position is created in the Department of Health and Human Services (DHHS) Housing Division at a salary and social security cost of $58,884. The Community Intervention Specialist will work in conjunction with the Office of the Treasurer to assist homeowners that are delinquent in their property taxes with finding solutions to pay their outstanding balance to avoid foreclosure. The Community Intervention Specialist will counsel homeowners on other available services to help ensure the owner's housing needs are met.

It is anticipated that the services of the Community Intervention Specialist will aid the collection of delinquent property tax collections. The cost of the position, $58,884, is completely offset with additional tax collections for no net tax levy impact.

- 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	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Checks Issued	71,197	67,337	80,000	70,000
Delinquent Tax Notices Processed	14,148	12,631	15,000	13,500
Unpaid Property Tax Parcels Submitted	1,328	1,408	1,500	1,400

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Var**
Expenditures	$752,297	$588,097	$701,481	$902,685	$201,204
Revenues	$2,718,481	$2,236,691	$2,830,000	$2,330,000	($441,116)
Tax Levy	($1,966,185)	($1,648,594)	($2,128,519)	($1,429,794)	$642,320
FTE Positions	8.5	8.4	8.5	10.0	(1.6)

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Performance Measures have not yet been developed for this Service Area.				

Strategic Implementation:
Ten full-time employees are provided in this service area to oversee banking services, cash receipting, accounts receivable, check distribution, property tax collection, and investment management functions. The Office of the Treasurer created 1.5 FTE Assistant Accounting Treasury positions during 2019 to perform the duties required for the new accounts receivable department beginning in 2020.

The Accounts Receivable Department is a new department for 2020. The countywide Enterprise Resource Planning (ERP) system requires a new centralized accounts receivable function for Milwaukee County. In consultation with the Comptroller, the Office of the Treasurer agreed to house this function due to the similarities between accounts receivable functions and operational duties currently being performed by this office.

Strategic Program Area 2: Investment Management

Service Provision: **Mandated**

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

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
This Service Area has no Activity Data.				

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Var**
Expenditures	$382,349	$288,704	$300,000	$300,000	$0
Revenues	$2,560,934	$4,589,176	$4,591,389	$5,934,456	$1,343,067
Tax Levy	($2,178,584)	($4,300,472)	($4,291,389)	($5,634,456)	($1,343,067)
FTE Positions	0.0	0.0	0.0	0.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**
Return on Investment	0.82%	1.47%	1.29%	1.90%
Investment Income per dollar spent on Investment Advisory Services	$5.47	$18.00	$15.30	$13.11

Strategic Implementation:
Revenues are budgeted to increase $1,343,067 due to higher investment earnings. The expenditure for investment advisor fees for 2020 remains unchanged from 2019 at $300,000.

The 2020 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	2017 Actual	2018 Actual	2019 Budget	2020 Budget
Earnings on all Funds (Net of Mark-to-Market)	$2,948,119	$6,908,239	$5,281,389	$5,430,792
Earnings on Trust Fund Reserves and other Deferred Interest Liabilities	($9,691)	($38,675)	($410,000)	($194,626)
Earnings on Bonds Allocated to Capital Fund and Debt Service Fund	($846,156)	($1,672,461)	($280,000)	($1,301,710)
General Fund Earnings	$2,092,272	$5,197,103	$4,591,389	$3,934,456

BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	$971,033	$972,441	$997,074	$1,046,178	$49,104
Operation Costs	$251,716	$477,816	$374,284	$822,661	$448,377
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$21,905	$0	($21,905)
Interdept. Charges	$133,191	$2,745	$0	$0	$0
Total Expenditures	**$1,355,941**	**$1,453,001**	**$1,393,263**	**$1,868,839**	**$475,576**
Revenues					
Direct Revenue	$646,637	$616,471	$593,446	$628,446	$35,000
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$646,637**	**$616,471**	**$593,446**	**$628,446**	**$35,000**
Tax Levy	**$709,303**	**$836,531**	**$799,817**	**$1,240,393**	**$440,576**
Effective Tax Levy*	**$576,112**	**$833,786**	**$799,817**	**$1,240,393**	**$440,576**
Personnel					
Full-Time Pos. (FTE)	16.2	19.6	19.0	19.9	0.9
Seas/Hourly/Pool Pos.	4.2	3.0	2.8	2.8	0
Overtime $	$1,042	$16,520	$14,932	$15,624	$692

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

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.

The Milwaukee County Election Commission administers elections under the direction and guidance of the Wisconsin Elections Commission. The MilwaukeeCounty 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 2020: The Milwaukee County Clerk's Office does not anticipate major changes in operations in 2020. 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 may continue to experience lower revenues due to no Domestic Partnership Declarations being issued. The Clerk's office has and will continue to advertise its services to the public in order to increase revenue.

Strategic Program Area 1: County Clerk

Service Provision: **Mandated**

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

What We Do: Activity Data				
Activity Data	**2017 Actual**	**2018 Target**	**2019 Target**	**2020 Target**
Marriage Licenses Issued	5,300	5,300	5,000	4,800
Marriage License Waivers	435	400	300	300
Domestic Partnership Declarations Issued	20	25	N/A	N/A
County Board Files Maintained	1,200	900	950	1000
County Ordinances Published	19	22	20	15
County Board Proceedings Published	13	14	14	14
Contractor Lien Notices/Vendor Levies	20	16	15	20
Contractor Qualification Statements	N/A	N/A	N/A	N/A
Claims Processed	200	250	270	250
Summons and Complaints Processed	150	160	170	160
New Contracts Assigned to Files	N/A	N/A	N/A	N/A
Lobbying Registrations	60	50	40	20
Oaths of Office Administered	60	60	60	65
Wisconsin DNR Licenses Sold	300	200	200	40
Passport Applications Processed	2,000	2,000	2,000	1700
Documents Notarized	5,800	5,800	5,300	5,300

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$795,630	$837,099	$897,006	$901,193	$4,187
Revenues	$572,347	$538,839	$547,696	$547,696	$0
Tax Levy	$223,282	$298,259	$349,310	$353,497	$4,187
FTE Positions	13.0	12.8	12.8	12.8	0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 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 daily 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.

Strategic Program Area 2: Election Commission

Service Provision: **Mandated**

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

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Elections	2	4	2	4
Special Elections	1	1	1	0
Recounts	0	0	0	0
State/City/Muni/School Board Referendum	4	4	4	4
Campaign Finance Statements	150	140	140	150
Nomination Papers	0	35	0	50

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$560,311	$615,903	$496,257	$967,646	$471,389
Revenues	$74,290	$77,631	$45,750	$80,750	$35,000
Tax Levy	$486,021	$538,271	$450,507	$886,896	$436,389
FTE Positions	7.2	6.8	6.7	6.9	0.2

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2017 Actual**	**2018 Budget**	**2019 Budget**
Customer Satisfaction Survey Rating with Election Stakeholders	90% Excellent	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 2020 elections include:
Spring Primary - February 18
Spring Election - Tuesday, April 7
Fall Primary - Tuesday, August 11
Fall General - Tuesday, November 3

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.

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.

The 2020 budget includes $50,000 so that the Election Commission will continue its efforts of encouraging voter participation by creating a campaign that will increase public awareness to the voting process.

BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	$1,273,156	$1,199,836	$1,204,569	$1,201,334	($3,235)
Operation Costs	$320,680	$205,396	$264,342	$253,549	($10,793)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$0	$68	$595	$0	($595)
Total Expenditures	**$1,593,836**	**$1,405,300**	**$1,469,506**	**$1,454,883**	**($14,623)**
Revenues					
Direct Revenue	$4,667,814	$4,724,988	$4,615,500	$4,586,500	($29,000)
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$66,822	$67,826	$0	$0	$0
Total Revenues	**$4,734,636**	**$4,792,814**	**$4,615,500**	**$4,586,500**	**($29,000)**
Tax Levy	**($3,140,800)**	**($3,387,514)**	**($3,145,994)**	**($3,131,617)**	**$14,377**
Effective Tax Levy*	**($3,073,978)**	**($3,319,756)**	**($3,146,589)**	**($3,131,617)**	**$14,972**
Personnel					
Full-Time Pos. (FTE)	31.0	29.1	26.1	25.5	(0.6)
Seas/Hourly/Pool Pos.	0.0	0.0	0.0	0.0	0.0
Overtime $	$75,505	$43,265	$50,328	$42,168	($8,160)

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

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 2020: Abolish one Clerk Vital Records Position; Reduce General Recording Fees by $180,000 based on 2018 actual and 2019 trend.

Strategic Program Area 1: Administration

Service Provision: **Mandated**

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

What We Do: Activity Data			
Activity: Phone calls received at main phone numbers	**2018 Actual**	**2019 Target**	**2020 Target**
4011 phone line – answered by staff	988	1,000	1,000
4021 phone line – calls to information message	5,109	5,000	5,000

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**	**2020/2019 Variance**
Expenditures	$341,983	$315,735	$320,268	$343,841	$23,573
Revenues	$76	$95	$0	$0	$0
Tax Levy	$341,907	$315,640	$320,268	$343,841	$23,573
FTE Positions	4.0	3.4	3.0	4.0	1.0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Performance Measures have not yet been created for this Program Area				

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

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

Strategic Program Area 2: Real Estate Services

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity Data	**2018 Actual Requests**	**2019 Target Requests**	**2020 Target Requests**
Requester:			
Individuals	264	220	240
Law Firms	95	120	110
Financial Institutions	47	60	60
Title Insurers/Researchers	160	90	170
Others (Utilities, outside govt)	14	10	20
Total Mail/Phone Searches	580	500	600
Follow up Required from Requester	37	40	40
Document Types Requested			
Mortgage	57	80	75
Deed	465	300	400
Assignments	20	60	60
Releases	64	60	80
LisPendens	38	15	30
*Other	138	70	100
Total Documents	782	585	745

*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	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**	**2020/2019 Variance**
Expenditures	$515,105	$385,874	$347,750	$378,528	$30,778
Revenues	$4,337,823	$4,385,462	$4,330,000	$4,286,000	($44,000)
Tax Levy	($3,822,718)	($3,999,587)	($3,982,250)	($3,907,472)	$74,778
FTE Positions	7.0	7.0	5.0	5.5	0.5

How Well We Do It: Performance Measures				
Performance Measure	**2018 Target**	**2018 Actual**	**2019 Target**	**2020 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	75%	86.5%	93%	93%
Percent of indexed data VERIFIED within 10 business days after the indexed date	92%	96%	97%	97%

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 to then correct them.

Strategic Program Area 3: Vital Statistics

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity Data	**2018 Actual**	**2019 Target**	**2020 Target**
Vital Records Placed on File	30,966	28,000	28,000
Cert Copies: Birth, Death, Marriage Records	75,219	85,000	85,000
Vital Records Correction, No Fee	6,805	5,000	5,000
Vital Records No Fee – Veterans Office Use Only	270	200	200
Marriage Registration	4,592	4,000	4,000
Genealogy – Records Reviewed	249	250	250

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**	**2020/2019 Variance**
Expenditures	$381,978	$344,027	$318,686	$276,308	($42,378)
Revenues	$391,888	$402,113	$281,000	$296,000	$15,000
Tax Levy	($9,910)	$58,086	$37,686	($19,692)	($57,378)
FTE Positions	8.0	7.0	7.0	5.5	(1.5)

How Well We Do It: Performance Measures				
Performance Measure	**2018 Target**	**2018 Actual**	**2019 Target**	**2020 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 put it into the public records).

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

The Free Birth Certificate Program is reauthorized to allow an additional 1,000 birth records for voting or youth

employment to be distributed. The Register of Deeds shall continue to require that individuals seeking a free birth certificate must complete and sign a form verifying that they meet the criteria for obtaining a free birth certificate. The Register of Deeds is requested to provide a report to the County Board no later than the July 2020 meeting cycle on the status and use of the program.

One position of Vital Records Clerk is abolished.

Strategic Program Area 4: Document Examination & Cashier Services

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity Data	**2018 Actual**	**2019 Target**	**2020 Target**
Recordings	97,437	102,000	90,000
Transfer Tax Collected	16,705	12,000	13,000

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**	**2020/2019 Variance**
Expenditures	$237,706	$230,004	$346,082	$312,576	($33,506)
Revenues	($51)	$210	$0	$0	$0
Tax Levy	$237,757	$229,794	$346,082	$312,576	($33,506)
FTE Positions	8.0	7.5	8.2	7.5	(0.7)

How Well We Do It: Performance Measures				
Performance Measure	**2018 Target**	**2018 Actual**	**2019 Target**	**2020 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	70%	80%	90%	90%

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 in 2020.

Strategic Program Area 5: Tax Listing

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	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**	**2020/2019 Variance**
Expenditures	$117,063	$129,659	$136,720	$143,630	$6,910
Revenues	$4,900	$4,934	$4,500	$4,500	$0
Tax Levy	$112,163	$124,725	$132,220	$139,130	$6,910
FTE Positions	3.0	3.0	3.0	3.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	**2018 Target**	**2018 Actual**	**2019 Target**	**2020 Target**
Number of times when previous month's assessor information sent to each municipality by the 25th of each month (20 days in for 2018)	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:
No major changes – cost to continue

BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	$4,731,502	$3,539,224	$3,864,976	$3,927,107	$62,131
Operation Costs	$599,187	$564,320	$581,243	$652,123	$70,880
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	($42,790)	($44,386)	($45,990)	($47,600)	($1,610)
Total Expenditures	**$5,287,899**	**$4,059,157**	**$4,400,229**	**$4,531,630**	**$131,401**
Revenues					
Direct Revenue	$330,663	$224,895	$315,431	$143,000	($172,431)
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$184,180	$184,180
Total Revenues	**$330,663**	**$224,895**	**$315,431**	**$327,180**	**$11,749**
Tax Levy	**$4,957,236**	**$3,834,263**	**$4,084,798**	**$4,204,450**	**$119,652**
Effective Tax Levy*	**$5,000,026**	**$3,878,649**	**$4,130,788**	**$4,252,050**	**$121,262**
Personnel					
Full-Time Pos. (FTE)	55.9	54.3	55.5	55.0	0.5
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$9,280	$3,771	$0	$0	$0

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

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.

levy increase of $119,652. This is due to a combination of the loss of Payment Plus revenue of $173,431 offset by the requested 1.6 percent expenditure reduction of $65,356. With an expected cost-to-continue exceeding $4.5 million, funding in 2020 is critical to the successful launch and implementation of the ERP. With full implementation expected in 2020, the Comptroller will need to provide critical staffing as the County adapts to the new system. Furthermore, the Comptroller's budget will lose revenue related to Payment Plus as it is expected that this program will no longer be favored by County vendors under the new ERP. To offset the Payment Plus revenue cut, the ERP Capital Project (WO60201) will provide some financial relief by sharing the cost of Comptroller positions that are playing an instrumental role in the ERP implementation.

Strategic Program Area 1: Administration/Fiscal Services

Service Provision: **Mandated**

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

What we Do: Activity				
Item	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 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. 1,400	Approx. 1,400	1,400	1,400
Implemented Purchase Card, Travel Card, and Payment Plus Programs, resulting in revenue	$308,340	$206,315	$257,000	$143,000

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures	$658,537	$501,302	$579,951	$571,131	($8,820)
Revenues	$169	$0	$0	$184,180	$184,180
Tax Levy	$658,368	$501,302	$579,951	$386,951	($193,000)
FTE Positions	4.2	3.3	4.3	4.7	1.5

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 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: This section of the budget includes an abatement of $65,357, representing the Comptroller's 1.6 percent cut from the 2019 Adopted Budget. In addition, revenue increases of $184,180 from ERP project costs are budgeted here to offset dedicated ERP staff throughout the department. Operational costs also increase in 2020 in part related to the ERP system and other costs that were transferred to the Comptroller from IMSD.

where issuing Pension Obligation Bonds (POBs) may be advantageous to Milwaukee County finances. These actions may include a Request For Information (RFI) from entities with an expertise in pension obligation bonds or a study. The purpose of this request is to prepare the County to act if market conditions are favorable to borrow and invest funds to help lower the cost of financing long-term pension obligations and/or improve the funded ratio of the Employees' Retirement System (ERS). A report will be furnished to the County Board by the July 2020 meeting cycle.

Strategic Program Area 2: Central Accounting

Service Provision: **Mandated**

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

What we Do: Activity				
Item	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 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	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures	$519,025	$394,737	$446,296	$516,364	$70,068
Revenues	$0	$0	$0	$0	$0
Tax Levy	$519,025	$394,737	$446,296	$516,364	$70,068
FTE Positions	6.7	6.4	6.4	7.3	0.9

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: This Section will continue to implement the ERP system in 2020.

Strategic Program Area 3: Central Payables

Service Provision: **Administrative**

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

What we Do: Activity				
Item	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Pays County's bills for services and commodities	Approx. $171M	Approx. $173M	$175M	$177M

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures	$629,439	$494,368	$504,956	$465,078	($39,878)
Revenues	$313,026	$206,315	$298,431	$125,000	($173,431)
Tax Levy	$316,413	$288,053	$206,525	$340,078	$133,553
FTE Positions	9.7	9.3	7.0	9.0	2.0

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: This Section will continue to implement the ERP System in 2020. The County receives rebates from US Bank under the Western States Contracting Alliance agreement. This revenue has been decreasing since vendors prefer to be paid electronically rather than through the Payment Plus program. Payment Plus revenue decreases to $0 in 2020 due to ERP, while Purchase Card revenue increases.

Strategic Program Area 4: Central Capital

Service Provision: **Mandated**

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

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Debt Issuances	4	6	4	4
Monitor Capital Program	ongoing	ongoing	ongoing	ongoing
Provide Carryover Report	1	1	1	1

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures	$269,682	$225,952	$225,688	$234,482	$8,794
Revenues	$0	$0	$0	$0	$0
Tax Levy	$269,682	$225,952	$225,688	$234,482	$8,794
FTE Positions	2.0	2.0	2.0	2.0	0.0

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: This Section will continue to implement the ERP system in 2020.

Strategic Program Area 5: Central Payroll

Service Provision: **Administrative**

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

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Processes payroll	26	26	26	26
Issues W-2s	1	1	1	1
Oversee Travel Cards	No activity	No activity	No activity	Approx. 75

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures	$799,115	$649,951	$647,140	$585,980	($61,160)
Revenues	$17,468	$18,580	$17,000	$18,000	$1,000
Tax Levy	$781,646	$631,371	$630,140	$567,980	($62,160)
FTE Positions	11.7	11.7	12.0	10.3	(1.7)

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: This Section will implement the ERP system's payroll functions in 2020. Two Payroll Specialists and one Payroll Systems Coordinator are abolished. Two Payroll Team Leads are created to coordinate the ERP payroll functions.

Strategic Program Area 6: Audit Services

Service Provision: **Mandated**

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

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Fraud, Waste, and Abuse Allegations Processed	115	91	91	91
Bank Reconciliations Performed	716	767	748	748

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures	$2,046,765	$1,534,100	$1,698,846	$1,854,797	$155,951
Revenues	$0	$0	$0	$0	$0
Tax Levy	$2,046,765	$1,534,100	$1,698,846	$1,854,797	$155,951
FTE Positions	17.6	17.6	16.9	17.7	0.8

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:

In 2015, the Audit Services Division entered into a Professional Service Agreement for Baker Tilly Virchow Krause, LLP, to assist the Office of the Comptroller in the compilation and completion of the Comprehensive Annual Financial Report and to provide other financial assistance. This Agreement was subsequently extended and amended three times. The contractor is documenting year-end closing procedures among other duties. The Audit Services Division is authorized to enter into a Fourth Amendment to the Agreement with Baker Tilly in order to increase the Agreement by $25,000 (resulting in a $140,000 total contract amount) and extend the Agreement through December 31, 2020.

As authorized by the County Board in File 14-704, Baker Tilly Virchow Krause, LLP, will continue to audit the County's basic financial statements during 2020 for the year ended December 31, 2019, and provide a final audit report as part of a 2020 Professional Service Agreement. Baker Tilly committed to a Disadvantaged Business Enterprise goal of 34% on this contract.

Strategic Program Area 7: Research Services

Service Provision: **Administrative**

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

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Produce Annual Budget Overview	1	1	1	1
Prepare resolutions for elected officials	Approx. 59	Approx. 46	70	70
Provide professional administrative staff for legislative meetings	109	101	115	115

Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$365,337	$258,749	$297,352	$303,798	$6,446
Revenues	$0	$0	$0	$0	$0
Tax Levy	$365,337	$258,749	$297,352	$303,798	$6,446
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 2020.

Administrative Function

Agency Budget Narratives:

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

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OFFICE ON AFRICAN AMERICAN AFFAIRS (1090) BUDGET

Department: **Office on African American Affairs**

UNIT NO. **1090**
FUND: **General — 0001**

BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	$161,470	$255,900	$462,087	$552,965	$90,878
Operation Costs	$338,162	$103,523	$287,546	$410,433	$122,887
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$74,183	$0	$0	$0
Interdept. Charges	$0	$325	$0	$325	$325
Total Expenditures	**$499,632**	**$433,930**	**$749,633**	**$963,723**	**$214,090**
Revenues					
Direct Revenue	$0	$605	$0	$0	$0
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$0**	**$605**	**$0**	**$0**	**$0**
Tax Levy	**$499,632**	**$433,326**	**$749,633**	**$963,723**	**$214,090**
Effective Tax Levy*	**$478,893**	**$433,001**	**$749,633**	**$963,398**	**$213,765**
Personnel					
Full-Time Pos. (FTE)	3.0	5.9	5.9	7.0	1.1
Seas/Hourly/Pool Pos.	0.0	0.0	0.0	0.0	0.0
Overtime $	$0	$5	$0	$0	$0

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

Department Mission: Through strategic partnerships and collaboration with County leaders and community organizations, Office on African American Affairs (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 and advises policy makers and the public on recommendations for changes in programs and laws for the benefit of the African American community. Supporting the development of racially equitable policies, plans, and programs related to the special needs of African Americans and promotes equal opportunities for African Americans.

The Office takes a collective impact approach to fulfilling its mission, which entails coordinating with County Departments and with community stakeholders. OAAA is responsible for planning, managing, and supporting a collective racial equity action plan; one which begins to address the deep and persuasive racial inequities throughout Milwaukee County. A countywide racial equity action plan allows OAAA to work collectively with all stakeholders to develop a common agenda, shared measurement systems, mutually reinforcing activities, and continuous engagement and enhanced communication.

OAAA will lead the organization's equity work in support of the countywide goal to improve racial equity via the offering of various County services, while driving the transformation of the organization's culture (implementing the use of an equity lens and framework, by all staff). OAAA will also support enterprise-wide quality initiatives by sharing equity tools and trainings with decision-makers. OAAA aims to improve racial equity in: operations, fiscal appropriations, IT systems, data & analysis management, policies and programs, legislation, workforce, organizational culture and community engagement.

2020 Highlights: In 2020, the Office on African American Affairs will add 1.0 FTE Equity Analyst position. This position will facilitate and execute a variety of projects that impact the organization and community at large. The addition of this position will support the office's work to execute the high volume of racial equity projects, to aide as ancillary (training, ambassador program, community needs) and to sustain a high level of productivity, to ensure meeting racial equity progress countywide.

Strategic Program Area 1: Office on African American Affairs

Service Provision: Discretionary

Strategic Outcome: High Quality, Culturally Responsive & Racially Equitable Services

What We Do: Activity				
Activity Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
By end of 2020, Office on African American Affairs will train, at least 90% of all County employees with racial equity training. Also, will develop and launch Racial Equity Tool(s), and Phase I of the Milwaukee County Racial Equity Action Plan.				

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$499,632	$433,930	$749,633	$963,723	$214,090
Revenues	$0	$605	$0	$0	$0
Tax Levy	$499,632	$433,326	$749,633	$963,723	$214,090
FTE Positions	3.0	5.9	5.9	7.0	1.1

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Performance Measures not yet available for the Office are on African American Affairs.				

Strategic Overview: The Office on African American Affairs will provide countywide strategic leadership on all racial equity aspects of the organization; providing guidance to other County offices and local municipalities/stakeholders on racial equity development.

Strategic Implementation: In 2020, the Office on African American Affairs will play a critical role in Milwaukee County's strategic efforts to advance racial equity. In addition, OAAA will sustain racial equity trainings (for all staff) and expand on the development of racial equity tools and resource guides. OAAA will also work across county departments to improve operations (budgetary tools, communications, and hiring/promotion practices). Alongside OAAA's internal efforts to prioritize racial equity, the office will continue to expand its partnerships in the community; helping improve connections to other County departments and municipalities -those which align to OAAA's 8 Pillars of Focus (Housing, Education, Economic Growth (Workforce/Entrepreneurs), Health Metrics, Transportation, Food Deserts, Social Justice Initiatives, and Youth Re-Engagement.

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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**

BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	$158,625	$198,253	$207,398	$201,299	($6,099)
Operation Costs	$58,138	$39,593	$67,283	$69,062	$1,779
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$31,579	($541)	$0	$45	$45
Total Expenditures	**$248,341**	**$237,304**	**$274,681**	**$270,406**	**($4,275)**
Revenues					
Direct Revenue	$139	$37	$0	$0	$0
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$139**	**$37**	**$0**	**$0**	**$0**
Tax Levy	**$248,202**	**$237,268**	**$274,681**	**$270,406**	**($4,275)**
Effective Tax Levy*	**$216,623**	**$237,845**	**$274,681**	**$270,361**	**($4,320)**
Personnel					
Full-Time Pos. (FTE)	3.0	2.8	2.8	2.8	0.0
Seas/Hourly/Pool Pos.	10.0	10.0	10.0	10.0	0.0
Overtime $	$0	$0	$0	$0	$0

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

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.

Major Changes in FY 2020: The Ethics Board is working with IMSD to create an online filing system for Statements of Economic Interests (SEI's) for use soon. The intent is to make the filing process easier for required filers and utilizing a digital database going forward.

Strategic Program Area 1: Personnel Review Board

Service Provision: **Discretionary**

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

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Number of Meetings	24	23	26	26
Number of Cases Filed	47	72	100	80
Cases Closed	55	65	105	78
Number of Cases Heard by the PRB	18	9	13	13
Written Decisions Issued During the Year	12	10	12	12
Number of Determinations Appealed	1	1	0	0
Number of Pending Court Cases	3	2	0	0

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$222,929	$214,319	$246,011	$252,006	$5,995
Revenues	$139	$37	$0	$0	$0
Tax Levy	$222,790	$214,283	$246,011	$252,006	$5,995
FTE Positions	3.0	2.8	2.8	2.8	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	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Average Number of Days to Resolve a Case	30	47	35	35
Cases Closed in 90 Days	45 (96%)	59 (98%)	66 (97%)	97%
Days Between Hearing and Written Decision	23	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 2020 Budget reflects the relative consistency in volume of charges for employee disciplinary matters and continued levels of service, training, and outreach. The 2020 Budget for the Personnel Review Board maintains its 5 part-time non-County employee Board members as well as its high level of service.

Strategic Program Area 2: Civil Service Commission

Service Provision: **Mandated**

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

What We Do: Activity				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Number of Commission Meetings	6	4	6	6
Number of BHD Hearing Examiner Meetings	8	7	2	5
Number of BHD Disciplinary Cases Filed	9	10	3	5
Number of Disciplinary Cases Heard by the Commission	8	3	2	5
Requests to Transfer Positions from Classified to Unclassified	2	1	4	3
Merit System and Other Non-Disciplinary Appeals	4	0	0	0
Changes to Civil Service Rules	1	0	0	0

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$18,369	$10,955	$20,020	$9,750	($10,270)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$18,369	$10,955	$20,020	$9,750	($10,270)
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	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Average Number of Days to Resolve a Case	55	100	84	75
Cases Closed in 90 Days	8 (89%)	4 (45%)	1 (100%)	100%
Days Between Hearing and Written Decision	67	114	184	120

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, the BHD has been governed by an independent Mental Health Board, and suspensions and/or discharges of BHD employees are now heard before the Commission instead of the PRB. Most of the budget is devoted to legal fees for outside counsel and hearing examiners.

Strategic Program Area 3: Ethics Board

Service Provision: **Discretionary**

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

What We Do: Activity				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Meetings	5	6	4	4
Written Opinions	15	12	15	18
Investigation Requests/Verified Complaints Filed	8	2	1	1
Open Records Requests	6	6	10	8

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$7,043	$12,030	$8,650	$8,650	$0
Revenues	$0	$0	$0	$0	$0
Tax Levy	$7,043	$12,030	$8,650	$8,650	$0
FTE Positions	0.0	0.0	0.0	0.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Average Number of Days to Issue Advisory	21	21	21	21
Average Number of Days to resolve Investigation Request/Complaint	81	110	90	90
Statement of Economic Interests Filings	86%	97%	99%	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 2020 Budget allows increased levels of service, training, and outreach to the County employees, officials, and the public due to streamlined operations.

BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	$1,696,239	$1,800,469	$2,083,782	$2,139,282	$55,500
Operation Costs	$111,866	$116,723	$123,799	$123,226	$573
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	($850,344)	($1,365,866)	($1,086,127)	($949,387)	($136,740)
Total Expenditures	**$957,761**	**$551,326**	**$1,121,454**	**$1,313,121**	**$191,667**
Revenues					
Direct Revenue	$225,380	$242,928	$175,000	$200,000	$25,000
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$225,380**	**$242,928**	**$175,000**	**$200,000**	**$25,000**
Tax Levy	**$732,381**	**$308,398**	**$946,454**	**$1,113,121**	**$166,667**
Effective Tax Levy*	**$1,582,726**	**$1,674,264**	**$2,032,581**	**$2,062,508**	**$29,927**
Personnel					
Full-Time Pos. (FTE)	19.9	22.5	22.5	23.0	0.5
Seas/Hourly/Pool Pos.	0.0	0.0	0.0	0.0	0.0
Overtime$	$4,284	$18,027	$0	$0	$0

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

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.

Strategic Program Area 1: Corporation Counsel

Service Provision: **Mandated**

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

What We Do: Activity Data				
Item	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
This service area does not have activity data at this time.				

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$957,761	$551,326	$1,121,454	$1,313,121	$191,677
Revenues	$225,380	$242,928	$175,000	$200,000	$25,000
Tax Levy	$732,381	$308,398	$946,454	$1,113,121	$166,667
FTE Positions	19.9	22.5	22.5	23.0	0.5

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 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.

Expenditures increase nearly $191,000 due to the elimination of interdepartmental cross charges to the Retirement Plan Services in 2020 of $136,200.

BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	$5,035,440	$4,214,405	$4,868,080	$4,325,891	($542,189)
Operation Costs	$727,780	$822,543	$837,856	$687,747	($150,109)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$889	$0	$81,000	$81,000
Interdept. Charges	$900,754	$323,636	$165,429	($129,333)	($294,762)
Total Expenditures	**$6,663,975**	**$5,361,473**	**$5,871,365**	**$4,965,305**	**($906,060)**
Revenues					
Direct Revenue	$1,684,168	$7,256	$1,891,242	$6,200	($1,885,042)
Intergov. Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$1,684,168**	**$7,256**	**$1,891,242**	**$6,200**	**($1,885,042)**
Tax Levy	**$4,979,807**	**$5,354,218**	**$3,980,123**	**$4,959,105**	**$978,982**
Effective Tax Levy*	**$4,079,053**	**$5,030,582**	**$3,207,719**	**$5,088,438**	**$1,880,719**
Personnel					
Full-Time Pos. (FTE)	54.9	57.5	59.4	58.9	(0.4)
Seas/Hourly/Pool Pos.	0.0	0.0	0.0	0.0	0.0
Overtime $	$76,150	$35,350	$0	$0	$0

**Effective Tax Levy excludes interdepartmental charges and fringe benefits.*

Department Mission: We are determined to 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 division initiatives, to ensure leaders have both the skills and the tools necessary to effectively lead employees to success. HR maintains a 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; Compensation & HRIS; Employee Relations; Talent Acquisition & HR Operations; Learning & Development; Benefits & HR Metrics; Retirement Plan Services.

2020 Changes:
$81,000 is included for one-time renovations to the HR suite to improve access for customers with disabilities. This increase is offset by a decrease in operating costs for open records and project management services. $98,000 is included for a new position to support Employee Engagement efforts countywide. The tax levy

increases mostly due to a change in accounting for Employee Retirement System administrative costs in Program Area 7. Without the change in accounting, tax levy increases $38,235 or roughly 1%.

Strategic Program Area 1: Directors Office

Service Provision: Mandated

Strategic Outcome: Attracting and Retaining a High-Performing Workforce

What We Do: Activity				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Activity Data is tracked by each division				

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2019/2020 Variance**
Expenditures	$769,510	$486,488	$388,148	$292,118	($96,030)
Revenues	$6,864	$7,256	$6,200	$6,200	$0
Tax Levy	$762,646	$479,232	$381,948	$285,918	($96,030)
FTE Positions	1.8	1.5	0.4	0.3	(0.1)

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 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 decrease due to a reduction in contractual services for open records and project management services.

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 Actual**	**2019 Target**	**2020 Target**
Positions Reclassed/Reallocated	96	365	175	200
Position Action Forms Processed	3,400	3,446	2,600	3,250

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2019/2020 Variance**
Expenditures	$411,445	$309,089	$402,046	$408,758	$6,712
Revenues	$0	$0	$0	$0	$0
Tax Levy	$411,445	$309,089	$402,046	$408,758	$6,712
FTE Positions	6.0	6.0	5.0	5.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 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, hire, and retain employees. The goal of this division is to administer equitable and market-appropriate compensation strategies that support a high-performing workforce across Milwaukee County within the parameters established by Milwaukee County Government. This division also manages employee data within HR Systems.

Strategic Program Area 3: Employee Relations

Service Provision: Administrative

Strategic Outcome: Attracting and Retaining a High-Performing Workforce

What We Do: Activity				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Number of Employment Investigations	48	37	70	63

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2019/2020 Variance**
Expenditures	$1,569,248	$1,084,726	$1,206,629	$1,235,599	$28,970
Revenues	$0	$0	$0	$0	$0
Tax Levy	$1,569,248	$1,084,726	$1,206,629	$1,235,599	$28,970
FTE Positions	17.3	19.0	19.0	18.6	(0.4)

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 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.

To strengthen our strategic human resources, support to Milwaukee County, the Division of Employee Relations is being restructured. By restructuring the division, we can foster a more collective and collaborative approach to providing employee and labor relations support to all departments. The new hierarchy will create a career path to leadership for human resources employees interested in building a career with Milwaukee County allowing us to attract and retain top talent.

1.0 FTE Employee Engagement Coordinator is created and offset with increased vacancy and turnover for a net cost of $0. This position will coordinate employee engagement efforts throughout the county, oversee countywide employee communications, and coordinate survey administration.

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 Actual**	**2019 Budget**	**2020 Budget**
Job Requisitions	373	427	644	460
Applications Processed	23.049	32,330	25,354	30,000
New Employees Oriented	738	766	740	750
Central NEO Sessions	26	26	26	26
Background Checks	1,389	1,562	1,980	1,700
Pre-Employment Health Screens/Drug Tests	559	554	670	650
Open Records Request	114	274	400	425

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2019/2020 Variance**
Expenditures	$1,063,670	$880,448	$994,196	$998,489	$4,293
Revenues	$0	$0	$0	$0	$0
Tax Levy	$1,063,670	$880,448	$994,196	$998,489	$4,293
FTE Positions	7.4	8.0	10.0	10.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	**2018 Budget**	**2018 Actual**	**2019 Budget**	**2020 Budget**
Cycle Time	45 Days	20.6 Days	21 Days	18 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, which is a critical step in onboarding new employees. Other workforce operations include pre-employment activities, managing the public and County staff walk-ins, processing, and responding to Open Record Requests.

Strategic Program Area 5: Learning, Development, and Diversity

Service Provision: **Administrative**

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

What We Do: Activity				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Training Sessions Completed – Instructor Led	59	66	71	41
Training Sessions Completed - Online	6,827	26,874	18,150	177
Training Participants – Instructor Led	932	1,122	850	920
Training Participants - Online	7,475	38,281	19,275	27,581

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2019/2020 Variance**
Expenditures	$581,950	$560,867	$507,568	$513,449	$5,881
Revenues	$0	$0	$0	$0	$0
Tax Levy	$581,950	$560,867	$507,568	$513,449	$5,881
FTE Positions	4.0	4.0	4.0	4.0	0.0

How Well We Do It: Performance Measures			
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**
Overall Program Satisfaction Leadership Excellence	90.4%	86%	94%
Overall Program Satisfaction Management Development Program	90.2%	91%	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 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.

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	**2017 Actual**	**2018 Actual**	**2019Target**	**2020Target**	**2019/2020 Variance**
Life Status Events Processed	1,138	1,304	800	1,000	200
Customer Service Calls	8,299	7,228	8,000	7,500	(500)
Customer Service Emails	3,239	2,050	3,000	2,000	(1,000)

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2019/2020 Var**
Expenditures	$590,848	$423,506	$487,736	$500,252	$12,516
Revenues	$0	$0	$0	$0	$0
Tax Levy	$590,848	$423,506	$487,736	$500,252	$12,516
FTE Positions	6.0	6.0	6.0	6.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**
Wellness Participation	69%	67%	75%	75%
Response to initial Benefit inquiries within 1 business day	95%	96%	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.

Strategic Program Area 7: Retirement Plan Services

Service Provision: **Administrative**

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

What We Do: Activity				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Number of retirees receiving benefits	8,179	8,037	8,100	8,125
Pension & Benefit Inceptions	246	323	330	330
Individual Member Counseling	NA	233	245	255
Group Education Events & Sessions	3	3	8	11
Member Touches	NA	NA	12,000	12,000
% of Members that have participated in Member Satisfaction Surveying across one of four activities: (1) calls, (2) presentations, (3) individual counseling, (4) pension inceptions	NA	NA	50% of members have completed a satisfaction survey	75% of members have completed a satisfaction survey

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2019/2020 Variance**
Expenditures	$1,677,304	$1,703,344	$1,885,042	$1,016,640	($868,402)
Revenues	$1,677,304	$0	$1,885,042	$0	($1,885,042)
Tax Levy	$0	$1,703,344	$0	$1,016,640	$1,016,640
FTE Positions	13.0	13.0	15.0	15.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Performance Measures have not yet been created for this program area				

Strategic Implementation: The Retirement Plan Services Division (RPS) administers the Milwaukee County Employees' Retirement System and the OBRA retirement plan, supporting the 10-member Milwaukee County Pension Board, conducting operations, and carrying out pension plan recordkeeping and administration. RPS serves more than 15,000 active and retired members, which includes ongoing member communication and education, stakeholder engagement, and monthly pension and survivor payments to over 8,000 retirees and beneficiaries. On an annual basis, RPS conducts more than 200 individual retirement counseling sessions, educates hundreds of active members at pre-retirement and general retirement readiness presentations, and handles an average of 30-member inquiries per day. RPS has an in-house compliance and policy practice, project management office, and fiscal operation that is responsible for individual member accounting, investment accounting, financial and tax reporting, and other fiscal activities. RPS maintains a pension administration system

with an in-house co-development team that performs system enhancements and ongoing maintenance. RPS also engages technical experts to provide actuarial and investment consulting services, as well as pension benchmarking, governance, compliance, and regulatory services.

RPS has a two-year strategic plan for the 2019 and 2020 fiscal years that seeks to achieve pension plan objectives of benefits administration, financial governance, member services and organizational learning and development. RPS will continue developing opportunities to improve operational effectiveness. The strategic plan and annual pension administration benchmarking inform business improvement projects and constitute a roadmap towards becoming a high-performing public pension plan.

In previous years, expenditures in RPS were offset by revenue from the Pension Fund for a net $0 levy in Program Area #7. In 2020, this practice is discontinued and RPS costs are funded by direct tax levy. There is a corresponding decrease in the County's contribution to the Pension Fund in Org Unit 1950 – Employee Fringe Benefits for no net tax levy effect to the County. Due to the removal of offsetting revenue, active fringe benefits and centralized crosscharges are no longer charged to this unit, which causes the decrease in expenditures.

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BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	$21,109,484	$16,959,395	$19,107,762	$21,177,453	$2,069,691
Operation Costs	$45,036,657	$41,461,406	$42,605,552	$40,550,734	($2,054,818)
Debt & Depreciation	$943,014	$1,524,617	$1,811,799	$2,636,885	$825,086
Capital Outlay	$3,543,794	$2,290,128	$1,982,417	$1,969,010	($13,407)
Interdepartmental Charges	$7,808,755	$1,503,766	$877,330	($1,165,026)	($2,042,356)
Total Expenditures	**$78,441,703**	**$63,739,313**	**$66,384,859**	**$65,169,056**	**($1,215,803)**
Revenues					
Direct Revenue	$11,242,947	$10,984,445	$11,354,176	$11,846,153	$491,977
Intergov Revenue	$878,240	$836,078	$611,100	$623,100	$12,000
Indirect Revenue	$25,663,068	$5,378,843	$5,663,896	$5,393,050	($270,846)
Total Revenues	**$37,784,255**	**$17,199,366**	**$17,628,172**	**$17,862,303**	**$233,131**
Tax Levy	**$40,657,447**	**$46,539,946**	**$48,755,687**	**$47,306,753**	**($1,448,934)**
Effective Tax Levy*	**$20,746,306**	**$32,400,420**	**$47,637,192**	**$48,233,507**	**$596,315**
Personnel					
Full-Time Pos. (FTE)	245.4	225.2	235.2	250.97	15.77
Seas/Hourly/Pool Pos.	4.0	5.0	5.0	7.0	2.0
Overtime $	$370,762	$271,084	$294,192	$299,208	$5,016

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

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

Department Description: DAS provides a wide variety of support to County Departments in achieving their Strategic Outcomes, as well as many services to the public. The Department includes the following divisions:

- Office for Persons with Disabilities (OPD) strives to assure that people with disabilities share equally in programs, services and facilities of the County. The Office provides high quality, responsive services that enhance self-sufficiency, personal safety, economic opportunity and quality of life for all people with disabilities.

- Community Business Development Partners (CBDP) works to increase overall economic viability for 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, Office of Emergency Management, Office on African American Affairs and Department of Human Resources.

- 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.

Strategic Program Area 1: DAS Management

Service Provision: **Mandated**

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

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$437,953	$318,749	$633,470	$551,409	($82,061)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$437,953	$318,749	$633,470	$551,409	($82,061)
FTE Positions	3.0	0.7	2.7	3.0	0.3

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

Expenditures in the 2020 budget are reduced primarily because the 2019 budget for this division included centralized DAS-wide funding for departmental salary adjustments. The 2020 budget spreads this funding amongst the applicable divisions.

1.0 FTE of Special Project Manager, which was created by File 19-505, is included in the 2020 Budget to focus on correctional health care.

DAS shall study the operational and capital feasibility of dispersing different community-based County services in two locations outside of the Downtown Milwaukee area so residents may utilize departmental services on the northern and southern sides of the County without having to drive downtown, pay for parking, and be subject to security screening. The study will examine which services may qualify for dispersion, and how different services would potentially be co-located. DAS shall furnish the study to the County Board no later than the June 2020 meeting cycle.

Strategic Program Area 2: DAS Central Business Office

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity				
Item	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Climb Maturity Scale	2	2	2	3

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$1,309,607	$756,409	$794,794	$808,452	$13,658
Revenues	$152,585	$0	$0	$0	$0
Tax Levy	$1,157,022	$756,409	$794,794	$808,452	$13,658
FTE Positions	11.0	11.0	11.0	11.0	0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
No. of Procedures (Intra & Inter Departmental) Developed and Trained On	1	0	1	3
Percent of Accounting Transactions Completed Accurately and Timely	N/A	95.4%	96%	97%

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, Human Resources 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. 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. New procedures have not been developed in 2018 and 2019 largely due to a high volume of turnover in the office. With full staffing, CBO is considering the development of multiple procedures in 2019 and 2020.

Strategic Program Area 3: DAS Procurement

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Service

What We Do: Activity				
Item	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Price Agreements – With Budget Year Start Date	170	180	220	180
Requisitions Processed to Purchase Order Annually	23,726	17,775	25,000	28,000
Sealed Public Bids	67	70	70	60
Request For Proposals – Procurement Administered	35	40	40	45

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$1,102,914	$580,166	$587,074	$616,006	$28,932
Revenues	$0	$507	$0	$0	$0
Tax Levy	$1,102,914	$579,659	$587,074	$616,006	$28,932
FTE Positions	8.0	8.0	7.9	7.9	0.0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Spend Under Management (Aberdeen Benchmark[1])	50%	55%	55%	40%
Cycle Time (Requisition to Purchase Order) – Percentage One Day or Less	64.71	75.0%	75.0%	50%
Sealed Bid Responses (Average Responses/Bid)	2.9	4.0	4.0	4.0
MarketPlace Central[2] Use – Unique Users/Month Peak (ERP 2020)	400	450	500	100

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

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

Strategic Implementation: Procurement will migrate to INFOR ERP for major purchasing and procurement processes on January 1, 2020. A broad-based technology initiative that began in 2016 with the selection of Enterprise Resource Planning (ERP) project. With elimination of Marketplace Central (MPC) in 2020 and associated processes. All competitive acquisitions will remain on technology platforms that permit visibility and include a broader base of potential participants in Milwaukee County contracting, ERP or alternative processes. Migration of all departments (DHHS, A&E) to the use ERP Contracting module will be a critical element of ERP success to enable approvals, tracking and associated payments made under contract.

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 started formal credentialing of all staff by the Universal Public Procurement Certification Council (UPPCC) with minimum of each attaining Certified Professional Public Buyer (CPPB) certification. 40% of buyers and contract managers have obtained this goal in 2019, with balance to be achieved with May 2020 testing.

Strategic Program Area 4: Community Business Development Partners

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity				
Item	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Certifications	1145	1070	1160	1170
Committed Contract Value to Targeted Businesses	$4.5 million	$4.51 million	$4.55 Million	$4.58 Million

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$829,475	$524.271	$559,524	$523,156	($36,368)
Revenues	$0	$7,655	$0	$0	$0
Tax Levy	$829,475	$516,616	$559,524	$523,156	($36,368)
FTE Positions	7.0	7.0	6.9	6.9	0.0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Total Number of DBE Firms Certified	1145	1150	1160	1170

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

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

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

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

Strategic Implementation: To better serve Milwaukee County departments and the small business community, the CBDP Division has created an operational approach to meet demands of both Milwaukee County departments and Targeted businesses. The CBDP Division has three business units: Construction Compliance, Procurement Compliance, and Strategy & Analysis. The Construction and Procurement compliance business units have a dual function. They are responsible for certifying and monitoring contracts for their business sectors. The Strategy and Analysis business unit compiles all data related to small businesses, evaluates the data, and 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 2020 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.

Strategic Program Area 5: Performance, Strategy & Budget

Service Provision: **Mandated**

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

What We Do: Activity				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
# of Budgets Produced	2	2	2	2
Organizational Budgets	82	82	82	82
Total Expenditure Budget	$1,106,275,726	$1,352,479,769	$1,188,577,674	TBD

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$958,436	$587,799	$827,698	$853,504	$25,806
Revenues	$0	$0	$0	$0	$0
Tax Levy	$958,436	$587,799	$827,698	$853,504	$25,806
FTE Positions	8.0	8.0	9.9	9.8	(0.1)

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Bond Agency Rating	Fitch IBCA: AA+ Moody's: Aa2 S&P: AA	Fitch IBCA: AA+ Moody's: Aa2 S&P: AA	Fitch IBCA: AA Moody's: Aa2 S&P: AA	Fitch IBCA: AA Moody's: Aa2 S&P: AA
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:
As a component of the County's fiscal health goal, the Division of Performance, Strategy and Budget (PSB) is working to expand upon the use of long-term financial planning in Milwaukee County's budget process. This includes development of a long-range 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. 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 (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.

Strategic Program Area 6: Reimbursement

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity				
Item	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
# of TRIP Accounts	41,663	N/A	N/A	N/A

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$18,232	$380	$0	$0	$0
Revenues	$0	$0	$0	$0	$0
Tax Levy	$18,232	$380	$0	$0	$0
FTE Positions	1.0	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Performance Measures have not yet been created for this program area.				

Strategic Overview: This program area was discontinued in 2018.

Strategic Program Area 7: Project Management, Execution and Governance (IMSD)

Service Provision: **Administrative**

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

What We Do: Activity				
Item	**2017 Actual**	**2018 Actual**	**2019 Actual**	**2020 Target**
# of New IT Projects Requested	37	40	37	29
# of IT Projects Managed	52	44	29	TBD
# of Contracts Managed	125	138	157	TBD
# of Contracts Negotiated	Not measured	35	65	TBD

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$2,491,189	$1,564,909	$1,486,259	$1,801,423	$315,164
Revenues	$976,133	$1,670	$1,500	$1,500	$0
Tax Levy	$1,515,056	$1,563,238	$1,484,759	$1,799,923	$315,164
FTE Positions	13.5	15.22	17.01	20.01	3.0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Actual**	**2020 Target**
% of Projects Completed per Approved Schedule*	88%	90%	TBD	85%
% of IMSD Negotiated IT Contracts Conformance to County Contract Standards and Ordinances	Not measured	100%	100%	100%
Project Manager: Contractor Ratio – # of Contractors (C) Versus County Workforce (FTE) Ratio	70% C 19: FTE 8	63% C 15: FTE 9	69% C 22: FTE 10	TBD
IT Maturity Score	2.5	2.6	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 portfolio management. This Strategic Program Area provides the framework and expertise to manage IT projects, business development analysis, contracts and financial and other administrative responsibilities.

1 FTE Project Manager IT is created, and 1 FTE Analyst Business Develop IT is created.

Strategic Implementation:

In 2020, the Governance Team will continue to lead the IT maturity initiative to optimize Department of Administrative Services – Information Management Services Division's (IMSD) business and technical processes leading to consistent, quality IT services, risk mitigation and on-time, on budget project delivery. The Governance Team tracks IT Maturity through metrics in the following areas:

- Infrastructure and Operations;
- Project and Portfolio Management;
- Application Strategy and Delivery;
- Information Security and Risk Management; and
- Executive View.

In addition to the above, the Governance Team will continue to work with Office of Corporation Counsel, Risk Management, Community Development Business Partners and Procurement to develop, document and deploy sound strategies for IT contract development, negotiation, execution and management. The overall goal is to is not only to comply with County standards and ordinances but also to reduce contract costs, increase level of services from vendors and mitigate risks. The Governance Team will also work with DAS-Central Business Office and DAS-Performance, Strategy and Planning and Budget Office for making strategies for better financial management of IT budget of County.

The Project Management Office will continue to manage the portfolio of Information Technology projects including continuation of Phone and Voicemail Replacement, Asset Protection Replacement, Enterprise Resource Planning (ERP) program, the Office of Emergency Management Computer Aided Dispatch initiative and other County department and division initiatives. DAS-IMSD's project management office is also working with County leadership on how to improve project management skillset across non-IMSD run projects.

Strategic Program Area 8: Applications Development (IMSD)

Service Provision: **Administration**

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

What We Do: Activity				
Item	**2017 Actual**	**2018 Actual**	**2019 Actual**	**2020 Target**
Number of Service Hours Performed (Project and Support)	24,961 hours	38,714 hours	45,000 hours	55,000 hours
Applications Supported	611	605	600	590
Documents Managed – (Electronic Content Management)	8,744,903	9,809,132	10,900,000	12,000,000

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$1,148,141	$982,278	$1,249,395	$2,519,093	$1,269,698
Revenues	$777,539	$0	$0	$0	$0
Tax Levy	$370,603	$982,278	$1,249,395	$2,519,093	$1,269,698
FTE Positions	14.5	13.6	15.6	27.31	11.71

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Tier III (Application-Related) Support Tickets Received and Addressed	2,422	2,941	4,864	5,000
Applications Development Team Service Hours Percentage of Project vs Support Time by Employees and Contractors	47% Project / 54% Support	68% Project / 32% 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	42% Project / 58% Support	49% Project / 51% Support
Application Contractor Ratio – # of Contractors (C) versus County Workforce (FTE) Ratio	40% FTE 6: C 4	53% FTE 13: C 10	29% FTE 22: C 9	29% FTE 22: C 9
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.

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.

Data management services are provided by this strategic program area. Data management encompasses master data management, data governance, data analytics, business intelligence, measurement and analysis capabilities, and data architecture. As Milwaukee County strives to achieve the Baldridge Performance Excellence designation, this strategic area will assist in collecting data and analytics for performance measurement.

2 FTE Analyst Applications System IT are transferred in from Program Area 10 in 2020. 8 FTE were created by County Board files 18-648 and 19-84 are included in the 2020 Budget: 1 FTE Manager IT Healthcare Applications is transferred in from DHHS-BHD.

Strategic Implementation:

In 2020, Applications Development 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;
- Continue to leverage Gartner IT Maturity assessments to improve organizational maturity, operational reliability and excellence. Gartner's government ratings average for applications is a 2.1. Milwaukee County will raise their rating in applications from 2.0 to a 2.1 during fiscal year 2020.
- Make organizational adjustments where needed to maximize support of Milwaukee County's technology footprint;
- Decrease the County's technology application footprint where practical and 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;
- Decommission Advantage Financial System, SciQuest, and Ceridian and archive data from these systems into Milwaukee County's Data Management system;
- Support, maintain and optimize the~600 applications enabling Milwaukee County operations;
- Provide support and expertise for maintaining and governing of the Cityworks work order system;
- Integrate Milwaukee County's Enterprise Content Management system with new Enterprise Resource Planning system resulting in securely managed and easily retrievable documents;
- Provide enterprise data management, data archiving, master data management, data architecture, and professional data analytical technical services.
- Maximize Milwaukee County's potential to harness data-dependent capabilities through the implementation of business intelligence - measurement and analysis using Information Builders Inc. (IBI) Web-Focus and Omni-Gen tool and a defined data management framework. This will result in self-service data analytics, trusted data, and enhanced data analysis capabilities for Milwaukee County.

Strategic Program Area 9: IMSD Data Center Services

Service Provision: **Administration**

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

What We Do: Activity				
Activity	**2017 Actual**	**2018 Actual**	**2019 Actual**	**2020 Target**
Storage Capacity (Tera Byte) On-Prem/Cloud	250/10	120/140	60/175	50/220
Number of Virtual Servers in Operation	N/A	310	300	285
Local Physical Servers Decommissioned/Total Servers	40/26	15/14	3/8	2/6
Server patching compliance including antivirus	N/A	98%	96%	99%
Workstation patching compliance including antivirus	N/A	NA	86%	90%
Number of Switches Maintained	370	395	353	425
Number of Ports Maintained	N/A	N/A	13,327	13,997
Number of Routers Maintained	42	41	44	44
Number of Firewalls Maintained	4	4	3	4
Number of Wireless Access Points	339	351	414	430
Number of Phones	6150	6250	6300	6350
Number of Call Managers	9	10	6	2
Number of Voicemail Servers	6	5	5	2

How We Do It: Program Budget Summary					
Category	**2017 Budget**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$6,583,887	$6,085,010	$6,179,172	$7,127,026	$947,854
Revenues	$4,226,419	$129,047	$140,000	$140,000	$0
Tax Levy	$2,357,468	$5,955,963	$6,039,172	$6,987,026	$947,854
FTE Positions	11.50	9.7	9.7	11.7	2.0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Actual**	**2020 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	2.0	2.3	2.5
Firewall Uptime	99.8%	99.9%	99.9%	99.9%
Router Uptime	99.6%	99.8%	99.9%	99.9%
Switch Uptime	N/A	98.5%	99.9%	99.9%
Wireless Uptime	99.6%	99.9%	99.9%	99.9%
Voicemail Uptime	N/A	N/A	N/A	99.9%
Call Manager Uptime	N/A	N/A	N/A	99.9%

Strategic Overview:

The Data Center Services Program Area provides research, acquisition, installation, maintenance, and support services for County-wide data center infrastructure including servers, storage, backup, networking and Office 365 environments. Its primary focus areas include:

- 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 network to/from County's private hosted cloud vendor;
- Provision and maintenance core infrastructure hardware/software;
- Oversight of backup and disaster recovery programs within County;
- Management and responsibility of Office 365 cloud environment for email, Microsoft Office products, SharePoint, and OneDrive. Administration of the County's voice and data communications systems;
- Manage vendors that provide cabling, hardware, software and technical support for County's voice and data networks;
- Control and oversight of the architecture, design, planning, configuration and provisioning of the County's Wide Area Network and Local Area Network (WAN/LAN);
- Provision and maintenance of Wi-Fi and internet services;
- Provision of voice, video, and conferencing services.

1.0 FTE Systems Security Engineer and 1.0 FTE Network Security Engineer are created while 1.0 FTE Systems Engineer is abolished. 2.0 FTE VoIP Administrator positions are included in the 2020 Budget. 1.0 FTE is a new create while 1.0 FTE was created in File 19-84.

Strategic Implementation:

In 2020, the Infrastructure Services Strategic Program Area - Department of Administrative Services – Information Management Services Division (IMSD) will continue to strive to become a sustainable IT services organization through maturity and continuous improvement.

A key component of this goal for the Data Center Services Team is to reduce hardware in both on-premise data centers by consolidation and decommissioning of physical storage and server devices that can otherwise be virtualized. This will reduce complexity, device count, maintenance/support costs, and create efficiencies in both datacenters. A goal is to continue to move server and application workloads to a Managed Services Provider (third party managed private cloud) enabling IMSD to focus resources on initiatives that increase infrastructure and operational maturity, reduce technical debt, and reduce the County's IT security risk exposure. Through the managed service migration, IMSD has been able to consolidate and decommission aged infrastructure, create a Disaster Recovery plan and create a more proactive approach for maintaining and administering information technology services. Workloads that are still maintained onsite at Milwaukee County are backed up through Backup as a Service (BaaS) which replicates data to the County private cloud. This role will focus on keeping our systems updated with the latest security defense mechanisms to keep our environment protected from such threats as Ransomware.

Redundancy and security are two focuses of the data center services team to ensure County operations continue in the event of a disaster or physical hardware failure. Continued self-evaluation of security hardening of infrastructure helps to maintain safety within Milwaukee County. In 2020, a vacant position on the Data Center Team will be abolished and a new role created to focus on cybersecurity when designing, building and maintaining the County's server infrastructure.

In 2020, the Network and Telecommunications Team will reduce the complexity and amount of hardware in on-prem data centers by replacing the four datacenter core switches with two datacenter core switch stacks. This will reduce complexity, device count, maintenance/support costs, and create efficiencies in both datacenters. A goal is to continue to develop processes and procedures that allow our limited teams to better maintain and support the enterprise infrastructure. This will enable IMSD to focus resources on initiatives that increase infrastructure and operational maturity, reduce technical debt, and reduce the County's IT security risk exposure.

The Voice over Internet Protocol (VOIP) technology will continue to be rolled out to remaining County sites through the Telephone and Voicemail replacement capital project. This initiative is expected complete in 2020 and drastically reduce the County's risk of telephone system failure, enable 'work from anywhere' functionality for County departments, and improve IMSD's ability to support phones while reducing future cost of ownership.

Throughout 2020, IMSD will continue to extend the footprint of County's WAN to outlying Parks locations and other underserved County locations. IMSD will also focus on the reduction of devices that are no longer needed in both the Network and Telecommunications aspect. Network and Security teams will continue to innovate and strengthen the County's Security portfolio by increasing the intervals in which Network equipment is upgraded or maintained.

- Increased connection or County sites;
- Increased bandwidth for Internet and WAN services;
- Better WAN management and functionality;
- Consolidation of Network and Telecommunications Infrastructure;
- A network design that enables 'Quality of Service' functionality for the VOIP implementation;
- Consolidation of multiple phone systems down to one;
- Better voicemail reliability and performance.

Additionally, in the interests of creating a more secure computing environment for Milwaukee County, a Network Security Engineer role will be created in 2020. This role is typically performed by contractors and funded by capital

projects and operational consulting services. This role will focus on cybersecurity when designing, building and maintaining Milwaukee County's large and complex network infrastructure.

Strategic Program Area 10: Support Services Organization (IMSD)

Service Provision: **Administration**

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

What We Do: Activity				
Item	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Service Tickets Opened	30,579	32,259	35,000	35,000
Self Help Tickets	N/A	0	1,500	1500
Windows Computing Devices Managed*	2,937	3,326	3,700	3,700
Mobile Devices Managed**	2,991	2,841	3,470	3,470
Unique End Users Serviced	4,174	4256	4,500	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	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$1,572,167	$1,141,931	$1,205,157	$1,224,269	$19,112
Revenues	$995,710	$0	$0	$0	$0
Tax Levy	$576,456	$1,141,931	$1,205,157	$1,224,269	$19,112
FTE Positions	8.0	5.8	6.8	7.8	1.0

How Well We Do It: Performance Measures				
Performance Measure	**2017**	**2018 Actual**	**2019 Actual**	**2020 Target**
% of Service Desk Tickets Resolved within Service Level Target	92.7%	91%	99.5%	99.5%
Mean Time to Resolve (Hours)***	15.5	12.6%	10.7	8.85
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 Department of Administrative Services – Information Management Services Division (IMSD) by providing a central point of contact between County's 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.

1.0 FTE POS Specialist Parks and 1.0 FTE IT Lead Identity Access Manager are created while 2.0 FTE Analyst Appl System IT positions are transferred to Program Area 8.

Strategic Implementation:

In 2020, the Support Services Strategic Program Area will continue to work on improving with 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.

Upon approval of capital project WO193 – Asset Protection, the IMSD Support Services team will complete a County-wide computer modernization project in 2020. This accomplishes the following:

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

Strategic Program Area 11: Mainframe (IMSD)

Service Provision: **Administration**

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

What We Do: Activity				
Activity	**2017 Actual**	**2018 Actual**	**2019 Actual**	**2020 Target**
Mainframe IDs Maintained	1,804	150	150	150
Applications on Mainframe	1	1	1	1

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$2,087,960	$2,124,432	$1,976,287	$731,535	($1,244,752)
Revenues	$861,803	$183,400	$257,100	$257,100	$0
Tax Levy	$1,226,157	$1,941,032	$1,719,187	$474,435	($1,244,752)
FTE Positions	0.0	0.0	0.0	0.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Actual**	**2020 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 2020, 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.

The mainframe application Advantage will be decommissioned with the implementation of the ERP system in 2020. The mainframe will be discontinued when all data has been verified off the system and the business units agree to shut it down.

Strategic Program Area 12: Managed Print Services (IMSD)

Service Provision: **Administration**

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

What We Do: Activity				
Item	**2017 Actual**	**2018 Actual**	**2019 Actual**	**2020 Target**
# Copiers and Printers Managed	540	515	510	500
Total Color Prints	2,227,791	2,725,627	2,100,000	2,100,000
Total Black & White Prints	18,951,733	19,058,710	16,500,000	18,500,000
Total Prints	21,179,524	21,784,337	19,561,000	20,600,000

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$710,687	$444,172	$517,311	$517,311	$0
Revenues	$462,174	$0	$0	$0	$0
Tax Levy	$248,513	$444,172	$517,311	$517,311	$0
FTE Positions	0.0	0.0	0.0	0.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Actual**	**2020 Target**
% of Page Reduction	36%	-3%	5%	5%
% of Color Print Reduction	59%	-18%	5%	5%
Reduce Annual Leased Printer Costs	$210,000	$0	N/A	N/A

Strategic Overview:

The Managed Print Services program centralizes the County-wide 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;
- Reduce our carbon and technology footprint.

Strategic Implementation:

In 2020, 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;

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

Strategic Program Area 13: Technology Purchase Management (IMSD)

Service Provision: **Administration**

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

What We Do: Activity					
Item	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**	**2020 Target**
# of County departments per agency code supported through Central Spend Budget	30	30	30	33	37*

* Includes Countywide allocations and the addition of sub departments that historically identified at an agency code level

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$5,687,277	$7,623,637	$7,491,055	$5,326,978	($2,164,077)
Revenues	$3,900,778	$0	$0	$0	$0
Tax Levy	$1,786,499	$7,623,637	$7,491,055	$5,326,978	($2,164,077)
FTE Positions	0.0	0.0	0.0	0.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Central Spend initial department request	Not tracked	$7,720,223	$8,427,309	$8,944,236
Central Spend Actual Budget	$7,516,321	$7,598,054**	$7,419,054	$7,526,253

Encumbrances value:

- 2019 $2,378,231 for a total budget of $9,797,285
- 2018 $2,660,066 for a total budget of $10,380,372

Strategic Overview:

The Technology Purchase Management Strategic Program Area provides Department of Administrative Services – Information Management Services Division (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 2020, the Technology Purchase Management Strategic Program Area will continue to

- Provide various departments and divisions with critical data to ensure their IT purchases fulfill the 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:
    - 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 2020 Budget maintains 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.

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 (IMSD)

Service Provision: **Administration**

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

What We Do: Activity				
Activity	**2017 Actual**	**2018 Actual**	**2019 Actual**	**2020 Target**
Number of Devices Monitored for Suspicious Activity & Cyber Threats	N/A	8,300	9,500	9,500
Training program - Number of Employees Subject to Training	N/A	N/A	4,000	4,000

Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$0	$539,402	$693,025	$856,557	$163,532
Revenues	$0	$0	$0	$0	$0
Tax Levy	$0	$539,402	$693,025	$856,557	$163,532
FTE Positions	0.0	0.9	1.9	2.9	1.0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Actual**	**2020 Target**
Number of Cyber Security Incidents Detected	N/A	NA	664	900
% of Cyber Security Incidents Resolved	N/A	NA	100%	100%
% of Employees Attending Training Classes	N/A	N/A	100%	100%
IT Maturity Score – Information Security	2.7	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.

1.0 FTE Security Engineer was created mid-year in 2019 and is also included in the 2020 Budget.

Strategic Implementation:

In 2020, this strategic area will continue to develop and adopt a robust ISMP based on the NIST cybersecurity framework and NIST security publications. In support of the ISMP goals, the Program Area will strive to attain the following objectives:

- Engage security and data governance and sponsorship across County departments;
- Document the link between security solutions and business requirements;
- Provide risk assessments of systems, data, and human behavior;
- Formulate baseline data and measurement criteria based on risk;
- Implement a layered security approach to reduce attack surface and prevent roaming;
- Design cybersecurity requirements into business and IT projects;
- Establish documentation of shared responsibility with vendors and cloud providers;
- Continuously improve and evolve the program as the threat landscape changes.

The 2020 goals include the following:

- Continue to chair the Milwaukee County Information Security Council (MC-ISC) established in 2018 that provides oversight and governance over ISMP security decisions and actions that affect County employees and services;
- Continue to develop the ISMP, the county-wide security program with standardized security practices, data protection requirements, and improved employee awareness;
- Deploy an efficient and effective cybersecurity architecture that increases protection and detection of ransomware and other persistent and harmful cyber threats and attacks;
- Develop and deliver cyber security training to County employees via LMS and IMSD conducted email phishing and educational campaigns;
- Develop documented policies, procedures and standards on Information Security;
- Periodically review Information Security policies and make changes as appropriate;
- Research, identify and periodically review critical applications for relevancy;
- Draft Information Security incident management procedures;
- Improve Identity and Access Management (IAM) practices;
- Third-party access reviews such as with internal and external audit teams and security operations reviews within the County, and reviews with IMSD partners/vendors;
- Continuous monitoring of network and system activity;
- Oversight of County remote access services, network security, and firewall management;
- Mitigating the County's technological risk through securing, monitoring and auditing County technology systems and data.

Strategic Program Area 15: Facilities Management Director's Office

Service Provision: **Administrative**

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

What We Do: Activity				
Item	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
County-wide Building Footprint (gross square feet)	13,970,780	13,011,392	13,069,857	12,745,592
County-wide Building Plant Replacement Value ($)	$2,072,230,369	$2,225,882,603	$2,348,577,462	$2,287,863,098

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	($61,448)	$129,930	$0	($1,595)	($1,595)
Revenues	$0	$0	$0	$0	$0
Tax Levy	($61,448)	$129,930	$0	($1,595)	($1,595)
FTE Positions	2.0	2.0	1.0	1.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2017 Actual	2018 Actual	2019 Target	2020 Target
County-wide Facility Condition Index (FCI*)	0.23	0.16	0.13	0.12

** 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 2020 budget submission focuses on total lifecycle and asset management of the County's real property. There is an emphasis on effective County-wide facilities planning, improved project delivery, maintenance best practices and sustainable facilities management. We continue to make progress in reducing facility footprint and improving Facility Condition Index (FCI), primarily through the mothballing and disposal of functionally obsolete buildings, but also through careful management of repair and replacement needs within budget constraints. In 2019, a major initiative on Workforce Planning was started and should conclude in 2020 with programs to improve recruitment/retention, leadership

development, succession planning, racial equity, and employee engagement. In 2020, this office will be implementing plans to achieve a more diverse team of qualified staff and leaders, that more closely reflects and is representative of our constituency base – the citizens of Milwaukee County.

The Director's Office expenditures (totaling $148,213 for 2020) are fully cross charged to other organizational units within the DAS-FMD and the Water Distribution System.

Strategic Program Area 16: Architecture & Engineering

Service Provision: **Administrative**

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

What We Do: Activity				
Item	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
# of Capital Projects Managed	135 c/o; 45 new*	132 c/o; 29 new*	119 c/o; 35 new*	TBD
County Facilities Planning Capital Projects Reviewed	135	68	107	100

* "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	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$4,350,354	$3,015,189	$3,635,478	$3,802,850	$167,372
Revenues	$5,108,811	$4,236,970	$5,285,000	$5,045,350	($239,650)
Tax Levy	($758.457)	($1,221,781)	($1,649,522)	($1,242,500)	$407,022
FTE Positions	37.6	39.5	39.5	41.0	1.5

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
At least 80% Of Capital Projects Completed within 36 Months**	87%	86%	85%	85%

**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 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, furniture management and move management expertise for County Departments to efficiently use their existing space(s) and plan for future needs.

Strategic Implementation:
A continuing robust local construction market has proven to add challenges, cost and time to the delivery of major capital projects. The goal remains to complete as many projects as possible within the 36-month window. While 2019 shows an improvement in carrying fewer projects over into the current year, in 2020, A&E will continue to develop alternative means and methods to improve project delivery services, specifically to provide value engineering during project planning and design and bidding, and investigating alternate project delivery methods, within the constraints of State-mandated bidding regulations.

Strategic Program Area 17: Environmental Services

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity				
Item	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
# of Capital and Major Maintenance Projects Reviewed for Energy Efficiency and Sustainability	107	This activity replaced by item below starting with the 2018 Adopted Budget	N/A	N/A
# of Mandated County Environmental Plans and Reports in Compliance	N/A	23 Compliance Requirements	23 Compliance Requirements	23 Compliance Requirements

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$979,263	$885,112	$599,646	$635,431	$35,785
Revenues	$286,502	$395,601	$231,730	$251,530	$19,800
Tax Levy	$692,762	$489,511	$367,916	$383,901	$15,985
FTE Positions	5.0	5.0	5.0	5.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Review 98% of Capital and Major Maintenance Projects with the objective of Improving Energy Efficiency and Sustainability	107 of 107 Projects or 100% of the projects reviewed	This measure replaced by activity below starting with the 2018 Adopted Budget	N/A	N/A
Ensure 100% of mandated County environmental plans and reports are submitted in compliance with the established due date	N/A	100%	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, 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. Since 2018, the Environmental Services Unit has 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. In 2020, this successful initiative continues.

Strategic Program Area 18: Office of Sustainability

Service Provision: **Administrative**

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

What We Do: Activity				
Item	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
County employees, elected officials, and residents who participate with Office of Sustainability programs	318	644	750	1,000
Number of County energy accounts managed with Energy CAP software	911	891	891	891
Cost savings/avoidance from Office of Sustainability initiative	$177,952	$328,876	$300,000	$350,000

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2019/2020 Variance**
Expenditures	$137,287	$93,180	$198,482	$184,528	($13,954)
Revenues	$310	$1,084	$0	$0	$0
Tax Levy	$136,977	$92,096	$198,482	$184,528	($13,954)
FTE Positions	1.0	1.0	2.0	2.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
County-wide energy use reduction vs. 2014 baseline	11%	11%	18%	18%
% Office of Sustainability tax levy offset by cost saving/avoidance initiatives	180%	357%	151%	198%

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.

Our focus areas include:

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

Strategic Implementation:
During 2020, 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 and lead a new retro-commissioning program for County facilities. Finally, OS will advance initiatives that support the principles and targets of the Paris Climate Agreement.

Strategic Program Area 19: Facilities Operations & Maintenance

Service Provision: **Administrative**

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

What We Do: Activity				
Item	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Building Footprint Managed (sq. Feet) *	2,514,009	2,684,603	2,684,603	2,194,395
Building Plant Replacement Value	$702,434,063	$695,033,639	$695,033,639	$642,805,176
# of Emergency Work Orders	448	500	450	425
# of Requested Work Orders	7,468	6,000	6,000	6,000
# of Preventative Maintenance Work Orders	625	1,000	1,200	1,300

**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. Information above excludes decommissioned buildings still owned by Milwaukee County.*

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2019/2020 Variance**
Expenditures	$23,931,506	$18,086,812	$18,238,822	$19,084,191	$845,369
Revenues	$9,004,386	$6,023,874	$4,787,871	$5,116,701	$328,830
Tax Levy	$14,927,120	$12,062,938	$13,450,951	$13,967,490	$516,539
FTE Positions	84.0	84.0	84.6	80.1	(4.5)

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Facilities Operations and Maintenance Cost Per Square Foot	$9.52	$7.73	$6.74	$8.55
FMD-O&M Facility Condition Index (FCI)*	0.10	0.08	0.08	0.08
Preventative Maintenance: Corrective Maintenance Ratio (%)	8%	17%	20%	22%
% of Work Orders Completed	95%	100%	100%	95%

** 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. FCI of .04 without the inclusion of the Public Safety Building. (Source: VFA Assessment Software.*

Strategic Overview:
Facilities Operations & Maintenance (Facilities) 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, 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 is the steward of the County Grounds potable water, sanitary sewer and storm water systems (for additional detail, see Strategic Program Area 21: Water Distribution System). Lastly, Facilities provides various supportive services to the Senior Centers and Wil-O-Way Centers.

Strategic Implementation:
The focus of efforts for 2020 will include: maintaining exceptional customer service to our tenants, providing sufficient resources to our staff to succeed in their mission, and expanded use of the enterprise-wide computerized maintenance management system, CityWorks.

- Implement a standard process of solicitation that includes outreach to multi-cultural candidates to achieve a diverse team of qualified staff members.

- Hold vendors accountable by continued monitoring of Targeted Business Enterprises (TBE) and residency contract requirements.

Strategic Program Area 20: GIS & Land Information Office

Service Provision: **Mandated**

Strategic Outcome: **Economic Opportunity**

What We Do: Activity				
Item	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
MCLIO Web Site Visits	73,900,000	84,515,083	80,850,000	84,892,500

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$604,577	$840,112	$891,000	$892,821	$1,821
Revenues	$888,088	$841,288	$891,000	$892,821	$1,821
Tax Levy	($283,511)	($1,176)	$0	$0	$0
FTE Positions	5.0	5.0	6.0	6.0	0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Open Data Download Site (Self-Service)	7,147 19/day	26,937 73/day	10,000 73/day	10,000 27/day
Data Requests (Manually Filled)	50	34	35	30
GIS Project Requests	20 Ad Hoc Projects 16 Completed	27 Ad Hoc Projects 27 Completed	20 Ad Hoc Projects	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, which is the County's work order management system. The LIO will continue to support GIS-based County initiatives in 2020 including master space planning, utility management, and FMD sustainable facilities. The LIO provides the technical standards, governance and application support for all GIS program initiatives.

Strategic Program Area 21: Water Distribution System

Service Provision: **Discretionary**

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

What We Do: Activity				
Item	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Cubic Feet of Water Service*	39,363,489	35,211,535	39,757,124	36,000,000
Cubic Feet Sewer Service*	29,783,698	26,472,133	30,081,535	27,468,000
Cubic Feet of Storm Water Service*	39,363,489	35,211,535	39,757,124	36,000,000

*Consumption by volume.

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$3,927,107	$3,767,009	$4,226,071	$4,198,401	($27,670)
Revenues	$4,066,595	$3,030,169	$4,226,071	$4,198,401	($27,670)
Tax Levy	($139,489)	$736,840	$0	$0	$0
FTE Positions	0.0	0.0	0.0	0.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Operation Cost per 1,000/CF of Water Service	$49.92	$50.29	$47.66	$56.45
Operation Cost per 1,000/CF of Sewer Service	$17.74	$20.81	$16.10	$20.65
Operation Cost per 1,000/CF of Storm Water Service	$2.24	$1.15	$2.22	$2.05

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 2019 and 1st QTR 2020. As a result, the 2020 budget includes expenditures and offsetting revenues to account for County system operations pending the final sale and transfer of the system.

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 $850,000 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 2020 are estimated at $1.41 million. Approximately $1.38 million of this cost is charged to non-county water system users with the balance, an estimated $33,000 charged to County users.

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

Strategic Program Area 22: DAS Risk Management

Service Provision: **Administrative**

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

What We Do: Activity				
Item	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Total hours of documented Risk Management Training	13,897 hours	26,278 hours	27,000 hours	27,500 hours

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$13,512,398	$11,241,413	$11,565,137	$10,237,776	($1,327,361)
Revenues	$3,035,195	$0	$0	$0	$0
Tax Levy	$10,477,203	$11,152,057	$11,565,137	$10,237,776	($1,327,361)
FTE Positions	7.0	6.9	7.0	7.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Reduce Frequency and Severity of Workers' Compensation Claims to Reach an Experience Modification Number of 1 or Below.	*1.42	**1.16	***Below 1.0	.95

**2017 (2013, 2014, 2015), **2018 (2014, 2015, 2016), ***2019 (2015, 2016, 2017) - 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 2016 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 2020 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 2020: In 2020, 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) has now adopted an Open Meetings model and 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. In 2018, the Department of Parks, Recreation, and Culture's safety position was created and in 2019 the program transition has been completed.
- 2020 will mark the fifth year Milwaukee County will renew its property and casualty insurance program through the assistance of a broker. 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, adding 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 2020 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.
- Risk Management will complete a Request for Proposal for the Professional Services of the Workers Compensation Third-Party Administration.
- Beginning on April 1, Risk Management will implement three (3) OSHA mandated safety programs for Milwaukee County employees.
    - A Hearing Conservation Program is designed to protect workers with significant occupational noise exposures from hearing impairment even if they are subject to such noise exposures over their entire working lifetimes.
    - The primary objective of the Respiratory Protection Program is to prevent exposure to air contaminated with harmful dusts, fogs, fumes, mists, gases, smokes, vapors, or sprays, and thus to prevent occupational illness.
    - A Bloodborne Pathogen Program (BBP) is a written Exposure Control Plan designed to eliminate or minimize employee exposure with blood or other potentially infectious materials.

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

Service Provision: **Discretionary**

Strategic Outcome: **Economic Opportunity**

What We Do: Activity				
Item	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Develop and increase lease revenue from parking lot and cell tower locations	$1,238,614	$1,452,896	$1,250,000	$1,400,000

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$4,889,899	$1,751,918	$2,146,537	$1,997,430	($149,107)
Revenues	$2,917,883	$2,101,722	$1,652,400	$1,802,400	$150,000
Tax Levy	$1,972,017	($349,83)	$494,137	$195,030	($299,107)
FTE Positions	5.0	5.0	4.9	4.9	0.0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 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	Post-Closing

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 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. In 2020, 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, leveraging the County's functions for the creation of a center of forensic science and protective medicine.
- The anticipated sale of the Milwaukee Medical Regional Complex (MMRC) land to MMRC partners.
- Monitor partnership programs – Small Business Loan Program (MEDC), and Near West Side Partners Economic Development Grant program.
- Monitor compliance on real estate and redevelopment projects including City Campus, St. Anthony's 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	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Wil-O-Way Rentals	142	130	140	140
Sign Language Interpreter Work Orders	67	71	60	60

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2019/2020 Variance**
Expenditures	$824,633	$644,984	$683,466	$680,504	($2,962)
Revenues	$217,664	$154,421	$156,500	$156,500	$0
Tax Levy	$606,970	$490,563	$526,966	$524,004	($2,962)
FTE Positions	2.0	2.0	2.0	2.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Self-Sufficiency Ratio for Wil-O-Way Facilities	42.37%	35.54%	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.

In 2020 OPD will continue to seek ways to do more with less, while also working hard to increase revenues and decrease expenses.

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)

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.

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	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Activity Data is not yet tracked for this service.				

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$1,012,778	$10,560	$0	$0	$0
Revenues	$793,769	$0	$0	$0	$0
Tax Levy	$219,009	$7,957	$0	$0	$0
FTE Positions	16.00	0.0	0.0	0.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 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.

Courts & Judiciary Function

Agency Budget Narratives:

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

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BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	$20,692,648	$15,932,364	$16,759,854	$17,073,887	$314,033
Operation Costs	$10,196,152	$10,329,101	$11,159,020	$12,414,711	$1,255,691
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$24,525	$153,770	$22,200	$6,200	($16,000)
Interdept. Charges	($167,840)	($95,508)	($137,846)	($139,624)	($1,778)
Total Expenditures	**$30,745,484**	**$26,319,727**	**$27,803,228**	**$29,355,174**	**$1,551,946**
Revenues					
Direct Revenue	$3,430,610	$3,618,076	$3,502,757	$3,487,194	($15,563)
Intergov Revenue	$7,802,046	$8,223,828	$7,626,614	$7,932,501	$305,887
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$11,232,656**	**$11,841,904**	**$11,129,371**	**$11,419,695**	**$290,324**
Tax Levy	**$19,512,828**	**$14,477,823**	**$16,673,857**	**$17,935,479**	**$1,261,622**
Effective Tax Levy*	**$14,261,564**	**$13,755,961**	**$15,862,387**	**$17,268,421**	**$1,406,034**
Personnel					
Full-Time Pos. (FTE)	284.1	279.0	281.1	281.1	0.0
Seas/Hourly/Pool Pos.	0.0	0.0	0.0	0.0	0.0
Overtime $	$13,329	$7,925	$0	$0	$0

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

Department Mission: The mission of Combined Court Related Operations is to ensure public safety by providing judges, attorneys, persons proceeding without an attorney, and all other persons involved in Circuit Court proceedings or other functions of the Circuit Court with courteous, proficient, and professional services.

Department Description: Combined Court Related Operations (Courts) includes the Chief Judge and what were formerly three separate departments: Family Court Commissioner, Register in Probate, and County-funded State Court Services/Clerk of Circuit Court. The Chief Judge is the Administrative Chief of the First Judicial Administrative District, which is solely comprised of Milwaukee County. The Chief Judge is responsible for the oversight of administration of judicial activities in the 47 Circuit Courts within the District. Courts are broken into ten program areas.

The Administration Division, under direction of the Clerk of Circuit Court/Court Services Director, plans, directs , and coordinates the operations of all the divisions of the Circuit Court. It includes General Administration, Budget and Accounting, Appeals, Jury Management, and Management Information units. Administration coordinates automation and the purchase and distribution of equipment and supplies. It also prepares statistical reports for the court system and prepares cases for appeal to the State Appellate Court.

The Criminal Division hears, tries, and determines all matters for pretrial, trial, and post-conviction proceedings in felony, misdemeanor, and traffic matters. Within the Criminal Division, the Misdemeanor Courts conduct proceedings on matters in which jury demands have been filed in the municipal courts in Milwaukee County. The Criminal Court Division Clerk 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 is responsible for adjudicating cases involving Juvenile Delinquency, Children and Juveniles in Need of Protection and Services, Termination of Parental Rights, minor Adoptions, Guardianship of minors, and Injunctions and Ordinance violations involving minors. The Family Drug Treatment Court is a problem-solving court within the Division that works intensively with families impacted by parental substance use to ensure child safety and permanency. The State of Wisconsin reimburses the Division for the semi-annual review of permanency plans for children in out-of-home care, ensuring services are being provided to achieve permanency within the statutory timelines. The services and responsibilities of the court are defined by state statute, local court rules, Children's Division Policies and Procedures, and Chief Judge Directives.

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; and 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 an 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.

Strategic Program Area 1: Administration

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
This Program Area does not have Activity Data				

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$4,540,135	$4,019,861	$4,345,917	$4,550,278	$204,361
Revenues	$96,970	$151,721	$77,466	$126,160	$48,694
Tax Levy	$4,443,165	$3,868,140	$4,268,451	$4,424,118	$155,667
FTE Positions	29.6	29.5	28.5	30.1	1.6

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 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 2020 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 2020, 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 Milwaukee County Law Library (MCLL), formerly titled the Milwaukee Legal Resource Center (MLRC), is a vital resource in the Courthouse for County residents, Judges and their staff, Court and County personnel, and for attorneys and other legal professionals. The Law Library works closely with many court offices including the Clerk of Courts, Records Center, and Family Court Commissioners to help deliver legal information and provide equal access to justice. MCLL works very closely with the Milwaukee Justice Center (MJC) to help pro se patrons navigate the courthouse and court processes. The Law Library also assists low-income users who need assistance obtaining proof they receive public assistance to request a fee waiver. In 2018, the Law Library

assisted 36,000 visitors and over 3,000 individuals in navigating the Access website. There were a total of 32,000 visitors in 2017.

The MCLL does not have the capacity to track the demographics of the individuals accessing its services. However, Law Library staff indicates that user demographics mirror those of the individuals seeking assistance of the MJC.

MCLL is open daily from 8:00am to 4:30pm and provides a public photocopier and computers. On average, over 700 people come into the MCLL each week for assistance. The Law Library also provides assistance to people over the phone and by email. The majority of people using the Law Library are at the Courthouse to access court forms and information, make copies to file with the Clerk's Office, access WCCA, prepare documents for their case, fill out forms, access Wisconsin.gov, or access the Department of Revenue's eRETR system.

The following contract is being included in the 2020 Budget in lieu of review and approval by the County Board during the 2020 fiscal year:

Contracts		
Description	**Vendor**	**Amount**
Legal Resource Center	State of Wisconsin	$234,829

Strategic Program Area 2: Criminal Court

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
This Program Area does not have Activity Data				

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$6,141,742	$5,038,009	$4,962,961	$5,357,623	$394,662
Revenues	$3,073,253	$3,222,881	$2,723,481	$2,860,339	$136,858
Tax Levy	$3,068,489	$1,815,128	$2,239,480	$2,497,284	$257,804
FTE Positions	81.0	79.0	80.0	79.7	(0.3)

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Performance Measures have not yet been created for this Service				

Strategic Implementation: This program area is responsible for the hearing, trying, and determining all matters for pretrial, trial and post-conviction proceedings in felony, misdemeanor, and traffic matters. The Criminal Court program area provides expenditure authority for 24 total court rooms, including 14 felony courtrooms, seven misdemeanor, two intake, and one preliminary courtroom.

Strategic Program Area 3: Children's Court

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
This Program Area does not have Activity Data				

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$6,351,942	$6,017,717	$6,217,720	$7,086,924	$869,204
Revenues	$1,244,842	$941,855	$1,332,979	$1,505,850	$172,871
Tax Levy	$5,107,100	$5,075,862	$4,884,741	$5,581,074	$696,333
FTE Positions	32.0	31.0	30.0	29.1	(0.9)

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Performance Measures have not yet been created for this Service				

Strategic Implementation: This program area is responsible for adjudicating cases involving Juvenile Delinquency, Children and Juveniles in Need of Protection and Services, Termination of Parental Rights, minor Adoptions, Guardianship of minors, Injunctions and Ordinance violations involving minors, and is responsible for 11 courts.

Strategic Program Area 4: Civil Court

Service Provision: **Mandated**

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

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
This Program Area does not have Activity Data				

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$6,146,858	$4,618,034	$5,484,888	$5,430,402	($54,486)
Revenues	$3,132,921	$3,911,846	$3,149,953	$3,189,047	$39,094
Tax Levy	$3,013,937	$706,189	$2,334,935	$2,241,355	($93,580)
FTE Positions	84.0	87.0	92.0	90.6	(1.4)

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 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 two probate courtrooms.

Strategic Program Area 5: Family Court

Service Provision: Mandated

Strategic Outcome: Quality of Life

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
This Program Area does not have Activity Data				

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$4,231,984	$3,677,191	$3,805,374	$3,776,967	($28,407)
Revenues	$2,472,259	$2,349,178	$2,660,662	$2,621,365	($39,297)
Tax Levy	$1,759,725	$1,328,014	$1,144,712	$1,155,602	$10,890
FTE Positions	30.0	30.0	24.5	25.6	1.1

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Performance Measures have not yet been created for this Service				

Strategic Implementation: This program area is responsible for hearings on family matters such as divorce and domestic abuse, conducting paternity hearings, and provides mediation for families and custody studies. The Family Court program area supports a total of 15 courtrooms staffed by Judges and Commissioners.

This program area contains the Family Court Mediation Services, which are entirely offset with revenues collected: From filling fees in certain family cases, user fees for mediation and custody study and placement services, and from a portion of marriage license fees for no tax levy impact. If, during the 2020 fiscal year, 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 2020, a contribution of $127,044 from the reserve is budgeted.

Strategic Program Area 6: Probate

Service Provision: **Mandated**

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

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
This Program Area does not have Activity Data				

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$2,321,295	$1,948,357	$1,993,945	$2,335,132	$341,187
Revenues	$356,862	$335,436	$315,862	$338,299	$22,437
Tax Levy	$1,964,432	$1,612,922	$1,678,083	$1,996,833	$318,750
FTE Positions	19.0	20.0	17.5	17.6	0.1

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 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 17.6 FTEs.

Strategic Program Area 7: Family Drug Treatment Court

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
This Program Area does not have Activity Data				

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$66,067	$83,548	$103,214	$10,000	($93,214)
Revenues	$151,665	$128,340	$175,000	$75,000	($100,000)
Tax Levy	($85,598)	($44,792)	($71,786)	($65,000)	$6,786
FTE Positions	0.0	0.0	0.0	0.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 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 dedicated staff.

Strategic Program Area 8: Permanency Plan Review

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
This Program Area does not have Activity Data				

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$711,578	$665,435	$597,155	$612,730	$15,575
Revenues	$622,822	$677,485	$597,155	$612,730	$15,575
Tax Levy	$88,756	($12,050)	$0	$0	$0
FTE Positions	5.5	5.5	5.5	5.5	0.0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 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 Department of Children and Families – Division of Milwaukee Child Protective Services, resulting in no tax levy impact. Services are provided by 5.5 FTEs.

Strategic Program Area 9: Self Help

Service Provision: **Discretionary**

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

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
This Program Area does not have Activity Data				

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$233,885	$251,574	$292,054	$195,118	($96,936)
Revenues	$81,062	$123,162	$96,813	$90,905	($5,908)
Tax Levy	$152,822	$128,412	$195,241	$104,213	($91,028)
FTE Positions	3.0	3.0	3.0	3.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 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 2020 for cost reimbursement from the federal and state governments in relation to child support case assistance.

BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	$147,118	$139,553	$151,068	$229,001	$77,933
Operation Costs	$4,818,563	$5,135,610	$4,931,148	$4,947,744	$17,021
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$74,000	$74,000	$74,000	$74,000	$0
Total Expenditures	**$5,039,680**	**$5,349,163**	**$5,156,216**	**$5,250,745**	**$94,529**
Revenues					
Direct Revenue	$512,255	$0	$0	$54,046	$54,046
Intergov Revenue	$380,981	$510,493	$602,585	$380,981	($221,604)
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$893,236**	**$510,493**	**$602,585**	**$435,027**	($167,558)
Tax Levy	**$4,146,444**	**$4,838,671**	**$4,553,631**	**$4,815,718**	**$262,087**
Effective Tax Levy*	**$4,072,444**	**$4,764,671**	**$4,479,631**	**$4,741,718**	**$262,087**
Personnel					
Full-Time Pos. (FTE)	2.0	2.0	2.0	3.0	1.0
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.*

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.

Strategic Program Area 1: Pre-Trial Services

Service Provision: **Discretionary**

Strategic Outcome: **Self-Sufficiency**

What We Do: Activity Data	
Activity	**2018 Actual**
Universal Screening	completed 17,698 risk assessments, of those 83% also completed interviews (67% African American; 31% White; 79% Male)
Pre-trial Supervision	served 5,129 individuals (70% African American; 28% White; 83% Male)
GPS Supervision	341 individuals (71% African American; 26% White; 87% Male)
Repeat Intoxicated Driver	752 individuals (31% African American; 64% White; 80% Male)
Drug Treatment Court	139 individuals (33% African American; 64% White; 71% Male)
Central Liaison Unit	369 diversion participants (52% African American; 44% White; 68% Male) and 237 deferred prosecution participants (44% African American; 54% White; 65% Male)
Treatment Alternatives and Diversions	208 participants (30% African American; 66% White; 67% Male)

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$5,039,680	$5,349,163	$5,156,216	$5,250,745	$94,529
Revenues	$893,236	$510,493	$602,585	$435,027	($167,558)
Tax Levy	$4,146,444	$4,838,671	$4,553,631	$4,815,718	$262,087
FTE Positions	2.0	2.0	2.0	3.0	1.0

How Well We Do It: Performance Measures	
Performance Measure	**2018 Actual**
Universal Screening	53% of the population screened as low risk, of which 77% were released to the community while the case was pending. The overall release rate was 68%
Pretrial, GPS and Repeat Intoxicated Driver Supervision	Court Appearance 88%; Public Safety Rate: 87%; No Violent New Criminal Activity: 97%
Drug Treatment Court	saved an estimated 17,776 jail and prison bed days in 2018
Central Liaison Unit	Diversions saved an estimated 16,949 jail bed days and Deferred Prosecutions saved an estimated 14,250 jail bed days in 2018
Treatment Alternatives and Diversion	saved an estimated 17,205 jail bed days in 2018

Important departmental changes from the prior year's budget:

- Tax levy for 2020 increases by $262,087 due to the Pre-Trial Services programs being subject to a competitive RFP process for the first time in three years. There is also an increase to add an additional Coordinator position (Veteran's Treatment Court Coordinator) in July 2020.
- The Veteran's Treatment Initiative Coordinator is a grant funded position through June 2020. In order to maintain the court program, the Coordinator position needs to be continued as a County position.
- The TAD Program receives grant funding. In 2019 TAD funding totaled $507,975, which included a local match of $126,994. The 2020 TAD grant has not been released by the State.
- The Pretrial Court Reminder Program is a new program for Pretrial Services and the $54,046 is funded under the MacArthur Safety and Justice Challenge grant.
- The Bureau of Justice Assistance – Justice Reinvestment Grant will end in December 2019, which will result in a decrease in revenue in 2020.

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 2020 increase due to the pre-trial programs being subject to a competitive Request for Proposal (RFP) process in 2019. The selected vendors were notified of the intent to award contracts pending County Board approval. Annual contracts will be awarded for the three-year period of 1/1/20-12/31/22 contingent upon annual approval by the County Board. The services provided have not received any additional compensation to date for additional tasks requested to keep in alignment with the mission of the Department and providing quality services for the Courts. A new program, Pretrial Court Reminders, was added to the service array in the RFP. This program was added to improve the court appearance rate while addressing procedural justice and following best practices. The RFP evaluation team and the Pretrial Services Advisory Board were unanimous in their recommendation that contracts be awarded to the selected vendors.

The Treatment Alternatives and Diversion (TAD) program receives grant funding. In 2019 TAD funding totaled $507,975, which included a local match of $126,994. The Pretrial Court Reminder program is grant funded under the MacArthur Safety and Justice Challenge Phase III Implementation and Community Engagement Grant (File No 19-73).

The following contracts are included in the 2020 Budget in lieu of separate review and approval from the County Board during the fiscal year.

Contracts		
Description	**Vendor**	**Amount**
Universal Screening & Release Planning	Justice Point	$1,324,277
Treatment Alternatives and Diversion (TAD)	Justice Point	$462,471
Repeat Intoxicated Driver Intervention	Justice Point	$353,690
SCRAM	Wisconsin Community Services	$90,927
Pre-Trial Drug Testing	Wisconsin Community Services	$177,361
Pre-Trial Supervision	Justice Point	$1,589,423
Pre-Trial GPS Supervision	Justice Point	$326,612
Early Interventions Central Liaison Unit	Justice Point	$361,636
Pretrial Court Reminders	Justice Point	$54,046
Trauma Informed Care	Justice Point	$57,254
Cognitive Behavioral Programming	Justice Point	$148,047
TOTAL		**$4,945,744**

BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	$13,323,210	$12,591,005	$14,229,787	$14,308,646	$78,859
Operation Costs	$2,928,327	$2,960,516	$3,702,892	$3,263,474	($439,418)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$6,585	$6,234	$10,263	$14,593	$4,330
Interdept. Charges	$2,552,056	$2,486,828	$2,260,023	$2,340,968	$80,927
Total Expenditures	**$18,810,178**	**$18,044,583**	**$20,202,965**	**$19,927,663**	**($275,302)**
Revenues					
Direct Revenue	$660,421	$608,109	$610,846	$571,000	($39,846)
IntergovRevenue	$16,861,794	$16,448,809	$17,608,222	$17,275,267	($332,955)
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$17,522,215**	**$17,056,918**	**$18,219,068**	**$17,871,146**	**($347,922)**
Tax Levy	**$1,287,963**	**$987,665**	**$1,983,897**	**$2,056,517**	**$72,620**
Effective Tax Levy*	**($7,692,277)**	**($7,137,980)**	**($6,957,061)**	**($6,945,738)**	**$11,323**
Personnel					
Full-Time Pos. (FTE)	145.0	144.5	142.0	142.0	0.0
Seas/Hourly/Pool Pos.	0.0	0.0	0.0	0.0	0.0
Overtime $	$7,390	$23,542	$22,608	$22,848	$240

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

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.

Strategic Program Area 1: Child Support Services

Service Provision: **Mandated**

Strategic Outcome: **Self-Sufficiency**

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Total IV-D Cases	123,983	124,069	124,000	124,000
Court Orders Established	8,742	8,587	9,200	8,700
Paternities Established	7,454	7,297	8,000	7,500
Office Walk-Ins	38,503	39,044	38,000	38,000
IV-D Support Collections	$117,570,576	$117,013,476	$117,500,000	$117,100,000

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$18,810,178	$18,044,583	$20,202,965	$19,927,663	($275,302)
Revenues	$17,522,215	$17,056,918	$18,219,068	$17,871,146	($347,922)
Tax Levy	$1,287,963	$987,665	$1,983,897	$2,056,517	$72,620
FTE Positions	145.0	144.5	142.0	142.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**
Paternity Establishment Rate	94.20%	94.05%	90.00%*	90.00%*
Order Establishment Rate	80.71%	80.48%	80.00%*	80.00%*
Current Support Collection Rate	64.25%	64.06%	64.00%	64.00%
Arrears Collection Rate	59.73%	59.90%	60.00%	60.00%

* Full Federal performance funding is available at this level.

Strategic Implementation: Child Support Services 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 consistent performance in each of the four Federal Performance metrics: Paternity Establishment, Order Establishment, Collection of Current Support, and Collection of Arrears.

Strategic Overview: CSS continues to perform well in pursuing its mission to ensure that children in Milwaukee County have the support of both parents. Current support collections have remained over 64% for 2020, a high mark that CSS hit for the first time in 2018. Mandatory e-filing has continued to be a challenge, causing additional communication challenges for attorneys and paralegals, but the team is adapting to the challenge. Milwaukee County CSS collected $117,013,476 (support and arears) or $83,664,159 (current support only) that went to provide support for Milwaukee County families in 2018.

2020 will see the completion of our 3-year ZIPS project, in which a highly skilled team of CSS workers maximized attention and services for a focused caseload of 6,400 cases in Milwaukee's 53206 ZIP code. The goal of the project was to demonstrate the performance that the Child Support program could generate, even in a high poverty area with significant challenges, if we brought best practices to bear on the caseload, and have an effective caseload near the state average of 450 cases per FTE, rather than our actual caseload of approximately 900 cases per FTE. The project succeeded beyond our initial, very aggressive goals. The ZIPS goal was to increase child support collections by 25% over 3 years, in a high poverty area, even as overall collections in the county or the state may only improve a fraction of a percent in most years. ZIPS will not end until the end of September, 2019, but the project is on track to improve collections by approximately 30%, a significant improvement for thousands of families in real need.

Our challenge in 2020 is to adapt the lessons learned from the strategic success of ZIPS to the overall county Child Support caseload of approximately 125,000 cases. We launch in 2020 with an aggressive plan to do exactly that. The Support Collection Incentive Plan (SCIP), will focus on attainable improvements in enforcement for the entire caseload, empowering and incentivizing our enforcement team to make contact with non-custodial parents earlier in their child support case, respond more proactively, focus more on cases most likely to yield results, and more effectively close cases that are unproductive and should be closed under state and federal closure guidelines. Our goal with the SCIP project is to improve overall collection of current support (CSUP), by 5% over 3 years. This improvement in our CSUP performance would bring Milwaukee CSS to near 70%, an unprecedented number, that we believe will place Milwaukee County CSS among the best performing large urban jurisdiction Child Support Agencies in the country.

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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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BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	$63,292,952	$48,861,396	$46,787,468	$48,842,398	$2,054,930
Operation Costs	$4,483,250	$4,625,137	$7,813,119	$7,698,823	($114,296)
Debt & Depreciation	$0	$2,146	$0	$0	$0
Capital Outlay	$145,019	$74,824	$385,750	$231,500	($154,250)
Interdept. Charges	($122,151)	($8,470,816)	($9,447,824)	($9,651,542)	($203,718)
Total Expenditures	**$67,799,071**	**$45,092,686**	**$45,538,513**	**$47,121,179**	**$1,582,666**
Revenues					
Direct Revenue	$5,845,500	$6,736,707	$6,727,400	$6,980,131	$252,731
Intergov Revenue	$4,498,353	$4,815,691	$4,358,985	$5,326,852	$967,867
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$10,343,852**	**$11,552,398**	**$11,086,385**	**$12,306,983**	**$1,220,598**
Tax Levy	**$57,455,219**	**$33,540,288**	**$34,452,128**	**$34,814,196**	**$362,068**
Effective Tax Levy*	**$42,864,657**	**$38,451,124**	**$40,042,933**	**$40,766,393**	**$723,460**
Personnel					
Full-Time Pos. (FTE)	693.4	715.3	725.7	739.7	14
Seas/Hourly/Pool Pos.	8.4	8.4	9.3	9.3	0.0
Overtime $	$10,139,047	$7,767,409	$3,577,500	$3,577,500	$0

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

Department Mission: The Milwaukee County Sheriff's Office fosters a strong and safe Milwaukee County by serving the public with honor, integrity, and accountability. The Sheriff's Office affirms the public trust through the humane and efficient operation of the Milwaukee County Jail and by maintaining the peace within Milwaukee County in a manner that respects the rights and dignity of all residents. Sworn, corrections, and civilian members of the Sheriff's Office dedicate themselves to the efficient discharge of all duties prescribed in the Wisconsin Statutes, the Milwaukee County Code of General Ordinances, and the policies and procedures of Milwaukee County and the Sheriff's Office.

Department Description: The Milwaukee County Sheriff's Office (MCSO) was founded in 1835. It is the oldest Sheriff's Office in the State of Wisconsin. MCSO is a full-service law enforcement agency charged with maintaining the peace within Milwaukee County and operating the Milwaukee County Jail. MCSO has full law enforcement authority throughout Milwaukee County. In addition to the safe and humane operation of the Milwaukee County Jail, MCSO's primary duties include providing police services to Milwaukee County's courts, airports, parks, expressways, and major facilities; conducting criminal investigations; effecting arrests and warrants; serving process papers; and extraditing criminals.

The field and detention operations of the Milwaukee County Sheriff's Office are divided into two commands: the Police Services Bureau and the Detention Services Bureau, and includes one support bureau, Administration and Compliance.

The Police Services Bureau is responsible for patrolling Milwaukee County's grounds, airports, parks and expressways, effectuates the service of civil process, and provides security and bailiff services to the Milwaukee County Circuit Court at each of its facilities. In addition, the Police Services Bureau includes the Criminal Investigation Division and all investigatory personnel assigned to six inter-agency task forces. The Police Services Bureau also encompasses specialty units including the Special Weapons and Tactics Team, the Major Incident Response Team, the Explosive Ordnance Disposal Unit, the Maritime Unit, the K-9 Unit, the Targeted Enforcement Unit (Parks Patrol), and the Motor Unit.

The Detention Services Bureau is responsible for the operation of the Milwaukee County Jail, a secure detention facility with a total bed space of 960 detainees. The Milwaukee County Jail is primarily a pre-trial holding facility, although a small number of sentenced offenders awaiting transfers or hearings are also housed within the jail. The Sheriff has the authority to request the transfer of inmates between the Milwaukee County Jail and the House of Correction to maximize the use of available bed space.

The efficient management of MCSO's field and detention operations is facilitated by those functions of the agency concerned with operational integrity and executive support. Administration and Compliance includes the Administration Services Bureau, which is responsible for intelligence operations, information management, and associated investigatory functions housed within the Law Enforcement Analytics Division (LEAD), which also provides technical support and statistical insight into the overall operations of MCSO.

Additional management and compliance services are directed by the Chief Legal and Compliance Officer, who oversees personnel associated with critical functions including legal and regulatory compliance, Internal Affairs investigations, policy development, strategic planning, and executive support services. MCSO's Fiscal Affairs Division oversees fiscal monitoring, accounting, and preparation of the annual budget. MCSO's Office of Public Affairs and Community Engagement serves as the agency's media liaison, public communications hub, and facilitator of relationships with neighborhood and community organizations.

2020 Budget Overview

The 2020 budget emphasizes the critical need to provide a safe and secure environment for the citizens of Milwaukee County by providing adequate staffing for core program areas with uniformed personnel fully trained with high quality equipment to respond to all law enforcement, corrections, and public safety situations. This budget seeks to begin to remedy severe staffing shortages that are currently causing excessive amounts of overtime, resulting in overworked, tired and stressed sworn and corrections officers; and to achieve improved supervision and guidance with the addition of front-line supervisors and training personnel.

To begin to achieve the goal of reducing overtime and staffing shortages, the 2019 adopted budget increased Corrections Officer pay by 6.5% (4.5% pay grade increase + 2% Cost of Living Adjustment) but significant challenges in recruitment and retention remain.

7 Deputy Sheriff positions are created in this budget to begin to build the necessary staff that the Sheriff requires to fulfill his mandated duties by Wisconsin State Statutes. These positions are included for assignment to the Court Services Division. The Sheriff is statutorily required to "attend upon the Circuit Court" and to "provide the necessary Deputy Sheriffs as attending officers," with the necessary number determined by the Board of Supervisors

The budget also provides an increase in front-line supervision consistent with our current non-supervisory staffing levels. An adequate number of front-line supervisors – individuals holding ranks such as sergeant, lieutenant, and captain – is essential to ensure the effective, accountable and efficient operation of the Sheriff's Office. 5 additional Corrections Lieutenants, 1 additional Corrections Managers (Corrections Captains) and 2 Deputy Sheriff Sergeants are created in this budget.

Below is a table summarizing operating indicators by function for the period 2009-2018, as derived from the Comptroller's Comprehensive Annual Fiscal Report.

Operating Indicators by Function										
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Traffic Citations	35,725	33,064	37,710	35,597	27,752	21,353	21,738	28,148	31,831	32,099
Auto Accidents Reported & Investigated	3,965	4,275	4,602	3,970	4,740	4,516	4,898	4,796	4,989	5,125
Background Checks	469	287	493	698	385	436	456	504	462	397
Criminal Complaints Issued	3,944	4,032	3,017	1,626	1,190	977	1,133	3,659	3,813	3,895
Writs of Restitution (Evictions)	2,807	2,821	3,078	3,261	3,174	3,773	3,674	3,733	3,887	3,927
Writs of Assistance (Foreclosures)	806	736	792	947	899	706	509	373	285	293
Temporary Restraining Orders Received	5,536	5,651	5,216	4,649	4,557	4,402	4.58	4,613	4,912	5,013
Bookings	38,426	39,887	42,617	37,225	34,541	32,302	33,500	31,221	31,939	31,245
Open Records Requests	4,333	3,347	7,333	7,052	5,544	5,717	2,912	3,185	3,797	3,615
Civil Process Papers Served	22,851	22,418	21,592	21,437	20,107	18,278	14,264	13,848	13,624	14,107

Plan for Consolidation: Staff from the Department of Administrative Services (DAS), working in conjunction with the Office of the Comptroller, Office of the Sheriff, House of Correction, and Department of Human Resources, shall develop a plan to consolidate the operation of the House of Correction under the authority of the Office of the Sheriff effective by 2021. The analysis shall include opportunities to more efficiently deploy staff and administrative resources across the two departments. The staff shall provide a report to the County Board for consideration no later than the June 2020 meeting cycle.

Strategic Program Area 1: Administration and Compliance

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Public Records Requests	3,797	3,615	3,200	3,600

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Var**
Expenditures	$593,808	$2,478,916	$2,584,851	$2,518,837	($66,014)
Revenues	$299,002	$323,680	$330,000	$344,000	$14,000
Tax Levy	$294,806	$2,155,236	$2,254,851	$2,174,837	($80,014)
FTE Positions	18.1	9.4	6.3	9.4	3.1

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**
Performance Measures have not yet been created for this Service				

Strategic Overview: This program area performs essential duties including strategic leadership, day-to-day management, and oversight of all compliance-related operations. The administrative staff provides budget preparation, accounting, fiscal monitoring, accounts payable, and procurement services.

Strategic Implementation: MCSO has restructured its Administration and Compliance operations to maximize the allocation of resources to field and corrections operations while maintaining enough staffing to ensure the efficient and accountable operation of the agency in accordance with all statutes, ordinances, and professional standards. Administration and Compliance houses the Office of the Sheriff as well as the office of the department administrator assigned as Chief Deputy Sheriff, who oversees all day-to-day law enforcement, corrections, and fiscal operations of the agency. Administration and Compliance also houses three director positions supervised by the Chief Deputy Sheriff and held by three bureau commanders (inspectors) who oversee field operations, corrections management, and intelligence, special investigations and information management, respectively. All non-supervisory personnel assigned to intelligence, special investigations and information management are also housed within Administration and Compliance as their duties inform and closely support the work of agency management.

Smaller but essential offices responsible for MCSO's strategic leadership are also housed within Administration and Compliance. The Office of Legal Affairs and Compliance, comprising an administrator and a director position assigned respectively as Chief Legal and Compliance Officer and Chief of Staff, is responsible for extensive duties including the management of agency litigation and records, the development and implementation of public policy, the review and implementation of agency-wide best practices, the management of MCSO's intergovernmental affairs, the management and conservation of agency resources, and the coordination of management services supporting the Sheriff, Chief Deputy Sheriff, and bureau commanders. Additionally, the Chief Legal and Compliance Officer directly supervises the Internal Affairs Division, which reviews and investigates allegations of agency and civil service rule violations, the Public Records Unit, which reviews and processes all public records requests sent to MCSO, and the Training Academy, which is budgeted separately from Administration and Compliance. The Internal Affairs Division

comprises a deputy sheriff captain, three deputy sheriff lieutenants, and two support staff. The Office of Public Affairs and Community Engagement, reporting to the Chief Deputy Sheriff, also performs essential duties ensuring the accountable operation of MCSO and the communication of critical information to the public. The director assigned to the Office of Public Affairs and Community Engagement not only serves as the Public Information Officer (previously, this director-level position was assigned exclusively as the agency's Public Information Officer) but also provides the day-to-day management of all public affairs and community engagement operations and personnel (previously supervised by a deputy sheriff captain position now reassigned to field operations).

Administrative functionalities previously housed within operational divisions, such as the four-person Public Records Unit, have been transferred to Administration and Compliance. Other personnel requirements are facilitated by detailing personnel to administrative duties as needed.

Strategic Program Area 2: Training Academy

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**
Data has not been developed.				

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Var**
Expenditures	$120,977	$2,200,184	$126,900	$410,150	$283,250
Revenues	$300,833	$359,314	$126,900	$410,150	$283,250
Tax Levy	($179,856)	$1,840,870	$0	$0	$0
FTE Positions	5.1	12.7	11.0	13.0	2.0

How Well We Do It: Performance Measures				
Performance Measure	**2018 Budget**	**2018 Actual**	**2019 Budget**	**2020 Budget**
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 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: In 2020, the Training Academy plans to train 50 new Deputy Sheriff recruits and 75 new Corrections Officers. Additional personnel and increased revenue are required to adequately train these recruits. Additionally, the Training Academy has expanded leadership, management, and compliance training provided to experienced supervisors and personnel to ensure familiarity with all applicable regulations and procedures.

Strategic Program Area 3: County Jail

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	**2016 Actual**	**2017 Actual**	**2018 Actual**	**2020 Budget**
Bookings	31,221	31,939	31,245	32,000
Daily Population	936	932	935	940
Inmates Per Budgeted Corrections Officer	3.60	3.57	3.67	3.64

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Var**
Expenditures	$26,935,354	$20,886,176	$21,067,232	$21,233,927	$166,695
Revenues	$1,747,509	$2,342,636	$2,453,500	$2,610,000	$156,500
Tax Levy	$25,187,845	$18,543,540	$18,613,732	$18,623,927	$10,195
FTE Positions	331.1	337.2	348.6	343.4	(5.2)

How Well We Do It: Performance Measures				
Performance Measure	**2018 Budget**	**2018 Actual**	**2019 Budget**	**2020 Budget**
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: The MCSO contract with G4S will be extended in 2020 and the estimated increase will be $153,699, resulting in an estimated overall contract cost of $2,700,000. An increase in G4S staffing will be requested in order to accommodate an increase in medical appointments per week from the current 5 per week to 8 per week.

Due to contracted services provided by MCJ to partners including the U.S. Marshals' Service, revenues for this program area are anticipated to increase.

Strategic Program Area 4: Expressway Patrol

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**
Traffic Citations	31,831	32,099	32,000	32,000
Auto Accidents Reported/Investigated	4,989	5,125	5,000	5,000

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Var**
Expenditures	$7,300,125	$4,128,761	$8,074,248	$7,475,203	($599,045)
Revenues	$4,979,973	$5,675,216	$5,473,003	$6,120,002	$646,999
Tax Levy	$2,320,153	($1,546,455)	$2,601,245	$1,355,201	($1,246,044)
FTE Positions	86.9	94.3	94.6	94.1	(.5)

How Well We Do It: Performance Measures				
Performance Measure	**2018 Budget**	**2018 Actual**	**2019 Budget**	**2020 Budget**
Performance measures have not yet been created for this service.				

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 $1,355,201 is provided for this 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 Program Area 5: Court Security

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**
Number of Bailiff Posts	88	88	89	91

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Var**
Expenditures	$9,602,847	$8,331,615	$6,197,174	$8,168,116	$1,970,942
Revenues	$1,776	$1,250	$0	$0	$0
Tax Levy	$9,601,071	$8,330,365	$6,197,174	$8,168,116	$1,970,942
FTE Positions	101.8	96.0	100.7	108.0	7.3

How Well We Do It: Performance Measures				
Performance Measure	**2018 Budget**	**2018 Actual**	**2019 Budget**	**2020 Budget**
See table below				

Strategic Overview: This program area is responsible for providing sworn law enforcement services to the judiciary, employees, and public who are attending to business in the Milwaukee County Courthouse Complex and the Vel R. Phillips Youth and Family Justice Center. Specific responsibilities include bailiff assignments in five separate buildings, escorting inmates to court appearances, and responding to emergencies occurring in and around court facilities.

Strategic Implementation:

Incident	2016	2017	2018	2019 YTD 5/15/19
Duress Alarm	70	90	81	38
Elevator Alarm	85	109	112	26
All Other Offenses	2,799	2,393	2,378	888
High Risk Moves	581	386	561	164
Inmate Movement	7,016	6,755	9,029	3,547
Trouble Subject	172	188	190	85
Disturbance	67	149	57	30
Arrests	1,933	1,615	1,653	537
Extra Security	No data	1,163	1,018	331

In addition to court posts, the Courts Division must also staff the Municipal Court in the Criminal Justice Facility (CJF). This position was staffed under the City-County agreement in which the City offered funds to help build the CJF. That agreement was renewed in 2014 and the position continues to be staffed. As the CJF phased out sworn officers, it became necessary for the Courts Division to assume the responsibility of Visiting Control Security. Sworn officers budgeted within the Courts Division are also required to staff both the DA Liaison and Courts Liaison posts. The positions are as follows:

Position	Number of Posts
Municipal Court	1
DA Liaison/Court Liaison	5
Visiting Control Security (24-hour cycle)	3
Total	**9**

Strategic Program Area 6: Airport Security/K9

Service Provision: **Committed**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**
This Service does not have Activity Data				

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Var**
Expenditures	$1,083,626	$333,273	$217,482	$217,000	($482)
Revenues	$218,038	$160,172	$217,482	$217,000	($482)
Tax Levy	$865,588	$173,101	$0	$0	$0
FTE Positions	53.8	62.7	62.8	64.0	1.2

How Well We Do It: Performance Measures				
Performance Measure	**2018 Budget**	**2018 Actual**	**2019 Budget**	**2020 Budget**
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 cross-charged to DOT-Airport.

Strategic Implementation: The agency structure is evolving in order to more efficiently deploy resources.

Strategic Program Area 7: Criminal Investigations

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	**2016 Actual**	**2017 Actual**	**2018 Actual**	**2020 Budget**
Background Checks	504	462	397	Not Available
Criminal Complaints Issued	3,659	3,813	3,927	Not Available

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Var**
Expenditures	$1,946,433	$1,006,100	$1,552,112	$1,622,015	$69,903
Revenues	$32,300	$35,683	$0	$0	$0
Tax Levy	$1,914,133	$970,416	$1,552,112	$1,622,015	$69,903
FTE Positions	7.8	17.4	19.0	19.5	0.5

How Well We Do It: Performance Measures				
Performance Measure	**2018 Budget**	**2018 Actual**	**2019 Budget**	**2020 Budget**
Performance Measures have not yet been created for this Service				

Strategic Overview: This program area houses MCSO's detective unit and investigates crimes with a unique nexus to Milwaukee County's operations, properties, and criminal jurisdiction. This includes the investigation of crimes occurring in the Milwaukee County Parks, on the expressway system, in Milwaukee County facilities, and on Milwaukee County property. Additionally, this program area houses assignments to specialized interagency task forces as well as MCSO's background investigations unit, which performs duties related to MCSO and Milwaukee County employee recruitment.

Strategic Program Area 8: Civil Process/Warrants

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

Activity	2016 Actual	2017 Actual	2018 Actual	2020 Budget
Writs of Restitution (Evictions)	3,773	3,887	3,927	3,900
Writs of Assistance (Foreclosures)	373	285	293	300
Temporary Restraining Orders Received	4,613	4,912	5,013	5,000
Civil Process Papers Served	13,848	13,624	14,107	13,800

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Var**
Expenditures	$1,755,707	$1,617,418	$1,720,936	$1,716,960	($3,976)
Revenues	$910,049	$928,636	$830,000	$910,000	$80,000
Tax Levy	$845,659	$688,782	$890,936	$806,960	($83,976)
FTE Positions	17.0	19.6	20.2	20.2	0.0

How Well We Do It: Performance Measures				
Performance Measure	**2018 Budget**	**2018 Actual**	**2019 Budget**	**2020 Budget**
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). Civil process papers are time sensitive and need to be executed in accordance with State Statute Chapters 801 & 847 depending on the paper type. 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: In 2016, nearly 4,000 households ended up homeless due to the eviction process in Milwaukee County. To provide a greater opportunity for families to avoid homelessness, the Office of the Sheriff, as allowed by state statute, is extending the notice given to tenants prior to the removal of their belongings from 24 to 48 hours.

The Office of the Sheriff is also requested to share information with the Housing Stabilization Assistant (HSA) in the DHHS-Housing Division to provide the HSA with additional opportunities to prevent evictions.

- Successfully serve over 80 percent of all civil process papers received at a reduced cost by utilizing a private firm to serve papers where appropriate.
- Increase in fees for Temporary Restraining Order from $75 to $85.
- Increase in fees for Evictions (Writ of Restitution and Writ of Assistance) from $175 to $185.

- Increase in fees for Writ of Replevin (Property) from $150 to $300.

Civil Process Unit Activity Data					
	2015	2016	2017	2018	2019*
Total Number of Writs of Restitution (Eviction)	3,668	3,727	4,171	3,940	935
Total Number of Writs of Assistance (Foreclosure)	507	371	285	252	54
Total Number of Replevins & Executions	142	92	113	138	27
Total Number of Temporary Restraining Orders	4,047	4,170	4,417	4,333	903
Total Number of Temporary Restraining Orders-Removal	538	441	497	4604	89
Total Number of Injunctions	1,880	1,847	1,849	1,606	350
Total Extradition Trips	97	105	103	98	30
Total Number of Civil Process Papers Serviced	14,267	13,569	13,525	9,336	2,014
Total Number of Civil Process Papers Received	20,005	19,491	19,211	18,988	4,329
% Papers Served versus Received	71%	70%	70%	49%	47%

*2019 as of 3/29/19

Strategic Program Area 9: County Grounds Security

Service Provision: **Committed**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data			
Activity	**2018 Actual**	**2019 Budget**	**2020 Budget**
This Service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Var**
Expenditures	$3,080,670	$2,564,932	$1,878,700	$1,436,156	($442,544)
Revenues	$1,570,889	$1,576,082	$1,565,500	$1,565,831	$331
Tax Levy	$1,509,781	$988,850	$313,200	($129,675)	($442,875)
FTE Positions	15.0	15.1	13.3	13.8	0.5

How Well We Do It: Performance Measures				
Performance Measure	**2018 Budget**	**2018 Actual**	**2019 Budget**	**2020 Budget**
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. Expenditures in this program are offset by service charges to users.

Strategic Program Area 10: Park/Targeted Enforcement Unit (TEU)

Service Provision: **Discretionary**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**
This Service does not have Activity Data				

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Var**
Expenditures	$1,982,086	$846,435	$1,597,060	$1,597,830	$770
Revenues	$125,399	$86,399	$35,000	$75,000	$40,000
Tax Levy	$1,856,687	$760,036	$1,562,060	$1,522,830	($39,230)
FTE Positions	20.9	22.2	22.0	23.0	1.0

How Well We Do It: Performance Measures				
Performance Measure	**2018 Budget**	**2018 Actual**	**2019 Budget**	**2020 Budget**
Performance Measures have not yet been created for this Service				

Strategic Overview: This program area provides targeted law enforcement services including patrols of the Milwaukee County Parks and other essential and highly specialized duties as assigned. The Park/TEU Division provides law enforcement services for the 155 urban and suburban parks, parkways, golf courses, and aquatic centers.

Strategic Program Area 11: Specialized Units

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

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

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Var**
Expenditures	$553,261	$811,886	$303,612	$368,847	$65,235
Revenues	$97,257	$10,953	$0	$0	$0
Tax Levy	$456,005	$800,934	$303,612	$368,847	$65,235
FTE Positions	2.0	2.4	3.2	3.7	0.5

How Well We Do It: Performance Measures				
Performance Measure	**2018 Budget**	**2018 Actual**	**2019 Budget**	**2020 Budget**
Performance Measures have not yet been created for this Service				

Strategic Overview: This program area includes the EOD (Explosive Ordnance Disposal) Unit, Dive Unit, SWAT (Special Weapons and Tactics) Team, and MRT (Mobile Response Team). As in previous years, this program does not have any positions and most expenditures are for overtime and commodities.

Strategic Implementation: These units must maintain certifications in many disciplines to remain contemporary and to reduce liabilities to the County. Regular training is required (24 hours per month for SWAT) in order to meet national standards and ultimately remain in a continuous state of readiness for a potential threat. MCSO aggressively pursues federal grants to accommodate equipment needs.

The Mobile Response Team (MRT; also referred to as the Major Incident Response Team, or MIRT) was created in 2019. In accordance with best practices, the Mobile Response Team provides specialized and rapidly deployable law enforcement resources to situations involving crowd activity, organized civil disobedience, and instances of civil unrest.

Strategic Program Area 12: High Intensity Drug Trafficking Area (HIDTA)

Service Provision: **Committed**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**
This Service does not have Activity Data				

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Var**
Expenditures	$182,949	($115,444)	$218,206	$102,456	($115,750)
Revenues	$60,827	$49,925	$55,000	$55,000	$0
Tax Levy	$122,121	($165,369)	$163,206	$47,456	($115,750)
FTE Positions	2.7	2.9	2.3	1.4	(0.9)

How Well We Do It: Performance Measures				
Performance Measure	**2018 Budget**	**2018 Actual**	**2019 Budget**	**2020 Budget**
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 approximately 19% of the 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 Program Area 13: Building Security

Service Provision: **Committed**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**
This Service does not have Activity Data				

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Var**
Expenditures	$622,081	$0	$0	$46,198	$46,198
Revenues	$0	$0	$0	$0	$0
Tax Levy	$622,081	$0	$0	$46,198	$46,198
FTE Positions	31.3	32.1	31.1	32.1	1.0

How Well We Do It: Performance Measures				
Performance Measure	**2018 Budget**	**2018 Actual**	**2019 Budget**	**2020 Budget**
Performance Measures have not yet been created for this Service				

Strategic Overview: This program area comprises civilian security staff who control external and internal entrances and exits at the Courthouse and Vel R. Phillips Youth and Family Justice Center. Public Safety Officers (Facilities Worker Security) staff screening stations at the entrances and exits of the complex and ensure a safe environment for all individuals.

This program area shows minimal expenditures since costs of $1.3 million are cross-charged to other departments that utilize the County Courthouse.

Strategic Implementation: Public Safety Officers are the first MCSO or county employees that members of the public encounter and are often the only county employees with whom they will have direct contact during their business. Additionally, the maintenance of security within the Courthouse Complex and Vel R. Phillips Youth and Family Justice Center is essential as hundreds of government employees use the complexes as their office and work space.

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BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	$24,958,394	$19,029,664	$19,726,429	$19,131,409	($595,020)
Operation Costs	$25,389,986	$25,888,603	$26,472,976	$31,029,531	$4,556,555
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$396,563	$204,008	$220,147	$220,147	$0
Interdept. Charges	$3,622,646	$141,268	$200,535	$135,875	($64,660)
Total Expenditures	**$54,367,589**	**$45,263,543**	**$46,620,087**	**$50,516,962**	**$3,896,875**
Direct Revenue	$3,503,386	$3,679,073	$4,216,072	$3,382,833	($391,239)
Intergov Revenue	$1,761,415	$2,118,623	$4,431,063	$3,670,440	($760,663)
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$5,264,802**	**$5,797,696**	**$8,647,135**	**$7,495,233**	**($1,151,902)**
Tax Levy	**$49,102,787**	**$39,465,847**	**$37,972,952**	**$43,021,729**	**$5,048,777**
Effective Tax Levy*	**$39,877,999**	**$39,324,580**	**$37,772,417**	**$42,885,854**	**$5,113,437**
Full-Time Pos. (FTE)	404.2	397.8	396.3	367.2	(29.1)
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$3,736,238	$4,241,550	$2,829,264	$1,914,864	($914,400)

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

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.

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 monitoring (EM) 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 Corrections 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 Wellpath, LLC. 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/EM
- Programming (including the American Job Center)

- Laundry
- Kitchen/Bakery
- Graphics Shop (which supports the entire County and some community non-profit agencies)
- The Day Reporting Center (DRC)

Major Changes in FY 2020:

Correctional Health Care: Costs increase due to a recent medical contract Request for Proposal which resulted in higher bids for medical services for the HOC and jail. The RFP was completed with assistance from the Milwaukee County Procurement Office and the Sheriff's Office and the new contract was implemented with several enhancements from the prior contract resulting in higher levels of care, and ultimately, higher costs.

Transition of Huber Eligible Inmates to Electronic Monitoring: Milwaukee County aims to enhance public safety while improving life outcomes for individuals in our care. In 2020, the House of Correction proposes to transition from the Huber work release program to electronic monitoring for eligible inmates. Under the current Huber program, inmates with low-level offenses stay at the HOC overnight but leave for jobs and other matters during the daytime. Individuals can go unsupervised for up to 16 hours before returning to the HOC. Under this proposal, individuals transferred to the EM program would reside at their homes in the community and be monitored through a global positioning system (GPS)—and in some cases a continuous alcohol monitor—24 hours per day 7 days per week. The EM program establishes conditions including home confinement, travel to work, or other commitments. Individuals must check in at least weekly with a caseworker at Wisconsin Community Services (WCS), the nonprofit that currently manages the EM program. The House of Correction will request WCS to develop reasonable accommodations to eligible electronic monitoring participants that are unable to report to WCS in person. Such accommodations may include an alternative meeting place (i.e., place of employment, home or other public place) that is convenient for the participant. The use of virtual check-ins via facetime or video conferencing shall also be explored.

The process of transferring and supervising all Huber work release inmates on an EM program instead of releasing inmates each day from a county jail or house of correction has been in place in La Crosse County since 2005 and Monroe County since 2018. This proposal will allow the HOC to close three of the current Huber dormitories, reallocate limited staff resources to general population programming needs and activities, and reduce overtime. This proposal has an estimated savings of $1.7 million in 2020.

The Superintendent of the House of Correction, in File No. 19-764, cited §302.425 Wis. Stats. *Home detention programs* that grants the authority to the Sheriff or Superintendent to place a person confined to the jail in the home detention program. This includes a determination on whether a prisoner is monitored by an active electronic monitoring system. The Superintendent pledged to only transition prisoners to the program that have been granted community access privileges by the courts, although the Superintendent reports that current law would permit him to place other sentenced inmates on electronic monitoring as well.

The House of Correction shall provide information on the proposed expansion of the electronic monitoring program to the Milwaukee Community Justice Council (CJC), a diverse group of stakeholders that work collaboratively to ensure a fair, efficient and effective justice system that enhances public safety and quality of life in our community. The CJC, in collaboration with the House of Correction, is encouraged to provide feedback to the Milwaukee County Board of Supervisors on the efficacy of the program and any recommendations to ensure its success.

The Chief Judge, First Judicial District, in a letter dated November 4, 2019, stated:

> *The First Judicial Judges object to the House of Correction's proposed policy and plans to expand Electronic Monitoring and close dorms without first assembling and sharing data which follows and supports best practices in the industry and promotes public safety in our communities.*

An appropriation of $1.5 million is included in an allocated account within Org. Unit 1940-1945 Appropriation for Contingencies to provide funds if the electronic monitoring initiative fails to achieve the desired amount of dorm closures and cost savings due to a lack of consensus between the HOC Superintendent, County Executive and Milwaukee County Justice Council on the plan to expand the use of electronic monitoring in a safe and effective manner.

Plan for Consolidation: Staff from the Department of Administrative Services (DAS), working in conjunction with the Office of the Comptroller, Office of the Sheriff, House of Correction, and Department of Human Resources, shall develop a plan to consolidate the operation of the House of Correction under the authority of the Office of the Sheriff effective by 2021. The analysis shall include opportunities to more efficiently deploy staff and administrative resources across the two departments. The staff shall provide a report to the County Board for consideration no later than the June 2020 meeting cycle.

Other Cost Increases: come from wage increases (approximately $435,000) for the HOC's Correctional Officers based on market conditions, as well as other County approved salary dollars for equity and merit.

Revenue Decreases: approximately $1 million overall, primarily due to housing fewer Department of Correction (DOC) Division of Adult Institutions (DAI) inmates than desired. The DOC pays the HOC a daily rate to house each inmate and currently, only two instead of three dorms are being utilized for these inmates.

Strategic Program Area 1: Administration

Service Provision: **Administrative**

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

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019Target**	**2020 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	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$5,397,791	$2,679,420	$3,445,945	$3,317,472	($128,473)
Revenues	$6,320	$6,534	$3,020	$2,035	($985)
Tax Levy	$5,391,471	$2,672,886	$3,442,925	$3,315,437	($127,488)
FTE Positions	42.0	40.0	39.9	41.4	1.5

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Number of Overtime Hours Worked by Correctional Officer per Pay Period	18.84	23.25	<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 decrease primarily due to migration of funding for potential salary increases based on equity and merit to other program areas. FTEs increase due to transfers from other program areas.

Strategic Program Area 2: House of Correction

Service Provision: **Discretionary**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
K9 Responses to Non-Compliant Inmates	1,399	1,636	1,450	1,450
K9 Responses to Combative Inmates	120	122	150	150
K9 Escorts	635	455	700	700
K9 Crowd Control Responses	818	808	930	930
K9 Presence Tours (formerly Building & Area Searches)	2,694	2,342	2,800	2,800
K9 Narcotics Searches	2,197	2,229	2,300	2,300
K9 Public Demonstrations (Shows)	145	111	150	150
K9 Responses with Correctional Emergency Response Team (CERT)	8	4	11	11
Number of Shakedowns per year*	600	310	>200	>325
Average Daily Population	1,185	1,298	<1,400	<1,400
Average Inmates Per Average Number of Correctional Officers Employed	5	6	6	6

**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	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$24,258,340	$17,742,309	$18,530,497	$19,194,301	$663,804
Revenues	$4,007,518	$4,326,114	$6,946,810	$5,846,832	($1,099,978)
Tax Levy	$20,250,822	$13,416,195	$11,583,687	$13,347,469	$1,763,782
FTE Positions	301.0	299.35	298.28	305.58	6.3

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Hours Giving Back*	242,260	188,400	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. Also, limited staff to oversee program has led to decrease in hours; only programs staffed provide fewer hours of credit. With staffing changes proposed, target is unchanged for 2020.*

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 decrease due to fewer inmates being transferred by the Wisconsin Department of Adult Institutions for housing at the HOC. Additionally, Huber revenues are replaced with electronic monitoring revenues. Expenses increase because the majority of the Huber staff is being transitioned to the dorms. This will reduce overtime costs due to security staff shortages despite numerous, ongoing hiring initiatives. The Huber dorms will be closed and the inmates will be migrated to the Electronic Monitoring program.

Strategic Program Area 3: Inmate Medical & Mental Health

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Activity Data is not yet available for this Program Area.				

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$16,194,035	$17,856,809	$16,600,726	$21,543,791	$4,943,065
Revenues	$0	$17,061	$14,340	$14,340	$0
Tax Levy	$16,194,035	$17,839,748	$16,586,386	$21,529,451	$4,943,065
FTE Positions	0.0	0.0	0.0	0.0	0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Number of Inmates participating in formal AODA as a percentage of total inmate population	25 inmates per month average / 1185 ADP = 2%	21 inmates per month average / 1289 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. 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 a contract provider to supply a specified level of personnel to provide correctional health care services. Wellpath, LLC is the current correctional health care provider.

Strategic Implementation: Expenses increase due to a new contract with a new correctional health care provider that includes enhanced provisions for inmate health and safety.

Strategic Program Area 4: HOC Inmate Programming

Service Provision: **Discretionary**

Strategic Outcome: **Self-Sufficiency**

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020Target**
Number of Inmates out on Electronic Monitoring (ES & GPS)	108	89	>100	180 to 350
Number of Inmates Reporting to Day Reporting Center	247	301	>250	0 to 250

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$8,517,228	$6,985,006	$8,042,919	$6,461,398	($1,581,521)
Revenues	$1,250,965	$1,447,987	$1,682,965	$1,632,026	($50,939)
Tax Levy	$7,266,263	$5,537,019	$6,359,954	$4,829,372	($1,530,582)
FTE Positions	56.0	58.36	58.15	21.22	(36.93)

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Percentage of Employed Huber Inmates	45.5%	55.85%	45%	70%*
Percentage of Inmates Participating in at least one Programming Activity**	70%	68%	80%	80%

**See major change section. In 2020, Huber inmates will be placed on EM. Potentially more could be employed since they will be back in community and not have transportation issue of getting from HOC to work.*

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: Costs decrease in this program area due to migration of Huber staff to the dorms, reducing mandatory overtime costs. Huber inmates and some eligible general population inmates will instead be placed on Electronic Monitoring (EM). EM revenues increase slightly above prior Huber revenues which will be eliminated. This decreases overtime cost significantly.

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 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; this initiative began in the fall of 2016, and it will continue to be a predominant initiative in 2020 with a greater emphasis on assigning these individuals to the EM program.

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 exceed this goal since current attainment is 55.85%. However, enhanced use of the EM program which will allow inmates access to mass transit will increase their ability to obtain and maintain employment and therefore, the goal is 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	$3,000,000
Day Reporting Center	Wisconsin Community Services (WCS)	$794,244
Electronic Monitoring**	Wisconsin Community Services (WCS)	$989,244
Reentry Programming	Benedict Center	$198,045

**Estimated, as the amount is variable based on Average Daily Population / number of inmate meals served.*
***Also variable based on daily number of units deployed.*

BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance
Expenditures					
Personnel Costs	$11,365,003	$8,546,298	$8,732,282	$9,367,372	$635,090
Operation Costs	$3,091,966	$2,942,942	$3,183,978	$3,723,137	$539,159
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$17,436	$22,132	$0	$0	$0
Interdept. Charges	($362,682)	($407,665)	($415,544)	($481,845)	($66,301)
Total Expenditures	**$14,111,723**	**$11,103,707**	**$11,500,716**	**$12,608,664**	**$1,107,948**
Revenues					
Direct Revenue	$127,284	$278,942	$196,430	$169,533	($26,897)
Intergov Revenue	$5,874,953	$5,349,435	$5,093,660	$6,414,570	$1,320,910
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$6,002,237**	**$5,628,377**	**$5,290,090**	**$6,584,103**	**$1,294,013**
Tax Levy	**$8,109,486**	**$5,475,330**	**$6,210,626**	**$6,024,561**	**($186,065)**
Effective Tax Levy*	**$5,833,952**	**$5,882,995**	**$6,626,170**	**$6,506,406**	**($119,764)**
Personnel					
Full-Time Pos. (FTE)	156.8	152.8	153.5	163.5	10.0
Seas/Hourly/Pool Pos.	8.5	7.5	7.5	9.3	1.8
Overtime $	$268,376	$219,992	$275,340	$232,668	($42,672)

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

Department Mission: The mission of the Milwaukee County District Attorney's Office is to promote public peace and safety by just and vigorous prosecution of criminal cases. This office seeks to do impartial justice by ensuring that the guilty are punished and the innocent go free. We strive 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. These are our overall 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, Justice Point, and other community organizations to maintain a successful diversion and deferred prosecution program for nonviolent offenders with serious substance abuse and mental health treatment needs.
- Continue the successful operation of the Violent Crimes Courts project, which aims to bring homicide and sexual assault cases to trial within 90 to 120 days of the issuance of criminal charges.
- Continue to carry out the mandate of the crime victims' rights bill, enacted in response to a 1994 amendment to the Wisconsin Constitution that was effective on April 1, 1998, to ensure that all victims and witnesses of crime are treated with dignity, respect, courtesy, and sensitivity; and that the rights extended to victims and witnesses of crime are honored and protected no less vigorously than the protections afforded criminal defendants.
- Continue to enhance the prosecution of felony drug cases through the Milwaukee High Intensity Drug Trafficking Area (HIDTA), the Milwaukee Metropolitan Drug Enforcement Group (MMDEG), the community prosecution unit, and the violent crimes unit by targeting, investigating, and prosecuting major drug dealers; ridding neighborhoods of drug dealers and nuisance properties; and continuing the successful operation of the Speedy Trial Drug Courts project, which aims to bring drug cases to trial within 120 days of the issuance of criminal charges.
- Continue the successful operation with the state Division of Milwaukee Child Protective Services of the Termination of Parental Rights (TPR) Speedy Resolution project at the Vel Phillips Juvenile Justice Center to ensure that children do not languish in substitute care for years without realistic prospect of a return home or adoption by a loving family.

MILWAUKEE COUNTY DISTRICT ATTORNEY'S OFFICE CASELOAD STATISTICS - FILINGS

Workload Statistics	***2016***	***2017***	***2018***	***2017/18 Change***
Felony	*5,532*	*5,680*	*5,997*	*317*
Misdemeanor	*4,078*	*4,437*	*4,451*	*14*
Criminal Traffic	*2,460*	*2,233*	*2,296*	*63*
Children in Need of Protective Services (CHIPS)	*1,035*	*1,179*	*1,114*	*-65*
Juvenile Delinquency	*1,282*	*1,224*	*965*	*-259*
TPR (Termination of Parental Rights)	*315*	*271*	*290*	*19*

source: Clerk of Circuit Court/Register in Probate - Statistics Report for January thru December 2018

District Attorney

The District Attorney is responsible for the planning and organization of prosecutions in all criminal, juvenile and applicable ordinance violations in Milwaukee County. He recruits and staffs all professional positions and makes major assignments relative to both personnel and cases. The District Attorney oversees all department activities and sets all departmental policies and procedures.

Chief Deputy District Attorney

The Chief Deputy District Attorney supervises all division functions and oversees the implementation of departmental policies and procedures. He serves as a liaison with other county officials and departments, city, state, federal officials, law enforcement agencies, and community groups. Likewise, he works together with the state legislature as it relates to the initiation and review of proposals for criminal and juvenile law legislation. The Chief Deputy

supervises the homicide and public integrity units. Together with the Deputy District Attorney of Administration, he reviews and approves the extradition of defendants and uncooperative witnesses from other states in felony cases in Milwaukee County.

General Crimes, Community Prosecution and Early Intervention Units

Under the supervision of the General Crimes Deputy District Attorney, the Community Prosecution, General Crimes, and Early Intervention Units of the District Attorney's Office handle the bulk of criminal referrals to the District Attorney's Office.

The General Crimes Unit ("GCU") reviews all general crime referrals (approximately 15,000 per year) into the office and staffs all the 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. Presently, twenty-four state general purpose revenue funded Assistant District Attorneys staff five general felony courts and six general misdemeanor and intake courts in Milwaukee County circuit court. They strive to ensure application of uniform disposition policies in general felony, misdemeanor, and ordinance cases, and seek to develop and maintain systems ensuring the highest quality of prosecution and speedy disposition of these cases.

The Community Prosecution Unit ("CPU") currently consists of six Assistant District Attorneys who serve Milwaukee Police Department ("MPD") Districts 1 through 7. They are funded through a combination of grant funding through the City of Milwaukee Community Development Block program and the Milwaukee County Byrne-Justice Assistance Grant ("JAG"). Additionally, one Assistant District Attorney serves seven identified neighborhoods in the near west side of Milwaukee. This Community Prosecutor is funded by a non-profit organization, the Near West Side Partners, Inc.

The Early Intervention Unit ("EIU") consists of an Assistant District Attorney in both the GCU (funded through the MacArthur Foundation) and the Violent Crimes Unit (funded in 2019 by the High Intensity Drug Trafficking Area or HIDTA grant). They screen and identify case referrals of nonviolent offenders whose criminal risk can be safely managed with community-based programs in the Milwaukee County Diversion, Deferred Prosecution Agreement ("DPA"), Drug Treatment Court ("DTC"), or Veterans' Treatment Initiative ("VTI") programs. In addition, there are 2 full time Assistant District Attorney's funded through state general purpose revenue who staff the DPA/DTC/VTI Court. In 2017, the office assigned an existing DA Investigator position to the DTC and VTI programs to partner with a Milwaukee police officer 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.

Juvenile Division

The District Attorney's Office represents the interests of the public in all child welfare cases in Milwaukee County. These cases involve some of our most vulnerable and at-risk citizens. It is our responsibility to assure, once Division of Milwaukee Child Protective Services ("DMCPS") becomes involved with a family and makes a referral to us, that these children are kept safe. This is a large task as Milwaukee County handles approximately 1/3 of all child welfare cases in the State of Wisconsin. In 2018, the District Attorney's Office reviewed over 1,200 CHIPS and 300 TPR referrals. We have a contract with the State of Wisconsin that covers the cost of our entire TPR unit. The State and County, however, are required to match that cost with its own funds, through both ADA and support staff payroll that can be used *only* for child welfare purposes. Thus, every member of our child welfare teams is either in a contract funded or "match" position. This includes support staff and paralegals. Child Welfare cases are complex and lengthy; they do not end upon a finding that a child is in need of protection or services, rather, litigation is ongoing. Matters related to placement of children, permanency planning, revision, and extension requests are frequently contested. Every case at the Vel Phillips Youth and Family Justice Center has a statutory time limit. We also handle all our own appeals on child welfare cases. As petitioners, we need extensive clerical and paralegal support to ensure that proper parties are noticed, depositions are scheduled, court of appeals briefs are assembled and mailed, timelines are met, and cases are processed appropriately.

The Juvenile Division also represents the interests of the public in all juvenile delinquency matters. In 2018, the division reviewed over 1,500 delinquency referrals. When juveniles are held in custody, their cases must be reviewed within 24 hours. When cases are referred but a juvenile is not detained, we are required to process it within 20 days. We also review and approve as appropriate all informal resolutions in juvenile delinquency cases. We review and petition for waiver into adult court as necessary, handle reverse waiver matters, and make determinations as to the appropriateness of a serious juvenile offender designation. Similar to child welfare cases, juvenile delinquency matters remain open long after an adjudication, as issues regarding placement, compliance with court orders, and extensions continue to be litigated. The division also handles all delinquency appeals.

In addition, the Juvenile Division conducts continuing education and training for law enforcement and social welfare partners, citizens (including foster parents) and civic groups in Milwaukee County on changes in juvenile/child welfare law, best practices, the joint protocol on child maltreatment, witness preparedness, and Chapters 48 and 938. We also direct the victim/witness services at Vel Phillips Youth and Family Justice Center, including witness notification and subpoena functions.

Violent Crimes Division

The Violent Crimes Division is comprised of four units, which staff eight specialized criminal courts.

The Homicide Unit prosecutes in the four homicide / sensitive crimes courts. There are generally 110 to 120 homicides cases pending at any given time; the five attorneys assigned to the unit carry an average caseload of 20 to 25 homicide cases, in addition to other cases that are related to homicides, such as aiding a felon and witness intimidation. In 2018, the attorneys handled over 160 cases to disposition, including prosecuting 36 homicide cases at trial. The aggravated nature of the cases, and the intensity of the investigations and prosecution, requires a cohesive, highly trained, and experienced team of attorneys and victim witness staff.

The Gun Unit handles all non-fatal felony level shooting offenses in the specialty gun court. The unit is staffed by five assistant district attorneys, two assistant attorney generals assigned by the Wisconsin Department of Justice, and a victim witness specialist. Together, the unit supported over 300 victims in 2018, a year in which the unit attorneys reviewed over 400 cases, prosecuted over 300 cases to a close, and took over 50 cases to trial. Certain issues attendant to shooting cases, including unique evidence, such as the National Integrated Ballistic Identification System ("NIBIN") and Shotspotter data, and witness intimidation. By focusing on these cases, the attorneys develop the expertise to meet those issues as they arise.

The Drug Unit reviews all felony drug cases, including drug trafficking and opioid possession cases, for referral to treatment programming or prosecution in the three speedy trial drug courts, using a bifurcated strategy: demand reduction and enforcement. Because of the role substance abuse and addiction play in drug-related activity, drug unit prosecutors screen all possession and low-level trafficking referrals for redirection into early intervention programming, which takes the form of pre-charge diversions into treatment, deferred prosecutions agreements, or more intensive supervision in the Drug Treatment Court. In 2018 the attorneys in the unit reviewed over 930 cases; with the assistance of the early intervention specialist assigned to the unit, over 240 of those defendants were accepted into early intervention programming. That same year, over 300 Drug Unit defendants completed their early intervention programming, with a compliance rate of over 75%. Individuals who are not suitable for, or who decline, early intervention programming are prosecuted in the speedy trial drug courts, where the nine attorneys in the unit negotiate cases, engage in significant amounts of 4th amendment litigation, and conduct jury and court trials. Maintaining a specific unit dedicated to all felony drug cases promotes consistency in charging and case resolution, allows for a greater focus on referrals to early intervention programming, and enhances expertise in 4th amendment issues.

The four attorneys in the High Intensity Drug Trafficking Area (HIDTA) Unit are responsible for disrupting and dismantling drug trafficking organizations (DTOs) and for prosecuting high level traffickers and violent criminal gang members in any of the criminal courts in Milwaukee County. The HIDTA prosecutors focus on some of the most serious and violent offenders in Milwaukee County. In one 2018 case alone, over $1,300,000 and 57 firearms were seized. Twenty-four defendants—including a supplier from Chicago—were charged and prosecuted based upon 53

counts alleging firearms offenses, drug trafficking, conspiracy, and bail jumping. One HIDTA prosecutor reviews and prosecutes all Len Bias homicides. She has been recognized for her work on both the state and national level and she teaches about overdose death prosecutions on the national, state, and local level. HIDTA prosecutors are co-located both in the District Attorney's Office and at the HIDTA building, located on Michigan Avenue. Having a unit of attorneys co-located in both spaces provides officers ready access to legal assistance during investigations which ensures more informed, more directed, and ultimately, more successful prosecutions, as well as better coordination of referrals for federal prosecution when that venue is more appropriate given the criminal conduct, the suspect's background, and the available criminal penalties.

The attorneys in each area of the Violent Crimes Division work closely with federal, state, and local officers and draft, review, and approve applications for search warrants, subpoenas for records, wiretap orders, and electronic surveillance orders, in support of criminal investigations. In 2018, the attorneys in the Violent Crimes Division reviewed over 1,300 such orders. The prosecutors in the Division also participate in local and national crime reduction initiatives, including The Public Safety Partnership (PSP), the Crime Gun Intelligence Center (CGIC), the NIBIN Task Force, and the Milwaukee Police Department's shooting reviews.

In 2019, nine of the 22 assistant district attorneys in the Violent Crimes Division are funded by federal or state grants. All of the Homicide and Gun Unit ADAs are funded through General Purpose Revenue (GPR) revenue. Four of the nine ADAs in the Drug Unit are funded by a Byrne Jag grant. All four HIDTA ADAs and one Drug Unit ADA are funded by the HIDTA program through a grant from the Office of National Drug Control Policy (ONDCP), as is the Drug Unit Early Intervention specialist. In 2020, the HIDTA grant is reduced, eliminating funding for the Drug Unit ADA and the Early Intervention specialist. This is expected to have a negative effect on every aspect of the unit's operations, including its demand reduction strategy.

Sensitive Crimes Division

The Sensitive Crimes Division of the Milwaukee County District Attorney's Office is comprised of the Sensitive Crimes Unit, the Sexually Violent Persons (Chapter 980) Unit, the Child Protection & Advocacy Unit, and the Domestic Violence Unit.

The Sensitive Crimes Unit consists of seven assistant district attorneys and six victim advocates who provide a coordinated response to the review and prosecution of sexual assault, human trafficking, possession and distribution of child pornography, invasion of privacy, sextortion, and other related offenses. The assistant district attorneys and advocates in the Sensitive Crimes Unit follow Milwaukee County's Joint Protocol on the investigation and prosecution of sensitive crimes, and all members of the unit have specialized training and experience in handling very complex cases using a trauma informed approach that seeks to hold offenders accountable while simultaneously protecting victims from further victimization. In 2018, the Sensitive Crimes Unit had a total of 88 cases proceed to trial.

Human Trafficking cases are among the most difficult cases to investigate and prosecute. In 2018, the assistant district attorneys within the Sensitive Crimes Unit issued a total of 27 human trafficking related criminal cases. Significantly, the Sensitive Crimes Unit has never lost a human trafficking case that proceeded to trial, and the team's approach to Human Trafficking has led to some of Milwaukee County's most dangerous offenders being removed from our community.

The Sexually Violent Persons (Chapter 980) Unit handles civil commitments or persons deemed to be sexually violent persons under Wisconsin law. To qualify as a sexually violent person, an individual has typically been convicted of a sexually violent offense and has been found to suffer from a mental disorder that makes it more likely than not that the person will engage in future act(s) of sexual violence. The Sexually Violent Persons Unit is comprised of two assistant district attorneys and a paralegal who, together perform the critical function of reviewing and filing petitions when appropriate to civilly commit an individual deemed to pose a continued risk to commit a sexually violent offense against members of the community.

The Child Protection and Advocacy Unit (CPAU) handles the review and prosecution of caregiver child abuse and child neglect cases. District Attorney John Chisholm formed the Child Protection and Advocacy Unit in 2008 to provide a greater focus on the protection of child victims and to hold those who abuse or neglect children to a higher level of accountability. CPAU is comprised of three assistant district attorneys and two victim advocates. The assistant district attorneys in CPAU prosecute cases involving Milwaukee County's most vulnerable members, child victims, on complex child abuse and neglect cases including: abusive head trauma (formerly shaken baby syndrome); inflicted burn injuries; severe child neglect, including child malnutrition; and serial child torture cases.

Finally, the Domestic Violence Unit is comprised of eleven assistant district attorneys and eight victim advocates who provide a coordinated, victim-centered approach to the review and prosecution of intimate partner domestic violence referrals. Milwaukee is home to the Sojourner Family Peace Center which is one of the largest family peace centers in the nation, housing a shelter for women and child victims, as well as providing a central location for a number of victim service providers, the Milwaukee Police Sensitive Crimes Unit, Children's Hospital of Wisconsin's Child Advocacy Unit, and the Milwaukee County District Attorney's Office Domestic Violence Unit.

The Domestic Violence Unit reviews all intimate partner domestic violence cases at the Sojourner Family Peace Center, allowing the prosecutor and a victim advocate to meet with the victim at a safe location. Since co-locating at the Sojourner Family Peace Center, there has been a substantial increase in victim participation in charging conferences. From 2015 to 2016, there was a 17% increase in victim appearance and participation. In 2017, 2,504 victims appeared for charging conferences, a 20% increase over 2016. In 2018, a total of 2,521 victims appeared for charging conferences. The increase in victim participation is substantial and opens the door to victims receiving a plethora of services, all located under the roof of Milwaukee's Sojourner Family Peace Center.

The Domestic Violence Unit had 88 cases proceed to jury trial in 2018, with a success rate of 95% on felony domestic violence matters that proceeded to trial.

In addition to the work done within the Sensitive Crimes Division, members of the Sensitive Crimes Division represent the Milwaukee County District Attorney's Office at: Milwaukee's Child Abuse Review Team meetings; Milwaukee Child Abuse Multidisciplinary Response Team meetings (Child Abuse MDT meetings); Milwaukee's Sexual Assault Review Team meetings; Milwaukee's Sexual Assault (M-SAR) case review meetings; Milwaukee Commission on Domestic Violence and Sexual Assault meetings; Milwaukee County Domestic Violence High Risk Team meetings, (DV-HRT); and Milwaukee County Child Death review meetings.

Victim/Witness Division

The Milwaukee County District Attorney's Office Victim Witness Assistance Program provides crime victim services to Milwaukee County. The county encompasses 19 law enforcement jurisdictions and an estimated population of 948,201 (U.S. Census Bureau, July 2018). Wisconsin State Statutes chapter 950 mandates the provision of services for victims and witnesses of crime.

Thirty-four victim witness advocates, four victim witness supervisors, and one director are authorized in this budget. They provide crisis intervention and specialized victim services to victims in criminal and juvenile cases. The Victim Witness Services Division is supported in part by federal and state funding. Eight victim witness advocate positions are presently fully funded through a federal Victims of Crime Act (VOCA) grant. Twenty-four positions are partially funded through the Wisconsin Department of Justice chapter 950 Program. Two positions are funded by the Milwaukee County tax levy. A VOCA grant application seeking three additional positions for this division is currently pending.

In 2018, the division provided services to 15,062 victims and 2,608 witnesses of crime. Services were provided in person (in office and in the community), over the phone, and through correspondence. Victims and witnesses are informed of their constitutional and statutory rights and they are informed on the criminal justice process generally. They are given assistance with Crime Victim Compensation applications and other forms for financial reimbursement or other support. The division informs them on case status and hearing dates. In the courthouse complex, attended

waiting rooms are available for victim and witness use. Indeed, victim witness advocates accompany citizens to hearings and related meetings. Other services, based on the needs of the victim or witness, are also routinely provided on an individual basis.

The victim witness advocates attend to many victims from underserved and vulnerable population groups. These include: 638 abused and/or neglected children; more than 700 sexually abused children; 2,521 domestic violence victims; more than 400 sexually abused adults some of whom were also sexually abused as children; 107 families of homicide victims; elder abuse victims; and thousands of victims of other violent and non-violent crimes. Of the 89 charged homicide cases in 2018, twelve involved domestic violence. Eight homicide victims were children (the youngest being one day-old and still in the hospital). 89% of homicide victims were minorities.

Victims often present with comprehensive problems (homelessness, mental illness, poverty, criminal cases of their own, language barriers, AODA issues, medical problems, multiple children, teen mothers, lack of education, and hunger). Most of these victims require extensive attention and services and multiple advocates to assist them. Written communication is not always an option due to comprehension limitations, the transient nature of their existence, fear, and other barriers. In-person communication and referral to resources and follow up is critical.

Twenty-five FTE clerical staff authorized in this budget provide essential, basic support for the daily operation of the Victim Witness Services Division. During 2018, clerical staff provided receptionist services in five units, processed subpoenas in 18,444 court cases, and sent thousands of notification letters to victims and witnesses to keep them informed on their case status and resources available.

Investigations Division

The investigations division is headed by the chief investigator who supervises district attorney investigators and intelligence analysts. The division is divided into the Maurice V. Pulley Jr. Witness Protection Program and the Special Investigations Unit. Each unit is supervised by a deputy chief investigator.

The division investigates victim/witness intimidation, police shootings of civilians, deaths in police custody, public corruption, major multi-jurisdictional crimes, elder abuse, white collar crimes, and industrial deaths and injuries. In addition, they provide post-charging investigation on major crimes for the prosecutors and maintain office security.

Maurice V. Pulley Jr. Witness Protection Program

Enforcement and Prosecution of Offenders
The witness protection program consists of one Deputy Chief, nine Investigators and two Intelligence Analysts. The witness protection program works to ensure that victims and witnesses in all cases are able to safely appear at all court proceedings related to their case, and to be safe and secure when outside court. Unlike traditional victim/witness protection programs, the focus is on the enforcement and prosecution of offenders. In 2018, the witness protection unit handled 382 case referrals, 45% of which involved domestic violence. The unit made 80 arrests related to witness intimidation. Based on the first six months of 2019, this year case referrals will exceed 450. When a case is charged or about to be charged and there is suspicion of victim/witness intimidation, either the prosecutors or the investigative agencies who originated the complaint will request an investigation by the witness protection program. Without this valuable resource, many cases would become untenable for prosecution.

Child Support Enforcement
Two investigators provide direct law enforcement / investigative support to the Department of Child Support Services and to the Child Support Enforcement Assistant District Attorney. The overall goal of child support enforcement, whether civil or criminal in nature, is to obtain compliance with court-ordered child support in order to provide for children and reduce the economic burden on social services. In 2018, the first full year, investigators implemented several new strategies for locating and seizing funds from those on the Wisconsin Lien Docket for Child Support. As a result, the investigators helped to recover over $259,017 related to criminal and civil child support cases. This initiative began in 2014 and has been renewed for 2020 by mutual agreement with the Department of Child Support Services.

Special Investigations Unit
The special investigations unit consists of one Deputy Chief, seven Investigators and an Intelligence Analyst. Two of the seven investigators are assigned to the F.B.I. Violent Crimes Taskforce and one is assigned to the Veterans Treatment Court / Drug Treatment Court Initiative. 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.

Veterans' Treatment Court / Drug Treatment Court Initiative
The District Attorney's Office continues its partnership with the Milwaukee Police Department in providing law enforcement support for Veteran's Treatment Court and Drug Treatment Court in 2019. The Milwaukee Police Department provides an officer and the District Attorney's Office provides an investigator for these programs. Since the opioid epidemic is a countywide issue, this partnership allows coverage for all Milwaukee County defendants. In 2018, there were 37 home visits conducted and twenty-five defendants were arrested for violating the terms of the program. When arrested, defendants are returned to court to assess their further involvement in the program. In the first six months of 2019, there were thirty-five home visits and twenty-two arrests. The program is anticipated to have a 100% increase in home visits in 2019, helping to increase compliance within the guidelines of the program.

F.B.I. Violent Crimes Taskforce
The Special Investigations Unit maintains its relationship with the F.B.I. Violent Crimes Task Force which specifically targets serial armed robbery suspects, bank robbery suspects, and carjacking's throughout Milwaukee County. The relationship with the Milwaukee Police Departments Special Investigations Unit has solidified, and our investigators attend daily briefings to ensure the transmittal of the most current intelligence within the investigation's unit. This work supports multi-agency investigations throughout Milwaukee County by providing investigative case management, resources, and support to law enforcement partners throughout Milwaukee County. Moreover, the unit remains a resource for local departments to augment investigative capability when confronted with increases in violent criminal acts.

Administrative Division

The administrative division manages the fiscal, personnel, and record management functions of the District Attorney's office. It is responsible for assembling the state and county budgets. The division develops and coordinates grants and revenues, and it controls the department's expenditure of funds. The division also serves a procurement function, utilizing county purchasing and inventory systems. The administrative section handles personnel related matters for both county and state employees. This includes organizing, staffing, directing, and coordinating the clerical functions of the department. It serves as the chief point of contact with the county Departments of Administrative Services and Human Resources. Likewise, this section serves as the main contact for the state Department of Administration and the State Prosecutors Office. The administrative section also supervises record management and responds to public records requests. Generally, it is this division that is responsible for maintaining liaison with the administrative and fiscal personnel of other related governmental agencies, including the State of Wisconsin, the County of Milwaukee, and local law enforcement agencies.

Information Technology Division

The District Attorney's Office is part of the statewide district attorney computer network. The Information Technology division manages the District Attorney's computer network at multiple locations, *i.e.*, within the courthouse complex, at the Vel Phillips Juvenile Justice Center, and at the Sojourner Family Peace Center. The division manages the database and user accounts for the State DA case management system known as PROTECT. It manages the Pro-Phoenix law enforcement report management software and database and manages district attorney connections to the county Web Focus, Justice, Advantage, and BRASS applications. The Information Technology division also trains district attorney staff in office computer applications. It supports prosecutors by setting up courtroom presentation equipment and by preparing trial exhibits, including audio and other digitally based exhibits. IT staff also

manage the digital distribution of criminal discovery materials to defense attorneys. It provides data and statistics to requestors, including partner agencies and research groups. The division manages and supports law enforcement agencies in the electronic transfer of criminal case data. Finally, the office maintains a forensic computer examination capability with specialized computers and storage devices.

State Prosecutors with County Fringe Benefits

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 the state reimbursement for the actual county cost of fringe benefits provided to the 4 FTE prosecutors. Wis. Stat. §§ 978.12(5)&(6) provides that state reimbursement must be based on actual county fringe benefits' costs or comparable state costs, whichever is less.

Charges from the State

The State charges Milwaukee County for the salaries and fringe benefits of any grant-funded Assistant District Attorney ("ADA"). The State pays the salaries and fringe benefits on a biweekly basis but bills the County for these costs on a quarterly basis because the County submits grant claim reimbursements on a quarterly basis. The ADA expenses for salaries and fringe benefits are posted to account 6090 and are offset with state and federal grant revenue to accounts 2299 and 2699, respectively.

Charges from the State	2019 Budget	2020 Budget	2019/20 Variance
Milwaukee County Byrne JAG - Local	$ 350,100	$ 399,600	$ (49,500)
Community Development Block Grant (CDBG)	245,900	190,000	55,900
CSS Child Support Prosecutor	95,537	97,647	(2,110)
High Intensity Drug Trafficking Area (HIDTA)	542,400	255,733	286,667
MacArthur - Early Intervention	100,000	165,000	(65,000)
SAKI Milwaukee County Sexual Assault Prosecutor	69,000	0	69,000
State DCF CHIPS TPR Contract	789,745	824,758	(35,013)
USDOJ VAWA Domestic Violence	192,500	160,215	32,285
WIDOJ Byrne JAG MMDEG Task Force	265,723	265,723	0
WIDOJ Violence Against Women Act (VAWA RRP)	151,020	151,000	20
TOTAL	$2,801,925	$2,509,675	$292,249

State Revenue

Revenue from state grants for 2020 is comprised of the programs detailed in the following table:

STATE GRANTS			
State Revenue Programs	2019 Budget	2020 Budget	2019/20 Variance
IPS - Opioid Community Prosecutor	$ -	$ 188,117	$ 188,117
Project Safe Neighborhood	-	257,089	257,089
Special Prosecution Courts' Clerks	305,000	305,000	-

State DCF CHIPS TPR Contract	1,313,000	1,367,702	54,702
Victim of Crimes Act (VOCA)	435,675	961,613	525,938
Victim/Witness Program	1,425,200	1,500,000	74,800
WIDOJ Violence Against Women Act (VAWA RRP)	151,020	155,000	3,980
TOTAL	$3,629,895	$4,734,521	$ 1,104,626

The IPS – Opioid Community Prosecutor is a submitted grant application that has not been awarded yet. The grant, when awarded, will fund the salary and fringe benefits for 1.0 Assistant District Attorney in the areas of drug prosecution, early intervention, community prosecution, community agency interaction, or some combination of one or more of those areas of expertise as well as computer software and computer equipment.

The Project Safe Neighborhood is a submitted grant application that has not been awarded yet. The grant, when awarded, will fund the salary and fringe benefits for 1.0 Victim Witness Advocate, computer software and computer equipment, and will contract with the City of Milwaukee Office of Violence prevention to provide support to shooting victims and their families.

The Special Prosecution Courts' Clerks statutory grant provides continuing funding for the salaries and fringe benefits of 4.0 Secretarial Assistants and 2.0 Clerical Assistant 1's in the homicide, sensitive crimes, and violent crimes units. The Clerk of Circuit Court collects the grant revenue from a $3.50 fee levied on civil case filings, only in Milwaukee County, pursuant to Wis. Stat. § 814.86 (1m). 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 provides continuing funding for the salaries and fringe benefits of 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 Victims of Crime Act (VOCA) is partially a continuing grant as well as a competitive grant application that has not been awarded yet. The grant, when awarded, from the Wisconsin Department of Justice, Office of Crime Victim Services (OCVS), will provide 100 percent funding for 3.0 Victim Witness Advocates assigned to the crisis response unit, 3.0 Victim Witness Advocates for domestic violence cases assigned to the Sojourner Family Justice Center, 4.0 Sensitive Crimes Victim Advocates in the sensitive crimes victim services unit, and 1.0 Paralegal. The grant application also includes funding for staff development, victim support and outreach assistance, furniture for victim's waiting rooms, creation of a staff break room plus furniture, consultant fees for on-site training, a courthouse facility dog, and other expenses related to assisting victims.

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, 22.0 Victim Witness Advocates, 1.0 Victim Witness Advocate – bilingual, 1.0 Sensitive Crimes Victim Advocate, 3.0 Investigators in the witness protection unit, and 4.0 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; however, actual reimbursement rates have been decreasing and were just 49 percent for July – December 2018. For 2020, we are estimating a reimbursement rate of approximately 45 percent of programs costs.

The STOP VAWA Regional Resource Prosecutor project from the Wisconsin Department of Justice (WIDOJ) provides continuing funding for the salaries and fringe benefits of 1.0 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.

Federal Revenue

Revenue from federal grants for 2020 is comprised of the programs detailed in the following table:

FEDERAL GRANTS			
Federal Revenue Programs	**2019 Budget**	**2020 Budget**	**2019/20 Variance**
Milwaukee County Byrne JAG - Local	$ 350,100	$ 399,600	$ 49,500
Community Development Block Grant (CDBG)	245,900	190,000	(55,900)
High Intensity Drug Trafficking Area (HIDTA)	542,400	255,733	(286,667)
SAKI Milwaukee County Sexual Assault Prosecutor	69,000	-	(69,000)
USDOJ VAWA Domestic Violence	309,000	246,351	(62,649)
WIDOJ Byrne JAG MMDEG Task Force	543,365	543,365	-
TOTAL	$2,059,765	$1,635,049	$ (424,716)

The Milwaukee County Byrne JAG – Local grant provides funding for the salaries and fringe benefits of 4.0 Assistant District Attorneys. Three prosecutors are assigned to the Community Prosecution Unit in Milwaukee Police Districts 1, 3 and 7. The fourth is assigned as a "vertical" Domestic Violence prosecutor in felony court. This means he follows cases from start to finish, or "vertically."

The City of Milwaukee Community Development Block Grant (CDBG) provides funding for the salaries and fringe benefits of 3.0 Assistant District Attorneys. All of these prosecutors serve as Community Prosecutors. They serve the Milwaukee Police Districts 2, 4, 5 and 6.

The North Central High Intensity Drug Trafficking Area (HIDTA) grant provides funding from the Federal Office of National Drug Control Policy (ONDCP) for the salaries and fringe benefits of 2.0 Assistant District Attorneys in the District Attorney's violent crimes and HIDTA units and approved operating expenses, a reduction of 2.0 from prior year.

The U.S. Department of Justice, Office on Violence against Women, USDOJ OVW VAWA Domestic Violence grant provides funding for the services of 2.0 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 2.0 Victim Advocates that provide services to domestic violence victims in Milwaukee District police stations; and reimbursement for required grant travel and training.

The Wisconsin Department of Justice WIDOJ Byrne JAG OJA MMDEG Task Force grant provides funding for the salaries and fringe benefits of 4.0 Assistant District Attorneys in the violent crimes – drug unit in an amount of about $297,963. The grant also funds payments totaling approximately $245,402 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.

Charges to Other County Agencies

CHARGES TO OTHER COUNTY AGENCIES				
	CROSSCHARGES	2019	2020	2019/20
Department	Program	Budget	Budget	Change
Child Support Services	Child Support Prosecution	$188,084	$190,016	$1,932
Child Support Services	Child Support Investigation	$227,460	$291,829	$64,369
	TOTAL	$415,544	$481,845	$66,301

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 provides funding for the salaries and fringe benefits of 1.0 Assistant District Attorney and 1.0 Paralegal that prosecute criminal child support cases. The second program provides funding for the salaries, overtime, and fringe benefits of 2.0 District Attorney Investigators that investigate child support cases for CSS and the District Attorney's office.

Strategic Program Area 1: Investigations & Criminal Prosecutions

Service Provision: Mandated

Strategic Outcome: Personal Safety Service

What We Do: Activity Data			
Activity	**2018 Actual**	**2019 Target**	**2020 Target**
This service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$13,536,709	$10,756,656	$11,500,716	$12,608,664	$1,107,948
Revenues	$5,431,637	$5,628,377	$5,245,090	$6,584,103	$1,294,013
Tax Levy	$8,105,072	$5,508,933	$6,255,626	$6,024,561	($186,065)
FTE	156.8	160.3	161.0	172.8	11.8

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 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 2020 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.

There are four new positions included in the District Attorney's 2020 budget that are 100% grant funded, otherwise the 2020 Budget represents the same level of service as 2019. The tax levy decreases by $186k.

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BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	$4,156,158	$3,581,896	$3,644,481	$4,071,491	$427,010
Operation Costs	$3,467,075	$3,473,160	$3,720,324	$3,518,911	($201,413)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$99,712	$44,982	$0	$0	$0
Interdept. Charges	$1,179,148	($17,785)	($48,092)	($109,410)	($61,318)
Total Expenditures	**$8,902,094**	**$7,082,253**	**$7,316,713**	**$7,480,992**	**$164,279**
Revenues					
Direct Revenue	$509,546	$716,561	$795,420	$972,250	$176,830
Intergov Revenue	$452,966	$640,255	$562,189	$574,816	$12,627
Indirect Revenue	$974,919	$0	$0	$0	$0
Total Revenues	**$1,937,431**	**$1,356,815**	**$1,357,609**	**$1,547,066**	**$189,457**
Tax Levy	**$6,964,663**	**$5,725,438**	**$5,959,104**	**$5,933,926**	**($25,178)**
Effective Tax Levy*	**$4,961,742**	**$5,743,223**	**$6,007,196**	**$6,043,336**	**$36,140**
Personnel					
Full-Time Pos. (FTE)	61.0	54.8	53.3	59.8	6.5
Seas/Hourly/Pool Pos.	5.0	5.3	9.3	11.4	2.1
Overtime $	$176,520	$149,277	$152,880	$148,584	($4,296)

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

Department Mission: The mission of the Office of Emergency Management (OEM) is helping people in extraordinary times.

Department Description: OEM includes five program areas: the Director's Office, Emergency Management, Emergency Medical Services (EMS), 911 Communications, and Radio Services. These program areas coordinate public safety services through data, assets, monies and staff to sustain healthy and productive localities within our County.

Major Changes in FY 2020:

- OEM EMS will grow paramedic service for the Fiserv Forum for the second full year, including at the arena and adjacent Deer District outdoor plaza. Each event brings in over 17,500 visitors, and the July DNC 2020 will bring in over 55,000 visitors to include delegates, media outlets, and law enforcement.
- For the third full year, the County will distribute $1.5 million in support of City and Village paramedic services, countywide, via an equitable formula based on municipal population, geographic square miles, and paramedic call volume.

- The County will fully transition its subsidy to local fire departments based on municipal paramedic transport volumes, retaining the money for execution of CAD2CAD, the capital project (WO30301) that will connect all 12 911 public safety answering points in the County, improving public safety through enhanced collaboration and improved situational awareness. OEM will continue to work to win participation of the County's law enforcement agencies whose chiefs have been hesitant to join in.

- Now a digital-only radio service for the County and 18 participating municipalities, Organization of Affiliated Secure Interoperable RF Subsystems (OASIS) brings all participants into full compliance with federal communications standards. A cost-sharing structure, based on a $3 per radio per month fee to the OASIS Capital Improvement Fund, enters its third year, with Fund monies solely reserved for a replacement public safety radio system within the next 10-15 years. The County will also contribute $70,000 in 2020. The City of Milwaukee is the lone municipality that has not achieved interoperability with its adjacent partners; yet, OEM and the City are working together on a solution to connect the OASIS P25 compliant system to the City's aging radio system.

- Following its 2019 course with the North Shore communities, the Emergency Management Division will launch an effort in 2020 to guide the leaders of the South Shore communities in resourcing and publishing a single Comprehensive Emergency Management Plan (CEMP).

- The OEM Command Duty Officer (CDO) position will be fully realized as a countywide duty officer responsible for 24/7 emergency messaging among departments and agencies county- and region-wide, in addition to the critical role of relaying patient information between the EMT and/or paramedic and the receiving hospital.

- The 2020 budget reflects the transfer of Command Duty Officers from Strategic Program Area 3: 911 Communications to the EMS program area. Command Duty Officers are responsible for system oversight of patient care field reports, monitoring activity on the hospital alerting tool, coordinating communications between paramedics and medical providers, and other EMS related functions.

Strategic Program Area 1: OEM Director's Office

Service Provision: **Mandated**

Outcome: **Personal Safety**

What We Do: Activity				
Item	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
OASIS Intergovernmental Agreements	18/19 (95%)	18/19 (95%)	18/19 (95%)	18/19 (95%)
PD Naloxone Administration MOUs	10/19 (50%)	17/19 (90%)	17/19 (90%)	17/19 (90%)
EMS Contracts for Paramedic Service	12/12 (100%)	12/12 (100%)	12/12 (100%)	12/12 (100%)

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$634,086	$225,680	$240,591	$245,947	$5,356
Revenues	$0	$0	$0	$0	$0
Tax Levy	$634,086	$225,680	$240,591	$245,947	$5,356
FTE Positions	1.9	1.3	1.3	2.2	0.9

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
MC Ordinances Adopted	2/2 (100%)	2/2 (100%)	2/2 (100%)	2/2 (100%)
AMOPs Adopted	3/3 (100%)	4/4 (100%)	4/4 (100%)	4/4 (100%)
CCHOCTF work plan goals	13/13 (100%)	13/13 (100%)	13/13 (100%)	13/13 (100%)
State Interoperability Council goals	2/2 (100%)	2/2 (100%)	2/2 (100%)	2/2 (100%)
LEPC hazmat plans	62/62 (100%)	75/75 (100%)	75/75 (100%)	75/75 (100%)
OASIS Standards/Policies adopted	3/3 (100%)	2/2 (100%)	2/2 (100%)	2/2 (100%)
Employee Engagement newsletter	n/a	26/26 (100%)	52/52 (100%)	52/52 (100%)
Employee Engagement All-Hands	2/2 (100%)	4/4 (100%)	4/4 (100%)	4/4 (100%)

Strategic Overview

The Director's Office has a critical role in large-scale change, including directing collaborative preparedness activities that are data-driven and focused on multi-jurisdictional mutual aid while exploring the consolidation of public safety assets and data.

As an appointed member of the County Executive's Cabinet, the Director 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.

The Director's Office fulfills Wisconsin State Statue 323 and Milwaukee County Ordinance (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.

Strategic Implementation

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 Director, which enhances proactive outreach with the local communities through social media, earned media, and community education, positioning OEM as a trusted authority and modern team of emergency services professionals. The Communications Director also is certified by FEMA as an advanced public information officer (APIO), trained to lead the public information function in the emergency operations center (EOC) in times of need.

This section adds an Executive Assistant to the roster in order to support OEM's seven-person leadership team. Through the creation of this position, administrative duties currently handled by leadership would be handled by one dedicated person. OEM's aggressive agenda and the challenges of large-scale events (e.g., DNC2020) have intensified this administrative need and thus, the addition to the 2020 budget.

Strategic Program Area 2: Emergency Management

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity				
Item	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
County Exercises	2/2 (100%)	2/2 (100%)	2/2 (100%)	2/2 (100%)
Municipal Exercises	5/5 (100%)	4/4 (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%)
County Plans Updated	26/29 (86%)	29/29 (100%)	29/29 (100%)	29/29 (100%)
Municipal Plans Updated	12/19 (63%)	19/19 (100%)	19/19 (100%)	19/19 (100%)
Plan Assistance to Private Partners	4/8 (50%)	7/8 (88%)	7/8 (88%)	7/8 (88%)
New Grant Initiatives	1/1 (100%)	1/1 (100%)	1/1 (100%)	1/1 (100%)

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$541,333	$557,926	$503,506	$576,300	$72,794
Revenues	$431,986	$632,755	$577,689	$567,816	($9,873)
Tax Levy	$109,346	($74,828)	($74,183)	$8,484	$82,667
FTE Positions	5.2	4.1	4.00	6.0	2.00

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Munis w/operational Resource Plan	8/19 (42%)	12/19 (63%)	19/19 (100%)	19/19 (100%)
Munis w/Emergency Operations Plan	8/19 (42%)	16/19 (84%)	19/19 (100%)	19/19 (100%)
Munis w/Hazard Mitigation Plan	8/19 (42%)	18/19 (95%)	19/19 (100%)	19/19 (100%)
County Depts w/Emergency Training				
▪ Active Shooter	26/29 (90%)	26/29 (90%)	29/29 (100%)	29/29 (100%)
▪ Emergency Action Plan	10/29 (34%)	23/29 (79%)	29/29 (100%)	29/29 (100%)
▪ FEMA Incident Command	7/29 (24%)	20/29 (69%)	29/29 (100%)	29/29 (100%)
County Depts w/Drills & Exercises				
▪ Active Shooter	26/29 (90%)	26/29 (90%)	29/29 (100%)	29/29 (100%)
▪ Emergency Action Plan	10/29 (34%)	23/29 (79%)	29/29 (100%)	29/29 (100%)
▪ Business Continuity	7/29 (24%)	20/29 (69%)	29/29 (100%)	29/29 (100%)
County Depts w/ Business Continuity	10/29 (34%)	20/29 (69%)	29/29 (100%)	29/29 (100%)
Full-Time Employee Alert Registration	1,800/3,000 (60%)	1,800/3,000 (60%)	2,400/3,000 (80%)	2,700/3,000 (90%)

Strategic Overview

The Emergency Management Division is responsible for the emergency management framework within Milwaukee County, enabling our communities to readily adapt to manmade and natural shocks and to collaborate across government and private entities. Specifically, this requires an in-depth exercise and drill regimen to ensure consistent preparedness across all levels of government.

Through the Emergency Management Division, OEM meets the statutory obligations of Wisconsin State Statute Chapter 323 and Milwaukee County Ordinance Chapter 99: Emergency Activities of the Government of 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 establishing clear avenues of procurement, fuel, power, shelter, and transportation to ensure self-reliance. These critical elements are shared through a countywide knowledge management system, enabling municipalities to reach across borders for mutual aid.

The Emergency Management Division anticipates 100% compliance among County employees in 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.

Following its 2019 course with the North Shore communities, the Emergency Management Division will launch an effort in 2020 to guide the leaders of the South Shore communities in resourcing and publishing a single Comprehensive Emergency Management Plan (CEMP).

Heading into 2020, the Emergency Management Division will have a team of five FAA-licensed (Part 107) drone operators available to provide 24/7 situational awareness from above at the request of partnering agencies.

At the outset of 2019, the Emergency Management Division acquired the 911 Communications Division's full-time GIS Specialist position. In 2020, it will accept from Milwaukee Mitchell International Airport the oversight of the full-time Airport Emergency Management Coordinator role.

Strategic Program Area 3: 911 Communications

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity				
Item	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
911 CPR Calls Received	502	688	500	500
Calls Needing CPR	214	565	450	450
Calls Received CPR	208	467	450	450
Victims Survived to ED	15	59	400	400
Victims Survived Discharge	unknown	unknown	400	400
Total Call Volume	274,194	273,591	273,200	276,900
Admin Calls	*105,649*	*108,030*	*110,000*	*112,000*
911 Calls	*93,997*	*93,834*	*94,000*	*94,500*
Abandoned Calls	*6,655*	*7,146*	*7,200*	*7,400*
Outgoing Calls	*67,893*	*64,581*	*62,000*	*63,000*
Open Records Requests Fulfilled	unknown	247	300	325

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$2,873,450	$2,129,457	$2,049,145	$1,646,740	($402,405)
Revenues	$56,728	$47,980	$7,000	$7,500	$500
Tax Levy	$2,816,722	$2,081,477	$2,042,145	$1,639,240	($402,905)
FTE Positions	38.2	37.6	38.8	28.7	(10.1)

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
APCO-Credentialed dispatchers	13/24 (54%)	18/24 (75%)	22/24 (92%)	22/24 (92%)
APCO Certification Standards Met*	129/148 (87%)	141/148 (95%)	109/114 (96%)	114/114 (100%)
911 Virtual Connections to Fire Depts	2/10 (20%)	2/10 (20%)	2/10 (20%)	2/10 (20%)
911 Virtual Connections to Police Depts	0/12 (0%)	0/12 (0%)	2/12 (17%)	2/12 (17%)
911 Call Answering <10 seconds	90%	90%	92%	93%
911 Call Duration <90 seconds	85%	90%	90%	90%
Abandoned Call Rate	<10%	<10%	<10%	<10%

* APCO changed its credentialing requirements in January 2019, from 148 items to 114.

Strategic Overview

The OEM 911 Communications Division serves as the Public Safety Answering Point (PSAP) for Milwaukee County, responsible for the prompt response and delivery of emergency services to 911 callers.

Dispatchers take 911 calls, coordinate services with the Medical Examiner's Office and Highway Department, and dispatch Sheriff Deputies, Park Rangers, and District Attorney Investigators.

Command Duty Officers and EMS Communicators transfer data received from EMS field providers to receiving hospitals, including vital patient code alerting to ensure optimal care immediately upon patient entry to the emergency department. Additionally, these staff provide CPR instructions to callers witnessing cardiac arrest.

Strategic Implementation

Of the 911 calls received by the 911 Communications Division, 44 percent require transfer to one of the other 11 PSAPs in the County. OEM is coordinating with cellular carriers to correct call-routing, thereby saving vital seconds per emergency call. Furthermore, OEM is supporting the OASIS 911 Special Committee in its research on whether to change the County ordinance that requires OEM to receive all 911 calls originating from mobile phones within the County but outside of the City of Milwaukee. OEM is working to partner with municipal law enforcement leaders to prepare their PSAPs for the increase in call volume that would result from such a change.

In 2020, the 911 Communications Division will continue implementation of CAD2CAD, 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 the next 5-10 years of transition to the demands of Next Generation 911 (NG911) technology may prove cost-prohibitive for smaller communities.

The 911 Communications Division is focusing on earning national standard compliance from the Association of Public Safety Communications Officials (APCO) by the close of 2020.

The OEM Command Duty Officer (CDO) position will be fully realized as a countywide duty officer responsible for 24/7 emergency messaging among departments and agencies county- and region-wide, in addition to the critical role of relaying patient information between EMS field provider and the receiving hospital.

The number of FTE positions decrease in 911 Communications due to the transfer of Command Duty Officers to the EMS Program Area.

Strategic Program Area 4: Radio Services

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity				
Call Volume of Radio Push-to-Talks per Municipal Subscriber				
Subscriber	**2017 Actual***	**2018 Actual**	**2019 Target**	**2020 Target**
Bayside	1,060,224	1,148,576	1,148,576	1,148,576
Cudahy	472,700	512,092	512,092	512,092
Franklin	773,667	838,139	838,139	838,139
Greendale	413,302	447,744	447,744	447,744
Hales Corners	127,096	137,687	137,687	137,687
North Shore Fire/Rescue	154,066	166,905	166,905	166,905
Oak Creek	874,239	947,092	947,092	947,092
St. Francis	319,696	346,337	346,337	346,337
South Milwaukee	324,829	351,898	351,898	351,898
Wauwatosa	778,898	843,806	843,806	843,806
West Allis	1,559,897	1,689,888	1,689,888	1,689,888
West Milwaukee	242,868	263,107	263,107	263,107
MADACC	42,969	46,550	46,550	46,550
HIDTA	109,926	119,087	119,087	119,087
VA Police	1,700	1,842	1,842	1,842
Mayfair Mall	659,647	714,618	714,618	714,618
Municipal & Mutual Aid Call Volume	**7,915,724**	**8,575,368**	**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				
Call Volume on Radio Push-to-Talks per Milwaukee Co. Dept				
Department	**2017 Actual***	**2018 Actual**	**2019 Target**	**2020 Target**
MCSO	2,481,605	2,688,405	2,688,405	2,688,405
MCTS	953,890	1,033,381	1,033,381	1,033,381
HOC	1,007,795	1,091,778	1,091,778	1,091,778
OEM	4,858	5,263	5,263	5,263
GMIA	318,551	345,097	345,097	345,097
GMIA Fire Department	29,424	31,876	31,876	31,876
Children's Court	258,421	279,956	279,956	279,956
Facilities Maintenance	173,176	187,607	187,607	187,607
BHD	204,000	221,000	221,000	221,000

Highway	111,680	120,987	120,987	120,987
District Attorney	46,287	50,144	50,144	50,144
128th Air Refueling Wing	3,500	3,792	3,792	3,792
FireBell, volunteer fire support	1,300	1,408	1,408	1,408
Parks Department	100	108	108	108
ARES-RACES	15	16	16	16
Milwaukee County Call Volume	**5,594,602**	**6,060,819**	**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	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$913,413	$863,247	$1,598,479	$1,466,315	($132,164)
Revenues	$1,220,111	$401,800	$374,136	$426,686	$52,550
Tax Levy	($306,698)	$461,447	$1,224,343	$1,039,629	($184,714)
FTE Positions	3.1	3.1	3.0	2.9	(0.1)

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Radio Downtime	<5.26 minutes	<5.26 minutes	<5.26 minutes	<5.26 minutes
Number of Service Reductions	<10	<4	<4	<4
System Busies	<1.3/1,500 (70%)	<1/1,500 (100%)	<1/1,500 (100%)	<1/1,500 (100%)
Interop w/State & City of Milwaukee	1/2 (50%)	2/2 (100%)	2/2 (100%)	2/2 (100%)
FEMA ICS 205 Event Planning	100%	100%	100%	100%
Preventive Maintenance Program	n/a	n/a	633 radios	633 radios

Strategic Overview

The Radio Services Division is responsible for administering and maintaining the Milwaukee County subsystem of the Organization of Affiliated Secure Interoperable RF Subsystems (OASIS), an 800MHz P25 digital radio system providing mission critical and interoperable communications for public safety agencies and first responders in Milwaukee and Waukesha counties.

OASIS is governed by a board of directors comprised of three Milwaukee County department heads and four municipal representatives, appointed by the Milwaukee County Executive. The governance board is supported by three standing committees: Technical Committee, Operations Committee, and 911 Special Committee.

The performance of the radio system is wholly dependent on its supporting infrastructure, which fully transitioned from analog to digital in mid-2019.

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.

Strategic Implementation

2019 was a milestone year in which OEM dismantled the legacy analog system following the full implementation of a new digital system that 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.

Now a digital-only radio service for the County and 18 participating municipalities, OASIS brings all participants into full compliance with federal communications standards. A cost-sharing structure, based on a $3 per radio per month fee to the OASIS Capital Improvement Fund, enters its third year, with Fund monies solely reserved for a replacement public safety radio system within the next 10-15 years, with the County contributing $70,000 in 2020.

All operating costs continue to be charged to subscribers, including County departments and outside agencies. Municipal revenue is collected as user fees per joint intergovernmental agreements between the County and each participating municipality.

The Radio Services Division will continue its coordination of local and regional channels and assets for critical security events such as narcotic operations and dignitary visits. Particularly in anticipation of the 2020 Democratic National Convention, the Radio Services Division is the leader in coordination and interoperability, trusted by local, state, and federal partners for reliability and encryption.

The Radio Services Division continues to work closely with its partners in the City of Milwaukee, which operates its legacy OpenSky system, to achieve interoperability through an inter-RF subsystem interface (ISSI) gateway.

There are no staff changes in 2020.

Strategic Program Area 5: Emergency Medical Services (EMS)

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity				
Item	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Licensed Paramedics in the System	550	550	557	540
Patient Volume, systemwide	34,890	44,208	42,768	43,000
Transport Volume, systemwide	17,100	24,287	22,822	23,000
OEM Special Events Patients	217	410	592	630

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$3,939,814	$3,305,943	$2,924,993	$3,545,690	$620,697
Revenues	$228,606	$274,281	$398,784	$545,064	$146,280
Tax Levy	$3,711,208	$3,031,662	$2,526,209	$3,000,626	$474,417
FTE Positions	17.5	14.0	15.5	29.4	13.9

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Compare CARES Registry Metrics	30/36 (83%)	30/36 (83%)	36/36 (100%)	36/36 (100%)
OEM CARES Rank among Partners	n/a	n/a	tbd	2 of 6
OEM EMS App in EMS units	10/42 (24%)	28/42 (67%)	42/42 (100%)	54/54 (100%)
FDs on Central Supply/Rx Ordering	10/10 (100%)	10/10 (100%)	10/10 (100%)	10/10 (100%)

Strategic Overview

The Emergency Medical Services Division is responsible for the continuing education and credentialing of approximately 550 active paramedics, 30 A-EMTs, and 800 EMTs in the County EMS System.

The Emergency Medical Services Division administers the protocols and standards of care delivered by those providers, under medical direction delivered through a 40-year partnership with the Medical College of Wisconsin's Department of Emergency Medicine.

The Emergency Medical Services Division ensures quality of care by conducting non-punitive randomized checks and maintaining data repository that contains HIPAA-compliant patient care records.

The Division's Special Events EMS Team delivers emergency medical care to attendees of the Milwaukee County Zoo, Fiserv Forum, UWM Panther Arena, and other venues as requested.

Through its Emergency Medical Services Division, OEM meets the statutory obligations of Milwaukee County Ordinance Chapter 97: Emergency Medical Services.

Strategic Implementation

For the third full year, the County will distribute $1.5 million in support of paramedic services via an equitable formula based on municipal population, geographic square miles, and paramedic call volume.

The EMS Division continues to work with five like-minded EMS systems—Madison, WI; Seattle & King County, WA; Sedgwick, County, KS; Cincinnati, OH; Columbus, OH—to collaborate in comparing data and sharing best practices in order to improve outcomes in sudden cardiac arrest response. The group, named the Performance Collaborative Consortium (PCC) uses the six data points recorded in the national Cardiac Arrest Registry to Enhance Survival (CARES).

The EMS Division serves as the American Heart Association's Community Training Center, credentialing trainers at more than 30 training sites and issuing Basic Life Support (BLS) and Advanced Cardiac Life Support (ACLS) certifications to thousands of students.

The EMS Division will also continue its partnership with local law enforcement agencies in the administration of naloxone for opioid victims, through training and agreements.

The County will fully transition its subsidy to local fire departments based on municipal paramedic transport volumes, retaining the money for execution of CAD2CAD, the capital project (WO30301) that will connect all 12 911 public safety answering points in the County, improving public safety through enhanced collaboration and improved situational awareness. OEM will continue to work to win participation the County's law enforcement agencies whose chiefs have been reluctant to join in.

The EMS Division will expand its Special Events EMS operations for the third consecutive year, to a team of nearly 60 hourly paramedics. The team will meet the increased demand for staffing of a full slate of events at and around the Fiserv Forum and Deer District, each of which attracts more than 17,500 visitors. The 2020 Democratic National Convention promises to be a weeklong "all hands" effort for OEM's paramedics.

Command Duty Officer positions have been transferred from 911 Communications to the EMS program area causing the increase in FTE positions seen for the 2020 Budget.

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BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	$2,623,719	$3,066,771	$3,155,156	$3,252,636	$97,480
Operation Costs	$586,812	$721,151	$1,048,574	$1,015,820	($32,754)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$589,186	$20,000	$0	($20,000)
Interdept. Charges	$611,605	$20,379	$31,652	$35,012	$3,360
Total Expenditures	**$3,822,135**	**$4,397,488**	**$4,255,382**	**$4,303,468**	**$48,086**
Revenues					
Direct Revenue	$2,442,443	$2,765,681	$2,844,893	$2,978,923	$134,030
Intergov Revenue	$5,996	$55,723	$60,000	$25,000	($35,000)
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$2,448,439**	**$2,821,404**	**$2,904,893**	**$3,003,923**	**$99,030**
Tax Levy	**$1,373,969**	**$1,576,084**	**$1,350,489**	**$1,299,545**	**($50,944)**
Effective Tax Levy*	**$762,091**	**$1,555,705**	**$1,318,837**	**$1,264,533**	**($54,304)**
Personnel					
Full-Time Pos. (FTE)	29.9	31.9	32.6	32.8	0.2
Seas/Hourly/Pool Pos.	0.0	0.0	0.0	0.0	0.0
Overtime $	**$61,330**	**$73,704**	**$73,704**	**$82,308**	**$8,604**

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

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 2020: Referral autopsies are projected to increase approximately 18 percent, resulting in additional revenue of $110,000. Revenue also increases slightly due to a budgeted increase in cremation permits. Operation costs decrease due to negotiated price reductions in transcription and body transportation 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).

Strategic Program Area 1: Medical Examiner

Service Provision: Mandated

Strategic Outcome: Personal Safety

What We Do: Activity				
Activity	**2017 Actual**	**2018 Actual**	**2019 Projected**	**2020 Projected**
Autopsies	1,458	1,738	1,685	1,785
Referral Autopsies	459	686	550	650
Death Certificates	1,894	1,927	1,900	1,900
Cremation Permits	4,889	5,214	5,200	5,300
Deaths Investigated	7,003	7,512	7,200	7,300

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$3,822,135	$4,397,488	$4,255,382	$4,303,468	$48,086
Revenues	$2,448,439	$2,821,404	$2,904,893	$3,003,923	$99,030
Tax Levy	$1,373,696	$1,576,084	$1,350,489	$1,299,545	($50,944)
FTE Positions	29.9	31.6	32.6	32.8	0.2

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Pass Rate for Forensic Board Exam	100%	n/a*	Pass	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 was 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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BUDGET SUMMARY

	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	$27,254,088	$24,572,102	$29,161,114	$28,738,330	($422,784)
Operation Costs	$24,627,759	$25,680,254	$30,647,444	$30,010,621	($636,823)
Debt & Depreciation	$26,835,369	$24,002,580	$24,314,785	$23,812,132	($502,653)
Capital Outlay	$818,007	$247,808	$585,000	$480,000	($105,000)
Interdept. Charges	$10,426,292	$10,635,636	$11,732,868	$14,747,438	$3,014,570
Total Expenditures	**$89,961,515**	**$85,138,380**	**$96,441,211**	**$97,788,521**	**$1,347,310**
Revenues					
Direct Revenue	$89,206,863	$84,245,784	$95,838,036	$97,304,581	$1,466,545
Intergov Revenue	$244,040	$345,640	$180,000	$240,000	$60,000
Indirect Revenue	$510,612	$546,955	$423,175	$243,940	($179,235)
Total Revenues	**$89,961,515**	**$85,138,380**	**$96,441,211**	**$97,788,521**	**$1,347,310**
Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Personnel					
Full-Time Pos. (FTE)	278.5	284.4	278.3	269.4	(8.9)
Seas/Hourly/Pool Pos.	5.7	5.7	9.2	9.2	0
Overtime $	$966,902	$1,340,018	$1,045,308	$1,249,308	$204,000

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

Department Mission: The Airport Division will plan, enhance, operate and maintain efficient, cost-effective air transportation facilities that meet the current and future needs of the region, airlines and tenants while remaining responsive to the concerns of the Airport's neighboring residents.

Department Description: The Airport Division provides the administration and manages all activities necessary for the efficient day-to-day operation of MKE Mitchell 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.

Strategic Program Area 1: General Mitchell International Airport

Service Provision: Discretionary

Strategic Outcome: Economic Opportunity

What We Do: Activity				
Activity	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**
Airport Cost Per Enplanement	$24.54	$23.99	$27.42	$26.40
Enplanements[1]	3,452,544	3,548,817	3,627,329	3,620,148
Total Passengers	6,904,670	7,096,714	7,254,658	7,240,296
Landed Weight (total) 000 lb. unit	4,639,744	4,692,523	4,733,033	4,739,596

[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	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Var**
Expenditures	$88,386,614	$78,603,533	$94,505,054	$95,953,249	$1,448,195
Revenues	$80,856,319	$84,825,453	$95,656,962	$96,615,958	$958,996
Tax Levy*	$7,530,295	($6,221,919)	($1,151,908)	($662,709)	$489,199
FTE Positions	280.6	280.6	284.2	275.2	(8.9)

**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	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**
Customer Satisfaction Survey	4.16	4.29	N/A*	4.5
Non-Airline Revenue as a % of Airport Revenue	69.1%	59.6%	61.5%	58.5%

**Airport Customer Satisfaction is measured by a third-party vendor. The Airport changed vendors, which resulted in a new measurement scale.*

Major Changes in FY 2020:
For 2020 major capital projects include:

- GMIA E Concourse Phase 2 Construction $25,112,809
- GMIA Taxiway A Extension $9,532,487*
- GMIA Terminal Fire Alarm System Replacement Construction $7,552,519
- GMIA Administrative Office Renovation $2,099,281
- GMIA Parking Access and Revenue Control System Repl Addtl Approp $1,054,350

**Implementation in 2020 contingent upon receipt of Federal and State grant funding*

For 2020, the staffing levels change as follows:

- One vacant Electrical Mech position is abolished and one Plumber is created to better meet Maintenance workload demand.
- Two vacant Airport Maintenance Worker Assistant positions are abolished in the Maintenance Section. Service provider contract increased to meet the additional custodial services demand for the rental car area.
- In 2020, the Airport Fleet Management Section moves to the Milwaukee County Department of Transportation Fleet Management Division. The following positions are reflected as a transfer out of the Airport and into MCDOT Fleet. One Assistant Parts, One Supervisor Fleet, Nine Mechanic Airport, and One Lead Mechanic Airport.
- In 2020, One Airport Emergency Management Coordinator is transferred out of the Airport and into the Office of Emergency Management.

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 actual passengers enplaned. 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.

The Airport Fleet Management Section moves to the Milwaukee County Department of Transportation Fleet Management Division for 2020 and results in a centralization for all countywide fleet services under the MCDOT Fleet Management Division. Services provided by MCDOT Fleet Management will be crosscharged to the Airport.

The Airport Emergency Management Coordinator is centralized to the Office of Emergency Management for 2020 and will continue to be dedicated full time and crosscharged to the Airport.

Revenue enhancements:
Parking revenue remains at $30,000,000.

Car rental revenue is estimated to decrease $200,000 from $11,000,000 to $10,800,000 based on past actual performance.

Expenditures:
Expenditures included in the 2020 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 procure vehicles and/or equipment through Milwaukee County Department of Transportation Fleet Management Division. The Airport continues to coordinate with the Milwaukee County Highways Division for street and curb repairs. These partnerships have proven effective in managing costs.

Budgeted cross-charges from other Milwaukee County departments for services provided to the Airport increased $2,990,811 to $14,723,679. This increase primarily represents the centralization of fleet services to the Milwaukee County Department of Transportation Fleet Management which for 2020 will be crossed charged to the Airport.

Multi-year Contracts*

The Airport intends to enter into the following multi-year contracts during 2020:

- Airport Security Program. Assess and rewrite program, move standard operating procedures into standalone document and develop quick reference guide. The initial term of the contract is two (2) years beginning in 2020 at an estimated total cost of $110,000.

*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	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**
Leased Buildings	25	24	30	28
Occupied Buildings	46	43	46	43
Vacant Buildings	15	17	9	9
Vacancy Percentage	24.5%	28.3%	16.4%	17.3%

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Var**
Expenditures	$979,054	$911,304	$1,267,265	$973,631	($293,634)
Revenues	$937,058	$582,851	$528,000	$910,000	$382,000
Tax Levy*	$41,995	$328,453	$739,265	$63,631	($675,634)
FTE Positions	0.9	1.0	1.0	1.0	0.0

"Although tax levy is shown in this service area, no tax levy is actually received. This amount reflects the subsidy paid by airport users to operate the Lawrence J. Timmerman Airport and the MKE Business Park. Any surplus or deficit is settled annually with the airlines per the terms of the airline lease agreements resulting in an overall $0 property tax levy for the County's Airport System.

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**
Occupancy Rate	75.5%	71.7%	83.6%	82.7%

Strategic Overview: The MKE Regional Business Park is the former 440th Air Reserve Base. By the end of 2020 the MKE Business Park will consist of 52 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 2020 the estimated airline subsidy for this service area decreases $675,634 to $63,631 due to expected rent from business park buildings.

Strategic Program Area 3: LJ Timmerman General Aviation

Service Provision: Committed

Strategic Outcome: Economic Opportunity

What We Do: Activity				
Activity	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**
Number of Based Aircraft	101	107	105	105

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019Var**
Expenditures	$787,843	$551,551	$668,892	$861,641	$192,749
Revenues	$260,523	$265,217	$256,249	$262,563	$6,314
Tax Levy*	$527,320	$286,334	$412,643	$599,078	$186,435
FTE Positions	2.7	2.5	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	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**
Aircraft Takeoffs/Landings	28,156	26,818	31,000	25,544

Strategic Overview: Timmerman is located on the northwest side of Milwaukee and is the General Aviation (GA) reliever airport in Milwaukee County's airport system. Airline lease agreements govern revenues and expenditures associated with the operation of LJT.

Strategic Implementation: 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 late 2019. The 2020 budget results in a subsidy to LJT of $599,078 from airlines serving GMIA.

BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	$0	$0	$1,484,928	$1,671,578	$186,650
Operation Costs	$0	$0	$136,151	$137,471	$1,320
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$5,000	$5,000	$0
Interdept. Charges	$0	$0	$205,882	$267,656	$61,774
Total Expenditures	$0	$0	**$1,831,961**	**$2,081,705**	**$249,744**
Revenues					
Direct Revenue	$0	$0	$140,000	$181,000	$41,000
Intergov Revenue	$0	$0	$6,000	$6,000	$0
Indirect Revenue	$0	$0	$1,403,361	$1,607,622	$204,261
Total Revenues	$0	$0	**$1,549,361**	**$1,794,622**	**$245,261**
Tax Levy	**$0**	**$0**	**$282,600**	**$287,083**	**$4,483**
Effective Tax Levy*	**$0**	**$0**	**($535,613)**	**($765,361)**	**($229,749)**
Personnel					
Full-Time Pos. (FTE)	0.0	0.0	9.9	10.8	0.9
Seas/Hourly/Pool Pos.	0.0	0.0	0.0	1.0	1.0
Overtime $	$0	$0	$8,040	$8,004	($36)

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

Department Mission: Transportation Services Division 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 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: Transportation Services Division 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 2020: None

Strategic Program Area 1: Transportation Services

Service Provision: **Administrative**

Strategic Outcome: **Personal Safety**

What We Do: Activity				
Item	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Number of CTH projects completed	N/A	N/A	2 ($4,725,000)	1 ($3,350,000)
Number of bridge projects completed	N/A	N/A	0 ($0)	0 ($0)
Number of traffic projects completed	N/A	N/A	1 ($539,042)	2 ($839,000)
Total Number of Projects Completed	N/A	N/A	3 ($5,264,042)	3 ($4,189,000)

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$0	$0	$1,831,961	$2,081,705	$249,744
Revenues	$0	$0	$1,549,361	$1,794,622	$245,261
Tax Levy	$0	$0	$282,600	$287,083	$4,483
FTE Positions	0.0	0.0	9.9	11.8	1.9

How Well We Do It: Performance Measures				
Performance Measure	**2018 Target**	**2018 Actual**	**2019 Target**	**2020 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: The Transportation Services Division provides planning, design, and construction management for capital projects on County Trunk Highways (CTH) and County-owned bridges, including traffic signals. Transportation Services Division 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:

2020 Position Actions:

- One position of Engineering Intern Student is created.

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BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	$13,133,753	$12,665,248	$12,606,732	$12,941,336	$334,604
Operation Costs	$1,955,876	$2,054,729	$2,135,144	$2,117,062	($18,082)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$36,475	$5,045	$31,671	$513,423	$481,752
Interdept. Charges	$7,165,505	$7,181,990	$7,027,564	$7,641,489	$613,925
Total Expenditures	**$22,291,609**	**$21,907,011**	**$21,801,111**	**$23,213,310**	**$1,412,199**
Revenues					
Direct Revenue	$240,417	$334,652	$171,000	$171,000	$0
Intergov Revenue	$19,356,554	$19,776,029	$21,202,789	$21,980,044	$777,255
Indirect Revenue	$1,363,243	$1,335,951	$0	$0	$0
Local VRF Revenues	$0	$1,025,273	$1,062,266	$1,062,266	$0
Total Revenues	**$20,960,215**	**$22,491,905**	**$22,436,055**	**$23,213,310**	**$777,255**
Tax Levy	**$1,331,394**	**($584,894)**	**($634,944)**	**$0**	**$634,944**
Effective Tax Levy*	**($11,609,012)**	**($12,918,377)**	**($13,130,917)**	**($13,202,142)**	**($71,225)**
Personnel					
Full-Time Pos. (FTE)	121.39	119.65	121.50	123.00	1.50
Seas/Hourly/Pool Pos.	1.50	1.50	1.00	1.00	0.00
Overtime $	$501,834	$695,518	$421,152	$451,116	$29,964

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

Department Mission: The Highway Maintenance 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 Maintenance Division provides cost-effective 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 Maintenance Division maintains County Trunk Highways, State Trunk Highways, and Expressways, carrying out activities that include winter plowing/salting/de-icing, mowing, litter pick-up, sign maintenance/replacement, streetlight and signal maintenance, and pavement repair. The Division also funds the inspection of County-owned bridges.

Major Changes in FY 2020: There are no major programmatic changes for 2020. Overall expenditures increase $1,412,199 (approx. six percent) due primarily to increases in interdepartmental charges and salaries/fringe benefits for existing personnel. $1,062,266 of revenue from the current $30 Milwaukee County Vehicle Registration Fee (VRF) is budgeted in Highway Maintenance. Operating capital outlay is increased by $481,752 to support purchases of specialized equipment and machinery which will help to fill potholes and maintain roads.

Strategic Program 1: Highway Maintenance

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Highway Lane Miles Maintained				
County Trunk Highways Maintained (Lane Miles)	399	303	303	303
State Trunk Highways Maintained (Lane Miles)	785	719	719	719
Expressways Maintained (Lane Miles)	1,126	1,240	1,240	1,240
Winter Maintenance Operation				
Major winter event (defined as requiring 100 tons or more of salt)	17	26	20	20

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$22,291,609	$21,907,011	$21,801,111	$23,213,310	$1,412,199
Revenues	$20,960,214	$22,491,905	$22,436,055	$23,213,310	$777,255
Tax Levy	$1,331,395	($584,894)	($634,944)	$0	$634,944
FTE Positions	122.89	121.15	122.50	124.00	1.50

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Cost per Lane Mile of Maintaining County Trunk Highways [1]	$8,107	$8,421	$10,922	$11,976
Cost per Lane Mile of Maintaining State Highways[2]	$9,038	$8,871	$9,439	$9,741

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

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 2020. Service and staffing service levels remain relatively consistent with the prior year.

One position of Sr GIS Analyst (1.0 FTE) is transferred from the DOT Director's Office (org 5800).

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BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	$3,290,720	$3,606,382	$3,885,225	$5,108,043	$1,221,818
Operation Costs	$2,353,181	$2,330,867	$2,117,022	$3,674,641	$1,557,619
Debt for Vehicles	$3,691,836	$3,795,465	$4,072,574	$4,217,764	$145,190
Capital Outlay	$115,797	$132,866	$210,798	$270,798	$60,000
Interdept. Charges	$1,632,611	$1,943,401	$1,945,787	$1,437,460	($505,327)
Total Expenditures	**$11,084,145**	**$11,808,980**	**$12,231,406**	**$14,708,706**	**$2,477,300**
Revenues					
Direct Revenue	$173,142	$227,664	$82,000	$62,000	($20,000)
Intergov Revenue	$15,051	$16,035	$16,000	$16,000	$0
Indirect Revenue	$10,355,231	$12,431,239	$12,849,430	$15,703,713	$2,854,283
Total Revenues	**$10,543,424**	$12,674,939	**$12,947,430**	**$15,781,713**	**$2,834,283**
Tax Levy	**$540,719**	**($865,959)**	**($716,024)**	**($1,073,007)**	**($356,983)**
Effective Tax Levy*	**($2,607,576)**	**($4,562,585)**	**(4,643,790)**	**($4,856,213)**	**($212,423)**
Personnel					
Full-Time Pos. (FTE)	34.2	33.4	33.2	47.4	14.2
Seas/Hourly/Pool Pos.	0.0	0.5	0.0	0.0	0.0
Overtime $	$36,069	$35,024	$40,020	$100,200	$60,180

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

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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 2,206 vehicles and pieces of equipment ranging from fairway mowers and squad cars, to wheel loaders, tandem axle trucks, rotary plows, and combo units that are used in operations like snow removal on the freeway system and at GMIA.

- **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	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Repair Work Orders	7,943	6,424	8,000	9,000
Preventative Maintenance Work Orders	1,224	1,228	1,275	1,575
Vehicles / Equipment replaced	116	156	90	150

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$11,084,144	$11,808,980	$12,231,406	$14,708,706	$2,477,300
Revenues	$10,543,425	$12,674,939	$12,947,430	$15,781,713	$2,834,283
Tax Levy	$540,719	($865,959)	($716,024)	($1,073,007)	($356,983)
FTE Positions	34.2	33.9	33.2	47.4	14.2

What We Do: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Weekly Ready for Use (RFU)	92%	92%	95%	96%
Monthly on Time Scheduled Maintenance Completion	48%	54%	70%	70%
Vehicles Exceeding Replacement Criteria[2, 3,4]	171	278	130	150
Vehicles Underutilized[1, 2,4]	149	133	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 fall under the vehicles underutilized will be considered for possible removal from the fleet

Strategic Overview: Fleet Management's long-term goal is to have a readily available, right sized fleet for all County user departments.

Strategic Implementation: Fleet Management will be taking over the Airport fleet operations starting in 2020. The airport services have been under Fleet Management's supervision since February 1, 2019. Fleet management will be transferring the 12 employees and adding one additional stockroom employee to cover third shift under fleet management's budget.

In 2020, staffing is increased by 13 positions due to the addition of the airport fleet services being transferred back under fleet management. This move does not affect any service level changes.

Milwaukee County Fleet Management was recognized as a "100 Best Fleet" in the Americas for 2016, 2017, 2018 and 2019 by the 100 Best Fleets of North America.

2020 VEHICLE ROLLING STOCK ON & OFF-ROAD ALLOTMENT PER DEPARTMENT	
DEPARTMENT	TOTAL
Airport (GMIA)	250
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	1,278

* These numbers include all mowing equipment

** Includes vehicles for the Architectural & Engineering division

*** Fleet Management also maintains motor pool vehicles

BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	$0	$0	$0	$0	$0
Operation Costs	$145,049,532	$150,829,539	$150,242,107	$153,234,531	$2,992,424
Debt & Depreciation	$3,275,776	$3,787,932	$3,328,997	$3,492,953	$163,956
Capital Outlay	$587,085	$581,919	$145,000	$390,000	$245,000
Interdept. Charges	$2,753,248	$2,161,776	$2,653,653	$2,831,386	$177,733
Total Expenditures	**$151,665,641**	**$157,361,167**	**$156,369,757**	**$159,948,870**	**$3,579,113**
Revenues					
Direct Revenue	$39,589,161	$40,819,617	$41,371,905	$38,688,480	($2,683,425)
Intergov Revenue	$89,484,441	$92,121,939	$89,853,693	$92,940,694	3,087,001
Indirect Revenue	$0	$0	$0	$0	0
Local VRF Revenues	$12,228,524	$15,822,183	$15,731,243	$16,101,243	$370,000
Total Revenues	**$141,302,126**	**$148,763,739**	**$146,956,841**	**$147,730,417**	**$773,576**
Tax Levy	**$10,363,515**	**$8,597,428**	**$9,412,916**	**$12,218,453**	**$2,805,537**
Effective Tax Levy*	**$7,610,267**	**$6,435,652**	**$6,759,263**	**$9,387,067**	**$2,627,804**

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

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), is a quasi-governmental instrumentality of Milwaukee County that is recognized as an element of Milwaukee County by the Federal Transit Administration (FTA). All transit employees work for MTS, which is responsible for managing the transit system comprised of facilities and equipment owned and provided by Milwaukee County.

Major Changes in FY 2020: The 2020 Budget includes a significant increase in Milwaukee County support of Transit to counter declining passenger revenue and State funding that remains lower today than it was a decade ago. Tax levy increases by $2.2 million. Vehicle Revenue Fee (VRF) revenues available to Transit increase by $370,000. The State increased funding for Transit by $1.2 million in 2020, which is the first State increase in five years. Despite more State and local support, changes that reduce the scope of fixed route transit service lines are still necessary to balance the budget. There are no changes to the paratransit program.

Strategic Program Area 1: Paratransit

Strategic Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Van Trips per Hour	1.90	1.85	1.90	1.89
Van Ridership	430,893	440,374	436,926	431,567
Agency Ridership	16,199	14,524	14,800	13,100
Taxi Ridership	79,319	73,043	78,526	69,391
Total Ridership	526,411	527,941	530,252	514,058
Individualized Travel Training	73	78	70	80

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Var**
Expenditures	$16,004,358	$16,602,155	$17,196,604	$17,127,297	($69,307)
Revenues	$14,487,765	$14,629,533	$14,745,729	$14,577,617	($168,112)
Tax Levy	$1,516,593	$1,972,621	$2,450,875	$2,549,680	$98,805

How Well We Do It: Performance Measures					
Performance Measure	**2017 National Average[1]**	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Van Service On-Time Performance	n/a	92.8%	92.5%	94%	95%
Van Cost per Ride *(provider)*	$37.69	$27.45	$28.44	$29.65	$30.06
Agency Cost per Ride *(provider)*	n/a	$10.21	$10.02	$10.66	$11.83
Taxi Cost per Ride *(provider)*	$28.25	$12.19	$11.98	$12.61	$12.70
Total Cost per Ride *(incl. admin.)*	n/a	$29.92	$31.03	$32.01	$32.78

Strategic Overview: Transit Plus is Milwaukee County's paratransit program. Under the Transit Plus program, rides are available to those who are Americans with Disabilities Act (ADA) paratransit eligible. MCTS contracts with paratransit service companies to provide rides to persons with disabilities border-to-border in the County. There are over 8,400 registered Transit Plus participants in the MCTS paratransit program.

Strategic Implementation: Paratransit van and taxi costs per ride continue to be lower than national averages. Ridership is not expected to increase to the degree predicted in 2019; therefore, 2020 ridership is projected to be about 3% lower than the previous year's budgeted amount leaving total costs flat despite cost increases scheduled into service provider contracts. Notably, MCTS has secured funding via a two-year FTA grant under Section 5310 to continue

[1] NTD (National Transit Database) – 2017 National Transit Summary and Trends, Office of Budget and Policy, October 2018

mobility management activities in 2020 such as fixed route travel training, community outreach and education, mobility device training, and bus operator ADA sensitivity and passenger assistance training.

Strategic Program Area 2: Fixed Route

Strategic Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Buses in Fleet	408	409	385	348
Buses in Peak Hour	332	334	325	290
Bus Miles	18,219,946	18,306,995	18,000,198	17,583,166
Miles / Bus	44,657	44,760	46,754	50,526
Bus Hours	1,387,359	1,394,808	1,371,275	1,339,778
Passengers	31,546,737	29,071,243	28,973,473	27,721,853
Passenger Revenue	$32,014,138	$32,417,553	$32,818,149	$30,771,257
Revenue per Passenger	$1.01	$1.12	$1.13	$1.11

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$135,661,283	$140,759,012	$139,173,153	$142,821,573	$3,648,420
Revenue	$114,585,837	$118,312,023	$116,479,869	$117,051,557	$571,688
VRF Revenue	$12,228,524	$15,822,183	$15,731,243	$16,101,243	$370,000
Tax Levy	$8,846,922	$6,624,806	$6,962,041	$9,668,773	$2,706,732

How Well We Do It: Performance Measures					
Performance Measure	**2017 National Average[2]**	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Farebox Recovery Ratio*	23.2%	23.6%	23.0%	23.6%	22.8%
Passengers per Bus Hour	28.6	22.7	20.8	21.1	20.7
Cost per Bus Hour	$133.18	$97.78	$100.92	$101.49	$106.07
Cost per Passenger	$4.68	$4.30	$4.84	$4.80	$5.12
Passenger Trips per Capita**	22.3	33.0	30.4	30.3	29.1

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)

[2] NTD (National Transit Database) – 2017 National Transit Summary and Trends, Office of Budget and Policy, October 2018

Strategic Overview: The 2019 budget was balanced in part with $1.6 million in one-time cost savings. Adding in a downward trend in ridership and attendant reduction in passenger revenue of about $1.2 million created a budget shortfall for 2020 of over $8 million. To counter the impacts of cost-increases and revenue reductions, MCTS carefully reviewed expenses in every department to identify where reductions were possible. Of specific note, MCTS denied department requests for new positions, delayed IT modernization projects, and reduced its service vehicle fleet size, which will save operating costs as well as decrease replacement equipment costs.

An increase in the use of Federal Funding of $2.2 Million to the maximum permissible by FTA was also used, as a strategic yet short-term solution, to backfill for declining revenues. The 2020 Budget also includes a $2.2 million increase in tax levy for transit, and an additional allocation of $370,000 in VRF revenues for Transit.

The County would like to be increasing transit services, not presenting a budget that cannot be balanced without service reductions. The public also favors an expanded transit system as evident by detailed long-range planning work recently completed by the Southeastern Wisconsin Regional Planning Commission (SEWRPC). A significant similarity between the work of the Public Policy Forum a decade ago, and the recent long-range plan prepared by SEWRPC is that the VISION 2050 plan also included a warning that 'unless the Region is able to identify a new source of funding for transit, there will be less transit service in 2050 than is currently provided in the Region.'

MCTS shall work with the Office of Governmental Affairs in conjunction with the Office of the Comptroller and the Department of Administrative Services-Performance, Strategy and Budget DAS-PSB, to determine which State law(s) and County policies would need to be changed for MCTS to retain any surplus funds at the remainder of the year for use toward transit services in a subsequent year. MCTS shall furnish the study to the County Board no later than the June 2020 meeting cycle.

Strategic Implementation:
Despite fiscal constraints, MCTS performs very well in comparison to peers and national averages for transit systems.

Benchmarking to National Standards (based on 2017 data)

- The cost per hour for MCTS bus services continue to be substantially lower than national averages allowing MCTS to put more service on the street for our passengers than most other transit systems for the same cost.

- The percent of costs that are covered by passenger fares known as the farebox recovery ratio is similar to the national trend indicating that passenger fares are on balance with costs.

- MCTS services are also used at a higher rate per capita than in most other communities nationally; however, the average productivity of our services as measured by passengers per bus hour is trending lower than the national average indicating that overall transit services could be made more efficient.

Transit's role in Milwaukee is critical now and will continue to be in the future. In addition, the cost effectiveness of Transit in Milwaukee is a demonstration that investments in transit here are going to be managed carefully and used to their fullest. The top two reasons that people use transit are to get to jobs and school. MCTS operates a strong grid network of local and express bus services on which 97% of all ridership occurs. There is excellent access to both jobs and schools via this network. The remaining 3% of ridership occurs on such service lines as shuttles going to business and industrial parks; University Bus (UBUS) trips to the University of Wisconsin - Milwaukee, and Milwaukee Area Technical College; freeway flyer trips from park-ride lots into Downtown Milwaukee; and summer service buses to festivals, baseball games, and state fair.

<u>Revenues and Expenses</u>
In 2020, our largest funding source, State Mass Transit Aids was increased for the first time in five years; however, State funding continues to be lower than a decade ago. Ridership declines have also had a negative impact on passenger revenue and push the expense to revenue ratio further off balance.

On the revenue side, the MCTS budget includes anticipated revenue contracts that will exceed $300,000, and in accordance with Wisconsin Statute 59.52(31), require approval from the County Board. Passage of the MCTS budget will allow the Department of Transportation to apply for and execute the following revenue grant contracts in 2020:

- State Urban Mass Transit Operating Assistance Contract (Section 85.20)
- State Urban Mass Transit Paratransit Assistance Contract (Section 85.205)
- State Specialized Transportation Assistance Program for Counties (Section 85.21)
- Federal Urbanized Area Formula (Section 5307)
- Federal Bus and Bus Facilities Formula (Section 5339)

On the expense side, the Budget does not include expenses related to the 2020 Democratic National Convention, expenses for new staff, expenses associated with implementation of strategies to advance battery electric bus technology, or expenses for implementation of Milwaukee County's enterprise resource planning (ERP) software. Furthermore, whether the ERP project will result in cost savings or cost increases has yet to be determined.

Fare Increases vs. Service Changes and Related Considerations
To balance the budget, consideration was given to fare increases, as well as to reducing services that are relatively less efficient in terms of passengers per bus hour and/or reducing services that inefficiently add to fleet size, such as peak only vehicles used on weekdays.

MCTS recognizes that service changes will impact passenger fare revenue. Although fare increases were also considered as a strategy to help to balance the budget, it was acknowledged that raising fares makes more sense when such increases replace service reductions. Since several service changes were necessary to balance the budget in 2020, adding fare increases would not be well received by passengers. No fare changes are proposed on the Fare Table on page 7.

Racial equity was also given deliberate consideration in the preparation of this budget. While it was necessary to consider service reductions, efforts were made to avoid changes that have a disparate impact on minority populations or cause a disproportionate burden on low-income individuals.

2020 Operational Changes

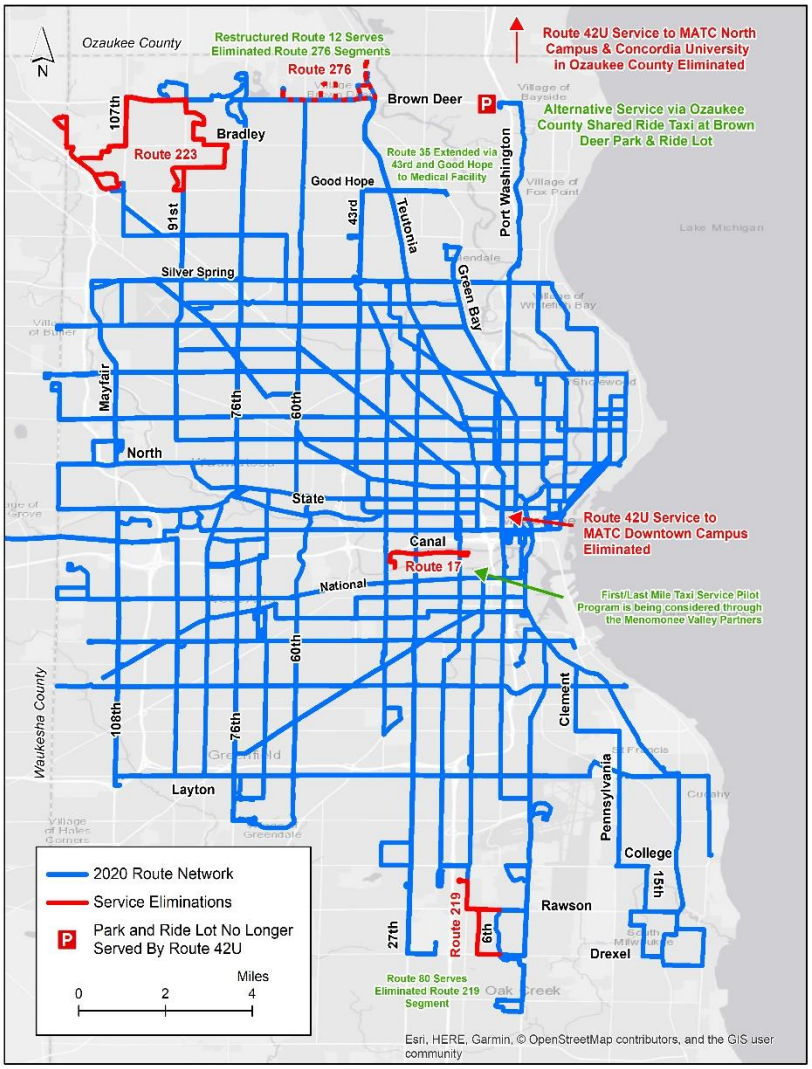
This budget closes the County fund gap between farebox revenue, State/Federal assistance and actual costs through modifications to, and eliminations of, transit services with low ridership and low productivity as measured in terms of passengers per bus hour (PBH).

Bus routes and productivity statistics for routes that are eliminated in January 2020 are below:

- Route 17 Canal Street, 6.3 PBH
  - Menomonee Valley Partners (MVP) reports that Potawatomi Casino is partnering with a Transportation Network Company (TNC) for a "last-mile" solution for its workers.
- Route 219 Oak Creek Shuttle, 5.4 PBH
  - This route is in the service area of Route 80.
- Route 223 Park Place – Bradley Woods Shuttle, 2.9 PBH
- Route 276 Brown Deer Shuttle, 5.6 PBH

  To cover this route, MCTS will adjust Route 12 to remove a one-way loop on N. 43rd St. and cover that loop with an extension of Route 35 to ensure that Route 12 can be extended northward to connect N. 60th St. to N. Teutonia Ave. in the Village of Brown Deer. The route will serve a highly used existing medical facility just east of the intersection at W. Good Hope Rd. and N. Teutonia Ave.

MCTS 2020 Adopted Budget
Service Restorations and Eliminations



- Route 42U 6th Street – Port Washington UBUS, 3.9 PBH
  - As most 42U riders use the route within Milwaukee County, other routes can provide service to their destinations.
  - For the MATC students who use this service to reach their classes at the MATC North Campus, MCTS will work with the Ozaukee County Transit Service (OCTS) and Milwaukee Area Technical College to allow students to transfer from either the Brown Deer Park-and-Ride Lot to the OCTS Green Bay Rd. Pick-Up location via a modified Route 12 or the Brown Deer East/Bayshore Park-and-Ride Lot in the City of Glendale. From the Green Bay Rd. Pick-Up location, MATC students will be able to transfer to OCTS'

rideshare taxi service. $15,500 is budgeted for MATC students traveling to and from the MATC North Campus to transfer with their U-Pass at no additional cost.

MCTS and the Director of Transportation shall work toward an agreement to establish a funding partnership for future years of special summer and seasonal transit service with the Wisconsin State Fair, Milwaukee Brewers, Milwaukee World Festival LLC, and the organizations which operate the ethnic festivals at the Henry W. Maier Festival Grounds.

As a service-oriented organization, transit route reductions needed to balance the budget are difficult for MCTS to make. Route reductions are undertaken in a way that minimizes negative impacts on riders, especially for those within our community that use the bus for all of their daily transportation, those that are less mobile, and those who are elderly.

Although balancing the 2020 budget with service changes hinders MCTS's ability to meet some of the needs of the travelling public, MCTS is maintaining services on routes that are most heavily used by current passengers, while maximizing potential to grow ridership in the future. MCTS will continue to propose changes that improve service efficiency, address shifting demands for transit, and improve travel time reliability. In March 2020, MCTS will:

- Implement a cost-neutral merger of the BlueLine and Route 23, which will help to decrease bus bunching on National, Wisconsin and Fond du Lac Avenues, resulting in improved service reliability for passengers.
- Implement a cost-neutral merger of Route 30 and 30X bus stops to achieve similar benefits along Sherman Blvd., and Wisconsin, Prospect and Farwell Avenues.

These changes build upon the success achieved on Capitol Drive where Route 62 was merged with the Red Line Route (in 2017), and on 27th Street, where Route 27 was merged with the Purple Line Route (in 2019).

In 2020, MCTS will also seek to identify a more cost-effective method of providing access to Saturday visitation hours at the House of Correction in Franklin as an alternative to Route 137, which currently performs at a low productivity.

Finally, to meet new demand for workers and create opportunities for job seekers, $100,000 is budgeted towards the startup of transit services to connect County residents with jobs. The Directors of MCTS and the Department of Transportation are requested to provide a report to the County Board no later than the March 2020 meeting cycle recommending the best use of the funds to get workers to jobs. The $100,000 is placed within an allocated contingency account within Org. Unit 5600 – Department of Transportation - Transit and may be released after the County Board reviews the report.

Sustainability
The core grid network of fixed and express bus routes can also be improved by continuing to pursue projects that MCTS has made great progress on in the last two years: an increase in the number of high frequency bus routes in corridors where demand is greatest as described in MCTS NEXT, and the addition of the first bus rapid transit (BRT) line in Wisconsin, both of which are described in more detail below.

MCTS NEXT
The concepts of MCTS NEXT are supported by the public. The MCTS NEXT plan increases the proportion of higher frequency routes relative to low-frequency coverage routes. Under MCTS NEXT, Transit will provide faster service with more connections and increased accessibility. This strategy can move 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. MCTS NEXT, once approved, creates an implementation template for incremental service changes that will be consistent with the recommended plan. Each change will be approved before implemented.

Bus Rapid Transit (BRT)
BRT focuses on faster, more frequent transit service that is easier to use in a high passenger-demand transit corridor. A pending Federal grant is anticipated to be awarded by the end of 2019. In 2020, MCTS would then begin to build stations and procure equipment with a BRT start date expected for late 2021.

Green Bus Replacement
Of the approximately 371 buses operated by MCTS, 180 of them were acquired in 2010-2012 and are nearing the end of their useful lives. These buses are likely to need replacement in the next few years. In 2019, MCTS began piloting acquisition of battery-electric buses (BEBs). In furtherance of carbon reductions to improve area air quality and combat climate change, MCTS shall study and develop a plan for the eventual replacement of its entire fleet of diesel buses with BEBs and/or electric-diesel hybrid buses as a bridge to a BEB fleet. The study shall be furnished to the County Board for consideration no later than the June 2020 meeting cycle.

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	$17.50	$17.50	No change
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	$2.00/day	$2.00/day	No change
Transfer	Free	Free	No change, Encoded on rider's M-Card;
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 90 minutes	$2.00 for 90 minutes	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	$2.00/day	$2.00/day	No change

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BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	$1,174,329	$910,636	$1,115,130	$1,029,113	($86,017)
Operation Costs	$1,607,886	$1,989,935	$122,885	$133,842	$10,957
Capital Outlay	$2,002	$0	$7,500	$7,500	$0
Debt & Depreciation	$0	$0	$0	$0	$0
Interdept. Charges	($857,791)	($633,462)	($955,515)	($880,455)	$75,060
Total Expenditures	**$1,924,427**	**$1,970,109**	**$290,000**	**$290,000**	**$0**
Revenues					
Direct Revenue	$792,982	$675,361	$290,000	$ 290,000	$0
Intergov Revenue	$1,287,902	$1,007,286	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$2,080,884**	**$1,682,647**	**$290,000**	**$290,000**	**$0**
Tax Levy	**($156,458)**	**$287,462**	**$0**	**$0**	**$0**
Effective Tax Levy*	**$231,779**	**$675,522**	**$630,722**	**$578,781**	**($51,941)**
Personnel					
Full-Time Pos. (FTE)	8.0	8.0	8.0	7.0	(1.0)
Seas/Hourly/Pool Pos.	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.*

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

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	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
This service does not have activity data.				

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$1,924,427	$1,970,109	$290,000	$290,000	$0
Revenues	$2,080,884	$1,682,647	$290,000	$290,000	$0
Tax Levy	($156,458)	$287,462	$0	$0	$0
FTE Positions	8.0	8.0	8.0	7.0	(1.0)

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 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 2020.

Strategic Implementation: For 2020, the position of GIS Analyst is transferred to the Highway Maintenance Division.

Health & Human Services Function

Agency Budget Narratives:

- DHHS — Behavioral Health Division
- Department on Aging
- Department of Health & Human Services (DHHS)

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BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	$60,127,406	$64,418,840	$69,594,171	$69,758,153	$163,982
Operations Costs	$127,344,973	$133,197,059	$134,113,489	$143,775,185	$9,661,697
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$95,869	$110,056	$200,000	$100,000	($100,000)
Interdept Charges	$5,194,962	$2,915,144	$2,888,459	$4,380,394	1,491,936
Total Expenditures	**$192,763,210**	**$200,641,099**	**$206,796,118**	**$218,013,732**	**$11,217,614**
Revenues					
Direct Revenue	$96,489,177	$101,822,123	$108,264,629	$118,381,453	$10,116,824
Intergov Revenue	$41,228,830	$42,348,233	$41,400,097	$43,689,581	$2,289,484
Total Revenues	**$137,718,007**	**$144,170,356**	**$149,664,726**	**$162,071,034**	**$12,406,308**
Tax Levy	**$55,045,203**	**$56,470,743**	**$57,131,392**	**$55,942,699**	**($1,188,694)**
Effective Tax Levy*	**$23,011,845**	**$23,283,554**	**$18,630,502**	**$16,493,198**	**($2,137,304**
Impact on Reserves Increase/(Decrease)	**$2,896,613**	**$1,238,248**	**($351,697)**	**($226,697)**	**$125,000**
Personnel					
Full-Time Pos. (FTE)	524.0	492.2	464.8	465.4	0.6
Seas/Hourly/Pool Pos.	14.6	24.3	20.0	17.1	(2.9)
Overtime $	$2,359,378	$2,433,039	$618,000	$767,028	$149,028

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

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.

2020 funding for behavioral health services are enhanced and expanded in the following areas:

- $6.0m increased spending in the Comprehensive Community Service (CCS) Adult and Children's program with a projected enrollment of 1,780 by the end of 2020.
- $1.0m to fund ongoing community placements in residential settings for adult consumers with complex needs.
- $1.2m to fund ongoing placements at Mendota and Winnebago Mental Health Institutes.

- A third Crisis Resource Center (CRC) location.
- $0.2m to fund Oxford House, a safe, sober home environment for individuals in recovery from alcohol and other substances.
- Additional funding for mental health services in collaboration with area Federally Qualified Health Centers.
- Increased budget for inpatient and psychiatric emergency room staffing of $0.6m
- Enhanced security at the Mental Health Complex at a cost of $0.6m

Strategic Program Area 1: Management & Support Services

Service Provision: **Administrative**

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

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
This program area does not have activity data.				

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$309,246	($148,586)	($1,697,002)	($1,697,003)	($1)
Revenues	$316,340	$279,039	$302,997	$302,997	$0
Tax Levy	($7,094)	($427,625)	($1,999,999)	($1,999,000)	$0
FTE Positions	135.2	136.4	120.9	121.4	0.5

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Revenue dollars / fiscal staff	$5,553,145	$6,931,267	$6,288,434	$7,113,311
Patient revenue collected / Billed revenue	36.6%	41.7%	45.1%	54.3%

Strategic Overview: Management and Support Services provides fiscal management, compliance, and administration.

Strategic Implementation: Expenditures of $32.9m are budgeted in this area, which is allocated out to the other service areas. There is a net reduction of 2.0 FTEs in Management and Support Services offset by lower vacancy and turnover for a net change of 0.5 FTE. There is a reduction of $0.7m in overall personnel costs due to a shift in legacy fringe allocation between departments ($1m) and a decrease in employee merit increase funds ($0.3m). A $2.0m 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 2020.

Expenditures for security increased $0.6m over 2019 Budget in order to continue contracting for security services. Utility cost increases of $0.2m are partially offset by ($0.1m) reduction in capital expenditures for building maintenance expenses.

A Focus on Quality:

The Behavioral Health Division (BHD) will strategically foster partnerships and participate in an enhanced and integrated community-based behavioral health system of care in 2020. Our vision will include the promotion of early crisis intervention and prevention, as to enhance individuals' access to care, while providing crisis options and community-based locations with warmer front doors. Our system of care will support strength-based interventions, will be needs driven while ensuring linkages and coordination of a Quality, and a value-based network of provider services. Ultimately, more individuals with behavioral health needs throughout Milwaukee County will be served through financially sustainable models of care in support of the **"Right Care, Right Place, Right Time."**

BHD will continue to transform into a community system of care in 2020 with an emphasis on:

- Racial equity.
- Quality and safety.
- Client experience of care.
- Streamlined access to help.
- Workforce development and training.
- Building trusting relationships with stakeholders.
- Building network service capacity, identifying racial equity gaps, and broader community-based solutions.
- Long-term fiscal sustainability and cost efficiencies.

Behavioral Health Division (BHD) Quality Management Services will continue to be strengthened in 2020 to assure ongoing excellence in the quality and safety of care as to meet clients' needs. 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, partners, and the Milwaukee County Mental Health Board (MCMHB) will continue to demonstrate a commitment to improving the health of clients and ultimately the health of our community.

To truly transform into a healthcare system of high reliability, excellent client experience, and quality and safety, the Behavioral Health Division (BHD) will engage in purposeful activities in support of a quality journey. Mental Health Board governance and BHD Leadership will remain committed to quality care and services, including increased 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, incorporating measurement targets, data, technology and benchmarks are the hallmarks of these continued efforts. Plans to eliminate barriers and individual program and department silos in favor of an integrated system of care and coordinated quality activities are currently underway. The goals will include strengthening the quality approach to increase operational efficiency, support an environment of safety, reduce cost, and create a community-based healthcare system.

Strategic Program Area 2: Psychiatric Crisis ER/Observation

Service Provision: **Mandated**

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

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Psychiatric Emergency Department				
Admissions	8,001	7,375	8,000	8,250

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$17,925,676	$16,963,438	$17,328,003	$18,512,591	$1,184,588
Revenues	$9,478,667	$8,921,538	$9,235,541	$8,959,547	($275,994)
Tax Levy	$8,447,009	$8,041,900	$8,092,462	$9,553,004	$1,460,582
FTE Positions	78.0	70.4	68.7	72.7	4.0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Percent of clients returning to PCS within 30 days	23.1%	24.0%	24.0%	24.0%
Percent of Time on Waitlist Status	75%	83.2%	60.0%	80.0%

Strategic Overview: Psychiatric Crisis ER/Observation includes:

- Psychiatric Crisis Service (PCS) Emergency Room: PCS is a 24-hour a day, seven days a week psychiatric emergency room. This component of BHD's system of crisis services provides crisis intervention and face-to-face medical/psychiatric assessment for individuals who are, or who believe themselves to be, in psychiatric emergency and in need of psychiatric assessment, treatment, and/or referral.
- Observation Unit: Consumers may be placed on Observation Status as an alternative to inpatient hospitalization when they are experiencing a mental health crisis and need brief intensive assessment and treatment. The Observation Unit is designed to provide crisis intervention and stabilization services that are less than 48 hours in duration.

Strategic Implementation: Budgeted Patient Revenue for the Emergency Room and Observation Unit decreases $0.3m in 2020 to reflect current experience.

Personnel expenses increase by $0.9m due to the increased cost of Psychiatrists of $0.4m and legacy pension and health care costs of $0.6m. There is a net increase of 1.0 FTE due to the reallocation of Psych Tech and Certified Nursing Assistant positions across the hospital and increases in hourly Psychiatric Staff resulting in a net change of 4.0 FTE.

Strategic Program Area 3: Inpatient Services (Adult and Children)

Service Provision: **Mandated**

Strategic Outcome: **Self-sufficiency**

What We Do: Activity Data					
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**	**2020/2019 Variance**
Acute Adult Inpatient					
Average Daily Census	42.8	41.8	44	44	0
Number of Admissions	656	770	700	700	0
Number of Patient Days	15,648	15,272	16,100	16,100	0
Average Length of Stay (Days)	24	23	23	23	0
Child and Adolescent Inpatient Services					
Average Daily Census	8.6	7.5	8	8	0
Number of Admissions	709	644	650	650	0
Number of Patient Days	3,146	2,734	3,000	3,000	0
Average length of Stay (Days)	4.4	4.2	4.5	4.5	0

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$37,481,336	$37,903,846	$37,523,610	$39,159,390	$1,635,780
Revenues	$14,626,499	$15,547,280	$16,488,612	$20,408,055	$3,919,443
Tax Levy	$22,854,837	$22,356,566	$21,034,998	$18,751,335	($2,283,663)
FTE Positions	192.8	173.6	155.4	145.8	(9.5)

How Well We Do It: Performance Measures					
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**	**2020/2019 Variance**
Acute Adult Inpatient					
Percent of clients returning to Acute Adult within 30 days	7.7%	6.6%	10%	10%	0%
Patients Responding Positively to Satisfaction Survey	73.8%	74.8%	75%	75%	0%
Child and Adolescent Inpatient Services					
Percent of children who return to CAIS within 30 days	12.3%	12.4%	12%	12%	0%
Patients Responding Positively to Satisfaction Survey	71.3%	71.1%	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 2020 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 ATU program is the primary area for a variety of students including psychiatric residents, medical students, and nursing students to gain experience in the care of individuals who require inpatient care. 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 increase $1.5m in the 2020 Budget. The budget for State Institutes increases by $1.2m to reflect current trends in spending. Personnel cost increases include an increase of $0.1m for overtime and an increase of $0.2m for temporary physician services to provide additional coverage on the inpatient units. The budget for Certified Nursing Assistants (CNA) and Psych Techs is adjusted for 2020 to reflect the continued usage of CNAs on the Inpatient Units. The 9.50 reduction of FTEs is the result of moving staff within departments and abolishing vacant positions.

In 2020, patient revenue increases by $3.4m primarily related to the increase in Medicaid HMO clients. Disproportionate Share Hospital (DSH) revenue is increases by $0.5m for a total revenue increase of $3.9m.

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	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$82,707,109	$89,914,819	$98,366,305	$103,707,773	$5,341,468
Revenues	$58,433,197	$64,089,966	$68,235,948	$74,732,311	$6,496,363
Tax Levy	$24,273,912	$25,824,853	$30,130,357	$28,975,462	($1,154,895)
FTE Positions	97.0	93.8	97.6	100.8	3.1

How Well We Do It: Performance Measures					
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**	**2020/2019 Variance**
Average Satisfaction Survey Score	78.9%	77.4%	78%	78%	0%
Percent with any emergency room utilization	14.5%	14.6%	10%	10%	0%
Percent Homeless	7.4%	9.18%	6.8%	6.8%	0%
Percent Employed	16.35%	20.06%	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 2020 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	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**	**2020/2019 Variance**
Crisis Mobile Team					
Mobiles Completed	2,898	3,337	3,504	3,600	96
Targeted Case Management					
Average Enrollment	1,715	1,566	1,602	1,602	0
Community Support Program					
Average Enrollment	1,359	1,320	1,300	1,300	0
Comprehensive Community Services					
Year-End Enrollment	745	922	1,200	1,430	230

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$66,879,552	$73,672,957	$82,748,105	$88,336,751	$5,588,646
Revenues	$46,514,742	$51,484,921	$56,686,212	$61,172,616	$4,486,404
Tax Levy	$20,364,810	$22,188,036	$26,061,893	$27,164,135	$1,102,242

How Well We Do It: Performance Measures					
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**	**2020/2019 Variance**
CCS: Tax levy per capacity	$617	$123	$1,646	$1,167	($479)
CSP: Tax levy per capacity	$5,553	$5,912	$5,036	$5,376	$340
TCM: Tax levy per capacity	$2,827	$2,228	$2,330	$2,204	($126)

Strategic Overview:

Community Mental Health and Crisis Services includes the following service options: Comprehensive Community Services (CCS), Targeted Case Management (TCM), Community Support Program (CSP), Community-Based Residential Facilities (CBRF), Access Clinic, Crisis Mobile Team (CMT), Community Assessment Response Team (CART), Community Consultation Team (CCT), Team Connect, Crisis Resource Centers (CRC), Crisis Stabilization Houses (CSH), and Community Linkage and Stabilization Program (CLASP).

Strategic Implementation: The 2020 Budget includes $0.7m in increased Mental Health Block Grant funding to support ongoing behavioral health services in Milwaukee County. This funding will be used to support Parachute House (peer run respite) and ongoing behavioral health therapy services through the Mental Health Outpatient Program (MHOP). Parachute was formerly funded through reserve funds.

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 to enroll individuals into CCS services that are designed to enhance their community-based residential facility (CBRF) placement. Adult CCS enrollment is expected to increase to 1,430 by the end of 2020.

Targeted Case Management (TCM) expenses are decreased by $0.3m due to ongoing utilization trends. Community Support Program (CSP) revenue is decreased by a net of $0.4m primarily to account for an increased number of clients in the program without active Medicaid enrollment.

CARS serves individuals in need of community residential settings, such as Adult Family Homes and CBRFs. 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 $1.0m is dedicated to fund ongoing community placements for individuals with complex needs.

The Crisis Resource Center (CRC) offers a safe, recovery-oriented environment that provides short-term crisis intervention to individuals. They provide a multitude of services, which includes crisis stabilization, peer support, and linkage to ongoing support and services. There is one CRC located on the Southside of Milwaukee and one on the Northside that provides walk-in crisis services along with short-term stabilization services. Plans are currently underway to have a third CRC location in Milwaukee, which will be supported partly through BHD funding. The third Crisis Resource Center is funded at a cost of $0.7m. The budget also assumes $1.2m savings for all Crisis Resource Center locations related to a proposed amendment to the contract between Medicaid HMOs and the Wisconsin Department of Health Services that would provide coverage for all HMO enrollees to receive services at CRC locations.

The development of the Northside and Southside Clinics has been a priority redesign and improvement project for BHD, our partners, stakeholders, and the community for the last two years. The 2020 Budget plans for the integration of BHD staff into three Community Health Centers (CHC) 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. These investments are possible through reallocation of the current Access Clinic and Adult Day Treatment Resources, as well as the addition of 3.0 FTEs. Funds are also provided to include Peer Specialists in the centers.

Wisconsin Medicaid Cost Report (WIMCR) and CCS cost report revenue is increased by $1.4m. This impacts the following areas: crisis services, TCM, CSP, and CCS. Funding in 2020 will be based on the FY 2019 cost report.

$75,000 is provided in support of employment development for Milwaukee County adults who experience mental illness. This is funded in 2020 through a contribution from BHD's General Reserve Fund

Community Mental Health Financials by Major Program Area					
Activity	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Crisis Mobile Team & CART					
Expense	$3,977,776	$4,443,833	$4,942,861	$4,881,301	($61,560)
Revenue	$447,064	$1,449,635	$885,019	$1,298,160	$413,141
Tax Levy	$3,530,712	$2,994,198	$4,057,842	$3,583,141	($474,701)
CARS Care Coordination					
Expense	$894,732	$884,136	$1,015,031	$1,052,255	$37,224
Revenue	$4,696	$168,098	$112,320	$86,351	($25,969)
Tax Levy	$890,036	$716,038	$902,711	$965,904	$63,193
Targeted Case Management					
Expense	$7,330,411	$6,505,212	$7,325,902	$7,029,854	(296,048)
Revenue	$2,481,341	$3,015,369	$3,553,778	$3,452,193	($101,585)
Tax Levy	$4,849,070	$3,489,842	$3,772,124	$3,577,661	($194,463)
Community Support Program					
Expense	$14,559,321	$15,164,903	$15,725,083	$15,826,894	$101,811
Revenue	$7,039,205	$7,360,606	$9,095,234	$8,729,866	($365,368)
Tax Levy	$7,520,116	$7,804,297	$6,629,849	$7,097,028	$467,179
Comprehensive Community Services					
Expense	$11,895,126	$15,492,052	$19,236,838	$24,295,281	$5,058,443
Revenue	$11,434,999	$15,378,461	$17,160,888	$22,226,708	$5,065,820
Tax Levy	$460,127	$113,591	$2,075,950	$2,068,573	($7,377)
Community Recovery Services					
Expense	$1,136,526	$230,836	$110,452	$0	($110,452)
Revenue	$508,463	$348,543	$50,000	$0	($50,000)
Tax Levy	$628,063	($117,707)	$60,452	$0	($60,452)
Community-Based Residential					
Expense	$12,681,192	$13,551,949	$12,412,211	$13,554,226	$1,142,015
Revenue	$9,780,317	$9,780,317	$9,780,317	$10,572,898	$792,581
Tax Levy	$2,900,875	$3,771,632	$2,631,894	$2,981,328	$349,434
Access Clinic and CHC Partnerships (2017/2018 included Day Treatment)					
Expense	$1,810,953	$1,750,952	$3,528,182	$4,491,532	$963,350
Revenue	$1,566,363	$1,500,780	$2,051,815	$2,045,686	($6,129)
Tax Levy	$244,590	$250,171	$1,476,367	$2,445,846	$969,479

CARS: Community AODA Services

What We Do: Activity Data					
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**	**2020/2019 Variance**
Detoxification					
Admissions	6,483	6,698	6,000	6,000	0
AODA Residential					
Capacity	99	112	112	112	0
Recovery Support Coordination					
Average Enrollment	397	386	400	400	0
Recovery Support Services					
Average Enrollment	187	188	240	240	0

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$15,827,557	$16,241,982	$15,618,200	$15,371,022	($247,178)
Revenues	$11,918,455	$12,605,045	$11,549,736	$13,559,695	$2,009,959
Tax Levy	$3,909,101	$3,636,938	$4,068,464	$1,811,327	($2,257,137)

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 2020 Budget includes $2.0m in increased grant funding to support ongoing AODA needs in Milwaukee County. This includes $1.1m in AODA Block Grant funding and $0.9m in Opioid Crisis State Targeted Response (STR) funding. These additional funds will be used to support the sober housing continuum needed to support individuals in recovery to include, but not limited to, bridge housing, Oxford Houses, residential treatment, a new option for Medication Assisted Treatment (MAT) services, and prevention efforts.

$0.2m is provided to fund a start-up for Oxford House, a democratically run, self-supporting drug free housing recovery model. Oxford Houses are rented family houses where groups of recovering individuals rent to live together in an environment supportive of recovery from addiction.

$0.2m in savings is anticipated in Recovery Support Coordination by changing the payment method for this service delivery from per-diem reimbursement to unit-based reimbursement.

$0.5m in savings is anticipated related to changing the payment method for community Access Point providers from purchase-of-service to fee-for-service.

Other adjustments are made based on anticipated demand.

AODA Financials by Major Program Area					
Activity	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Detoxification					
Expense	$2,872,151	$2,661,453	$2,926,081	$2,927,071	($990)
Revenue	$2,333,731	$2,333,731	$2,333,731	$2,333,731	$0
Tax Levy	$538,420	$327,722	$592,350	$593,340	($990)
AODA Residential					
Expense	$5,608,536	$5,607,958	$5,939,414	5,579,145	(360,269)
Revenue	$4,867,784	$5,351,007	$4,455,371	5,430,371	$975,000
Tax Levy	$740,752	$256,951	$1,484,043	148,774	(1,335,269)
Day Treatment & Outpatient – AODA [1]					
Expense	$551,617	$631,923	$1,195,818	$641,029	($554,789) [2]
Revenue	$218,792	$619,489	$480,000	$532,000	$52,000
Tax Levy	$332,825	$12,434	$715,818	$109,029	($606,789)
Recovery House					
Expense	$82,477	$71,640	$45,326	$49,644	$4,318
Revenue	$0	$0	$0	$0	$0
Tax Levy	$82,477	$71,640	$45,326	$49,644	$4,318
Recovery Support Coordination					
Expense	$2,851,049	$3,296,405	$3,094,512	$2,930,517	($163,995)
Revenue	$3,162,042	$3,470,248	$2,610,011	$2,810,011	$200,000
Tax Levy	($310,993)	($173,843)	$484,501	$120,506	($363,995)
Recovery Support Services [1]					
Expense	$850,857	$729,921	$1,001,357	$1,588,628	$587,271
Revenue	$1,091,145	$542,930	$610,429	$1,127,388	$516,959
Tax Levy	($240,289)	$186,991	$390,928	$461,240	$70,312
Medication Assisted Treatment					
Expense	$118,794	$79,777	$153,392	$389,715	$236,323
Revenue	$0	$0	$0	$100,000	$100,000
Tax Levy	$118,794	$79,777	$153,392	$289,715	$136,323
Prevention					
Expense	$2,858,607	$3,138,513	$1,220,831	$1,222,810	($1,979)
Revenue	$244,961	$287,639	$1,025,194	$1,191,194	$166,000
Tax Levy	$2,613,647	$2,850,874	$195,637	$31,616	($164,021)

1 Outpatient Plus program is now budgeted in the Recovery Support Services cost center.

Strategic Program Area 5: Wraparound Services

Service Provision: **Mandated**

Strategic Outcome: **Self-Sufficiency / Quality of Life**

What We Do: Activity Data					
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**	**2020/2019 Variance**
Wraparound					
Average Total Enrollment	1,201	1,139	1,198	1,246	48
Average Daily Number of REACH enrollees	521	540	550	600	50
Children's Mobile Crisis Team					
Number of Clients Seen (face-to-face)	1,507	1,235	1,750	1,650	(100)
Children's Comprehensive Community Services					
Average Total Census	33	79	280	350	70

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$54,339,842	$56,007,462	$55,275,203	$58,330,981	$3,055,779
Revenues	$54,863,303	$55,332,534	$55,401,628	$57,668,124	$2,266,496
Tax Levy	($523,461)	$674,929	($126,426)	$662,857	$789,283
FTE Positions	35.7	40.0	42.1	41.7	(0.4)

How Well We Do It: Performance Measures					
Performance Measures	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**	**2020/2019 Variance**
Family Satisfaction with Care Coordination (5.0 Scale)	4.7	4.68	>= 4.0	4.0	0
Percentage of enrollee days in a home type setting (enrolled through Juvenile Justice system)	65.8%	65.3%	>= 75%	75%	0
Percentage of youth who achieved permanency at disenrollment	55.1%	53.9%	>= 70%	70%	0
Average level of "Needs Met" at disenrollment (Scale of 1-5)	2.6	2.4	>= 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. To fulfill eligibility requirements for all programs, children or young adults must meet Serious Emotional Disturbance (SED) criteria. For the first three options listed below, those programs in which enrollment includes participation in the specialized Managed Care carve out Wraparound Milwaukee, 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 Social Services, and Education). For enrollment in Comprehensive Community Services (CCS), individuals must be founded functionally eligible per the state assessment, in addition to having a SED diagnosis. 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: Referrals are received from the Division of Youth and Family Services (DYFS) and the Division of Milwaukee Child Protective Services (DMCPS) for youth either placed out of home and outside of their community or are at risk of being placed. It provides cost-effective, community-based alternatives to residential treatment placements, juvenile correctional placements, and psychiatric hospitalization.
- REACH (Reaching, Engaging, and Assisting Children): Referrals come directly from families, schools, service providers, and the Children's Mobile Crisis (CMC) Team. Youth generally are not involved with DYFS or DMCPS. Under the same practice model, youth and families receive the same type of supports and services as those in the Wraparound program with the exception of placement services.
- OYEAH (Older Youth and Emerging Adult Heroes): Supports older youth and young adults (age 16-23) who are experiencing emotional and behavioral challenges to successfully transition to adulthood. In addition to mental health services, there is a focus on life skills, housing, and employment/training.
- CCS (Comprehensive Community Services for Children): An option for families, which provides support and services to youth and young adults who may be experiencing mental health or substance abuse diagnoses. As a voluntary community-based program, CCS addresses needs throughout a person's lifespan, with a coordinated and comprehensive array of recovery, treatment, and psychosocial rehabilitation services.

- FISS (Family Intervention and Support Services): A contract from DMCPS in partnership with St. Charles, 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.
- Children's Mobile Crisis Team (CMC): Provides 24/7 crisis intervention services to any family in Milwaukee County with a child who is experiencing a mental health emergency in which the behavior of the child threatens his/or her removal from home, a community placement, and/or school placement. The team can also provide short-term case management and can link the child and family to crisis stabilization and community resources.

Strategic Implementation: BHD'S Children's Community Services and Wraparound Milwaukee system of care contains a diverse number of programs, services, and supports available to Milwaukee County families and young adults and all aimed at providing comprehensive, individualized, and cost-effective care to children with complex mental health and emotional needs. The 2020 expectation for Wraparound Milwaukee is a daily enrollment of 1,246 children, young adults, and their families. Enrollment numbers in Wraparound are expected to remain consistent or slightly increase due to a planned integration of screening and assessment between DYFS and Wraparound Milwaukee. The expectation is to continue to see an increase in enrollments for both REACH and CCS, as new potential referral sources are identified and an integration with the Disability Services Division – Children's area continues. Additionally, enrollment into CORE (Coordinated Opportunities for Recovery and Empowerment), a specialized program within CCS, continues to see a steady enrollment of youth and young adults who are clinically at high risk for psychosis or who have already experienced their first episode of psychosis. The number of youth and young adults seen by Children's Mobile Crisis may exceed projections, however numbers reflect current staffing. With the implementation of Crisis Redesign, there is an expectation the continuum of care within crisis response will increase in both capacity and breadth. Wraparound will continue to depend on the use of Crisis Stabilization services as a component of this expansion.

Expenses increase by $3.0m and revenues increase by $2.3m based on projected enrollment increases for both Wraparound and Youth CCS.

Wraparound Services by Program Area					
Program	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Wraparound Services (Reach, O-Yeah, CMC)					
Expense	$53,362,606	$52,995,112	$52,526,815	$54,517,868	$1,991,054
Revenue	$54,210,150	$53,849,963	$53,027,000	$54,357,800	$1,330,800
Tax Levy	($847,744)	($854,851)	($500,186)	$160,068	$660,254
Youth CCS					
Expense	$146,922	$2,387,473	$1,986,762	$3,077,815	$1,091,053
Revenue	$133,853	$1,051,291	$1,834,628	$2,879,044	$1,044,416
Tax Levy	$13,069	$1,336,182	$152,134	$198,771	$46,637
Family Intervention and Support Services					
Expense	$830,314	$624,877	$761,626	$735,298	($26,328)
Revenue	$519,300	$431,280	$540,000	$431,280	($108,720)
Tax Levy	$311,214	$193,597	$221,626	$304,018	$82,392

BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	$7,426,870	$8,156,152	$9,221,980	$9,408,988	$187,008
Operation Costs	$10,067,848	$9,970,612	$9,875,520	$9,936,008	$60,488
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$100,859	$106,259	$130,859	$0	($130,859)
Interdept. Charges	$998,857	$980,898	$1,033,438	$993,663	($39,775)
Total Expenditures	**$18,594,433**	**$19,213,921**	**$20,261,797**	**$20,338,659**	$76,862
Revenues					
Direct Revenue	$830,814	$660,124	$902,978	$864,585	($38,393)
Intergov Revenue	$16,275,348	$17,146,222	$16,603,807	$17,159,443	$555,636
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$17,106,162**	**$17,806,346**	**$17,506,785**	**$18,024,028**	**$517,243**
Tax Levy	**$1,488,271**	**$1,407,576**	**$2,755,012**	**$2,314,631**	**($440,381)**
Effective Tax Levy*	**($3,045,705)**	**($3,904,980)**	**($3,227,250)**	**($3,736,956)**	**($509,706)**
Personnel					
Full-Time Pos. (FTE)	76.4	73.3	75.8	73.9	(1.9)
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$12,324	$23,938	$26,280	$9,048	($17,232)

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

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 into 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 ARC manages information and assistance, elder abuse, long term service support, Dementia care, guardianship, and access eligibility and support services. The Administration provides oversight over a wide range of aging programs and services for the County's large and diverse senior population.

Major Changes in FY 2020: The Milwaukee County Department of Aging continues to address the increasing service needs of an expanding senior population. The focus in 2020 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 serves as the Milwaukee County Aging Resource Center. It provides a wide variety of services to support seniors sixty years and older. In 2020, Federal revenue from Medicaid reimbursement funds is projected to grow by approximately $61,000 due to State and Federal changes in time reporting. This allows for greater recovery of expenditures through revenue reimbursements.
- Compared to 2019, the Department expects increased Title III funding through the Older Americans Act. This increase of $444,000 will help expand various services offered to seniors in Milwaukee County. Purchase of service contracts reflect a net increase of $305,168. Service expansions are budgeted in the following areas: caregiver services to seniors with Alzheimer's and Dementia; additional Evidence Based Programming; and expanded senior nutrition and socialization opportunities.
- The Department continues to focus efforts on staff retention and recruitment. In the 2020 Budget, approximately $50,000 is earmarked for salary increases to create equity within the Department and bring staff closer to the current market.
- New in 2020, the Department scrutinizes services based on racial equity impact. The budget continues a 2019 initiative to fund a senior center and nutrition services in zip code 53206, with a minority population of 97.5%. Additionally, funding enhancements are made to two nutrition sites in zip code 53204 with a minority population of 77.1%.

In 2020, 1.0 FTE Secretarial Assistant position is unfunded and job duties are realigned within the Department.

Strategic Program Area 1: Administration

Service Provision: **Mandated**

Strategic Outcome: **High quality, responsive services**

What We Do: Activity				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Admin: Staff FTE ratio*	3:67	3:61	3:77	3:76

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	($15,721)	($87,556)	$30,214	$5,977	($24,237)
Revenues	($653)	($134)	$0	$0	$0
Tax Levy	($15,068)	($87,422)	$30,214	$5,977	($24,237)
FTE Positions	6.5	5.5	5.5	6.7	1.2

How We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Revenue dollars/fiscal staff	$17,106:4	$17,806:4	$17,507:4	$17,999: 4
Overtime costs/personal service cost	$12 / $7,427	$24 / $8,156	$26 / $9,222	$9 / $9,448

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 2020, the Department seeks efficiencies in operations through a review of program and service offerings. MCDA continues 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 Disability Resource Center Governing Board support.

Revenues from other program areas completely offset administrative service costs.

Strategic Program Area 2: Aging Resource Center

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Number of people contacted at outreach events	10,650	10,822	10,850	11,000
Number of consumer calls	41,963	44,318	42,000	42,000
Options Counselling cases	5,254	4,605	5,200	5,200
Long Term Care applications	2,738	2,578	2,700	2,700
Long Term Care enrollments	2,236	2,404	2,300	2,300
Elder Abuse cases	973	1013	1,100	1,100

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$8,324,601	$9,270,743	$10,030,968	$10,112,830	$81,862
Revenues	$8,444,188	$8,974,758	$8,994,883	$9,072,297	$77,414
Tax Levy	($119,587)	$295,985	$1,036,085	$1,040,533	$4,448
FTE Positions	60.9	61.2	63.6	60.4	(3.2)

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
100% Time reporting Medicaid match	43.4%	53.1%	39.5%	50.0%
Average time in phone queue (minutes)	5.95	4.08	5.00	5.00

Strategic Overview: The Aging Resource Center (ARC) provides outreach and support to persons 60 years and older, offering information and assistance on available programs and services. ARC provides options counseling for seniors and their families, functional eligibility determination for long term care programs, Medicaid application assistance, and enrollment into local publicly funded long-term care programs. The ARC's Elder Abuse unit investigates allegations of physical abuse, financial exploitation, neglect and emotional abuse of adults age 60 and over. It also provides intervention services as the case warrants, including court-ordered corporate guardian services.

Strategic Implementation: The Aging Resource Center is primarily supported through State grants and Medicaid reimbursement funds. In 2020, major revenue changes include an increase in the Federal time reporting reimbursement of $61,000 and Dementia funding of $20,000.

To enhance support of individuals living with Alzheimer's and Dementia, the Department utilizes the partnership memory café model. The memory café model is a partnership with area businesses, such as restaurants, to enhance, support, and promote exercise and socialization of individuals living with Alzheimer's and Dementia. The Department also plans to partner with local libraries and other community-based organizations to increase the reach of Dementia resources.

- Due to a high volume of turnover in the Resource Center, efforts continue to focus on staff retention and development. Salaries and wages reflect increases to create equity within the Resource Center to bring staff closer to current market rates.
- In 2019, a collaborative effort initiated with Waukesha County provides on-going training in the areas of Domestic Violence in Later Life and Dementia Care to community professionals including social workers, law enforcement, home care staff, and others. In 2020, expansion of this event includes a two-day seminar with additional breakout session opportunities and increases the number of continuing education units.

  Contractual services and commodities net increase of $36,861 includes $22,875 in outreach efforts through advertising and $13,966 in conference expenses to enhance staff retention and development and to promote Department on Aging services at a World Elder Abuse Awareness Day event.

To better align staffing with workflow, one position of an Administrative Assistant is transferred from the Aging Resource Center to the Area Agency on Aging.

Strategic Program Area 3: Area Agency

Service Provision: Mandated

Strategic Outcome: Quality of Life

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Legal assistance: consultation hours	10,945	7,390	11,000	10,000
Legal assistance: seniors served	1,256	1,199	1,250	1,250
Transit/van rides provided to seniors	89,910	92,729	93,000	93,000
Alzheimer's Counseling and Community Support: # of information and referral	615	612	500	500
# of "Memories in the Making" session interactions	1,670	1,280	1,000	1,000
Evidence Based Prevention (EBP) program participants	572	610	670	700
Number of people trained in the EBP leadership initiative	21	37	25	26
Number of individuals reached through one-on-one outreach	NA	1,789	1,900	2,000
Number of people reached through community outreach	10,650	10,822	10,850	11,000
Number of Telephone Reassurance calls	24,219	15,302	11,000	15,300

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$3,775,071	$3,654,645	$3,896,946	$4,076,240	$179,294
Revenues	$4,343,750	$4,435,085	$3,755,580	$3,911,248	$155,668
Tax Levy	($568,679)	($780,440)	$141,366	$164,992	$23,626
FTE Positions	5.0	3.8	3.9	3.9	0.0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Number of contracts that meet total assessment and monitoring	100%	65%	100%	100%
Percentage of survey customers who learn something useful about MCDA services at a community presentation	NA	87%	90%	90%
Percentage of Evidence-Based Prevention Program (EBPP) participants who rate a Class as "Excellent" or "Good"	NA	NA	90%	90%

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 of service contracts with home and community-based agencies to provide a comprehensive network of programs designed to allow seniors to live independently and with dignity. Some of the available community-based support includes caregiver support, neighborhood outreach, telephone reassurance services, transportation services, and late-life counseling. MCDA provides advocacy services through legal assistance programs and outreach to seniors.

Strategic Implementation: In 2020, contracted services increases by $138,000. The increase is distributed among a variety of contractual services offered to Milwaukee County seniors including $20,000 in senior center management, $90,747 in Alzheimer's direct services, $135,037 in Family Caregiver Support services, $9,162 in telephone reassurance, $24,374 in legal services, and $20,000 in transportation services. A realignment of $133,228 in home delivered meal services to program area 4, and a decrease of $32,284 in senior employment services together partially offset contract increases.

Revenues reflect a net increase of $156,000 including increases totaling $180,000 in Older Americans Act revenues. These increases are primarily driven by increases in Title III-B funds of $102,000 and Title III-E funds of $78,000. A decrease in reallocation of Base County Allocation funds of $215,562 offsets increases in Title III Area Agency Administration grant of $29,338 and the Alzheimer's Family Caregiver Support grant of $136,515.

The Milwaukee County 2019-2021 Area Plan lays the blueprint for AAA work. In addition to state and federal directives, the Area Plan also includes input from public hearings to define the Department on Aging's work for serving the older adult community of Milwaukee County. Some of the focus areas in 2020 include:

- Expanding advocacy opportunities and initiatives, including the expansion of the Department's Senior Statesman Program
- Enhancing family caregiver support services through increased outreach and through convening a family caregiver summit
- Improving services to people with dementia through community events and targeted outreach to underserved populations
- Expanding options within the Department's Evidence-Based Prevention Programs to address health disparities in underserved populations
- Improving and enhancing transportation services to seniors by providing rides to grocery stores, senior centers, meal sites and doctor's appointments
- Expanding and improving social programming at various senior centers throughout Milwaukee County

MCDA will also continue its collaboration with the Department of Administrative Services (DAS) and the Commission on Aging Service Delivery Committee to improve its contracting processes and outcomes. DAS staff will continue to work with MCDA Program Coordinators to expand vendor competition for services and clarify performance measures and performance outcomes for each contract.

To better align staffing with workflow, one position of an Administrative Assistant is transferred to the Area Agency on Aging from the Aging Resource Center.

Strategic Program Area 4: Senior Meal Program

Service Provision: Mandated

Strategic Outcome: Quality of Life

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
New Home Delivered meal applications (intake)	1,208	1237	1,250	1275
Number of congregate meal sites*	23	24	26	26
Meals served at meal sites	245,294	232,991	230,000	240,000
Home delivered meals	369,071	366,205	400,000	400,000
Number of volunteer hours reported	47,452	46,141	45,000	43,000

**Count of meal sites as of January 1st of each year.*

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$5,055,414	$5,081,936	$5,009,281	$5,206,744	$197,463
Revenues	$4,314,384	$4,393,321	$4,756,322	$5,040,483	$284,161
Tax Levy	$741,031	$688,615	$252,959	$166,261	($86,698)
FTE Positions	4.00	2.9	2.9	2.9	0.00

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Cost per meal	$8.25	$8.48	8.58	8.58
Percentage of congregate diners reporting satisfaction	86%	91%	90%	90%
Percentage of Home Delivered diners reporting satisfaction	94%	92%	92%	92%

Strategic Overview: The Department on Aging provides nutritiously 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 dining sites throughout the County.

Strategic Implementation: In 2020, revenue increases by $259,000 through a combination of increases in Title III funds of $219,411, Nutrition Services Incentive Program (NSIP) funds of $27,000, and application of Base County Allocation funds (BCA) of $76,000. These revenue increases are offset by increases in expenses of $177,396, mostly to fund increased nutrition services to seniors primarily in minority intensive zip codes, such as 53206 and 53204. Additionally, there is a re-alignment of expenses for home delivered meals from Program Area 3 to better reflect changes in grant funding.

The Department will continue to see efficiencies in the catering contract executed in 2018. It is anticipated that this will save the Department approximately $71,000 in food expenses over the prior budget.

being assessed more frequently to see if they are still in need of the service or whether they can transition back into the community and participate in the congregate meal program. This has helped further contain growth of meal costs.

In 2020, the Department will continue to utilize the following initiatives that enable more robust nutrition program management:

- Using the State Bureau of Aging and Disability Resource Center's standardized meal cost calculator for effective fiscal management of the meal program provides better alignment of revenues and expenses, accurate Medicaid meal reimbursements pricing, and efficient vendor management.
- Presenting monthly invoices to all meals on wheels participants to increase awareness of the true cost of their meals. Though no eligible participant is denied a meal if they cannot afford to contribute, we are optimistic others will be more generous knowing this program is helping them age in place at a much more reasonable cost than assisted living or long-term care placement.
- Continuing to seek out new opportunities to host dining sites and possibly relocate or combine some sites to a new location, offering more amenities and or more flexible serving times. Most congregate sites serve meals at 11:30 am, however, there is increased demand amongst seniors wanting options when to eat, such as a breakfast and or dinner meal. In June of 2018, a pilot program known as Dine at Five, opened at the Elks providing a supper meal once a month, attracting over 140 diners. A similar increase is anticipated in 2020.
- Finding underserved populations. In 2019, two new meal sites opened, one at the Muslim Community Health Center and another at Greater Galilee Community Center. Both locations are open two days a week and serve approximately 50 participants per day. It is estimated that between these two sites, 10,000 additional meals will be served both in 2019 and 2020.
- Increasing meal reimbursement revenue by reaching more seniors in the County. In 2019, a contract with Community Care has enabled sale of additional home delivered meals to its participants. A related conservative revenue projection of $12,000 is included in the 2020 Budget.

Strategic Program Area 5: Senior Centers

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Members served	6,437	4,428	7,000	7,000
Recreational Activities: Number of Participants				
Exercise	55,814	52,185	60,000	60,000
Nutrition	5,388	7,061	5,500	7,500
Arts/ crafts	20,631	18,371	19,000	19,000
Special events	2,897	4,808	3,000	5,000
Education	10,295	10,570	10,400	10,700
Computer	10,371	9,287	10,000	10,000

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$1,455,068	$1,294,153	$1,294,388	$936,867	$357,251
Revenues	$4,493	$3,316	$0	$0	$0
Tax Levy	$1,450,575	$1,290,837	$1,294,388	$936,867	$357,521
FTE Positions	0.0	0.0	0.0	0.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Average Satisfaction Survey Score*				
Rose Senior Center	99.0%	98%	99.0%	99%
Kelly Senior Center	97.0%	96%	99.0%	99%
McGovern Senior Center	97.0%	87%	99.0%	99%
Washington Senior Center	95.0%	93%	99.0%	99%
Wilson Senior Center	99.0%	96%	99.0%	99%

** On average approximately 900 participant surveys are offered to older adults at the collective senior centers. Three survey questions are asked related to their health, sociability allowing them to combat isolation, and satisfaction in their lives because they come to the centers. The results are aggregated and presented above.*

Strategic Overview: The Department uses tax levy funding for programs, services, and major maintenance at the five county-owned senior centers. These centers offer a variety of social and recreational activities including: exercise and dance classes, educational and art activities, computers with internet access, pool tables, and special events. Senior Centers allow older adults to access vital community services and programs in one location designed to help them stay healthy and independent. Senior advocacy groups provide volunteer and donation opportunities for older adults.

The centers serve as congregate meal sites and some also serve as home-delivered meal dispatch sites. The centers also distribute federal commodity food boxes (Stock Box) through a collaboration with the Hunger Task Force.

Strategic Implementation: In 2020, facilities related services, such as utilities and maintenance, previously in the Department's budget transition to the Facilities Management Department. This transition reduces the Department's reliance on tax levy funding while enhancing its efforts in its core competency of senior center programming services. All five County owned senior centers will continue to be open five days a week.

Over the last two years, MCDA has worked with internal and external stakeholders to collect baseline senior center research that enables the community to begin thinking about the future of the Milwaukee County-owned senior centers. A recent report completed by the Wisconsin Policy Forum indicates that Milwaukee County has several key questions to address regarding the future of these centers. In partnership with other County departments and external community partners, MCDA is beginning to explore operational models that are fiscally sustainable.

MCDA also began partnering with the Milwaukee Public Schools (MPS) in 2018. The project, called Connecting Our Generations, brings older adults from Clinton Rose Senior Center together with grade school students at Brown St. Academy. MCDA hopes to expand this partnership in 2020 by adding more schools and senior centers to enhance intergenerational opportunities for both older adults and children.

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BUDGET SUMMARY

Category	2017 Actual*	2018 Actual**	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	$30,521,408	$43,988,821	$48,016,175	$48,581,002	$564,827
Operation Costs	$62,017,565	$62,718,618	$66,711,965	$65,896,544	($815,421)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$175,349	$910,873	$96,000	$96,000	$0
Interdepartmental Charges	$8,945,333	$5,137,374	$8,329,930	$8,711,153	$381,223
Total Expenditures	**$101,659,655**	**$112,755,687**	**$123,154,070**	**$123,284,699**	**($130,629)**
Revenues					
Direct Revenue	$3,554,182	$3,776,821	$3,876,289	$3,542,853	($333,436)
Intergovernmental Revenue	$77,993,233	$90,012,914	$88,258,846	$88,960,248	$701,402
Indirect Revenue	$1,000,000	$0	$0	$0	$0
Total Revenues	**$80,547,414**	**$93,789,735**	**$92,135,135**	**$92,503,101**	**$367,966**
Tax Levy	**$16,599,487**	**$2,382,974**	**$31,018,935**	**$30,781,598**	**($237,337)**
Effective Tax Levy* **	**($1,184,678)**	**($12,948,387)**	**($7,236,598)**	**($7,605,444)**	**$368,846**
Personnel					
Full-Time Pos. (FTE)	315.2	329.1	323.5	320.1	(3.4)
Seasonal/Hourly/Pool Pos.	0.00	0.00	0.00	0.00	0.00
Overtime$	$1,403,925	$702,150	$602,988	$610,464	$7,476

** The 2017 actuals have been adjusted to include legacy health care costs.*
*** The 2018 actuals have been adjusted to include active and legacy fringe costs that were abated out for non-revenue orgs.*
**** Effective Tax Levy excludes interdepartmental charges and fringe benefit costs.*

Department Mission and Vision:
Vision: Together, creating healthy communities
Mission: Empowering safe, healthy and meaningful lives

Department Description:
The Department of Health and Human Services (DHHS) includes the following program areas:

- Director's Office & Management Services Division
- Division of Youth and Family Services
- Disabilities Services Division
- Combined Children's Services (New in 2020)
- Housing Division
- Behavioral Health Division (BHD is budgeted in Organizational Unit 6300)

- For 2020, total expenditures decrease by $131,000, revenues increase by $368,000 with a net decrease in tax levy of $237,000. In addition, the budget abolishes 6.0 FTE vacant positions, creates 6.0 FTE new positions, and increases vacancy and turnover for a net reduction in position authority of 3.4 FTEs.

- Overall, operational costs within the DHHS Budget decrease by a net $815,000. The major changes affecting this area include $1.7 million in reduced expenditures for the Residential Care Center in the Division of Youth and Family Services (DYFS). These costs were previously budgeted in DYFS but are now in Wraparound and crosscharged back to DYFS to capture Medicaid revenue for youth enrolled in Wrap. In addition, contractual services charges decrease by a net $651,000 to reflect the reduction or elimination of underutilized contracts in DYFS and the Disabilities Services Division as well as the end of a federal grant in the Housing Division. Offsetting the reductions described above, include increased costs of $1.1 million for the Children's Long-Term Support (CLTS) Program, a new federal grant and service agreements with hospitals in the Housing Division and an increase in services/commodities totaling $300,000.

- Net crosscharges and abatements increase by $381,000 which is largely the result of the Wrap crosscharge as identified in the paragraph above.

- Total revenues increase by a net $368,000. This mainly reflects $1.4 million in anticipated State revenue within the CLTS Program and the Disability Resource Center and is offset by reductions of about $300,000 in Youth Aids, $500,000 in T-19 revenue in Housing and DYFS, and $160,000 in Low Income Home Energy Assistance Program (LIHEAP) revenue.

- Combined Children's Services is created in 2020 as a first step toward the integration of children's programming. The vision of this division would be to ensure access to care by connecting children and their families to the full array of services available throughout DHHS.

- The Housing Division is partnering on two new housing pilots being launched within the department. The first initiative provides staff support to the Disability Services Division - Disability Resource Center to connect customers with housing resources in the community as well as Housing Navigation Services within the Behavioral Health Division's Wraparound Program.

- In 2018, the Wisconsin State Legislature adopted Act 185 which directs the closure of Lincoln Hills and Copper Lake youth correctional facilities by July 1, 2021 with counties assuming responsibility for operating Secured Residential Care Centers for Children and Youth (SRCCCYs). Though no funding allocation is provided in the 2020 Budget, considerable internal planning will continue throughout the year to advance a plan to renovate beds at Vel Phillips and potentially create new secure residential beds in the community.

- Based on the 2019 trend in the placements of youth to Lincoln Hills and Copper Lake, the budget assumes an Average Daily Population (ADP) of 50 which reflects a decrease of 19 compared to the 2019 Budget resulting in decreased expenses of about $125,000.

Strategic Program Area 1: Director's Office & Management Services

Service Provision: **Administrative**

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

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Home Energy Households Applied*	64,638	65,424	65,000	65,000
211 Impact Customer Contacts	185,479	130,139	150,000**	150,000**
Quality Assurance Reviews Conducted	35	39	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 total number of contacts decreased in 2018 to 2020 compared to 2017.

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$4,684,021	$3,626,501	$3,637,200	$4,010,996	$373,796
Revenues	$3,879,225	$3,750,098	$3,169,240	$3,008,801	($160,439)
Tax Levy	$804,796	($123,597)	$467,960	$1,002,195	$534,235
FTE Positions	19.8	15.7	20.2	23.5	3.3

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
% Of Programs Targeted for Transition (i.e., in baseline phase) to be Transitioned to Performance-Based Contract	100%	100%	90%	90%
% Of Complete Invoices Approved within 5 Business Days	89%	98%	85%	85%
% Of Annual CPA Audit Reports for which all Compliance Issues are Addressed within 6 Months of Audit Receipt	100%	100%	95%	95%
% Of All Complete Requests for New Service Provider approval will be responded to within 10 business days (b)	99%	96%	95%	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. 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 2020.

The budget anticipates a reduction of $160,000 in funding from the federal Low Income Home Energy Assistance Program (LIHEAP) based on guidance from DEHCR. A final allocation will not be known until early fall 2019 for the 2020 federal fiscal year. This reduction is being absorbed by holding one position of Energy Program Specialist vacant and maintaining outside contractual services at a baseline level.

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.

Strategic Program Area 2: Division of Youth and Family Services

Service Provision: **Mandated/Committed**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Number of New Referrals Received	1,894	1,521	1,600	1,500
Number of Youth Served in Diversion Alternative Program*	18	235	200	0
Number of Youth Served in the Detention Alternative Programs	1,620	1,335	1,500	1,300
Number of Youth Served in Alternative to DOC Program	60	72	80	80
Number of Youth Served in Type II RCC as DOC Alternative	N/A	1	30	40
Number of Admissions to Youth Detention Center	1,518	1,180	1,800	1,500
Number of Youth Committed to the Wisconsin Department of Corrections (DOC)	67	56	65	50
Average Daily Population for Juvenile Correctional Institution (DOC)	61	65	56**	50

*DYFS ended the Diversion Alternative Program in June 2019 and therefore, is not expected to serve any youth in this program in 2020.
**Based on YTD actual ADP for 2019 thru May.

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$45,504,236	$47,571,016	$62,749,564	$62,399,317	($350,247)
Revenues	$34,109,891	$46,008,246	$43,547,432	$42,696,153	($851,279)
Tax Levy	$11,394,345	$1,562,770	$19,202,132	$19,703,164	$501,032
FTE Positions	188.1	196.5	196.4	190.9	(5.4)

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Completion of Diversion Alternative Program	100%	84%	95%	0*
Completion of Detention Alternative Programs	61%	63%	70%	70%
Completion of DOC Alternative Program	67%	67%	70%	70%
Average Rate of Detention (per 100,000 Youth)	85	64	75	70
Youth Satisfaction with their Human Services Worker	92%	93%	90%	93%
Family Satisfaction with their Human Services Worker	95%	91%	90%	91%
Recidivism for Youth on their First Supervision & One Year after the Date of their Court	N/A	17.8%	25%	25%

StrategicOverview:

The Division of Youth and Family Services (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 provides youth 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. This remarkable shift in public policy allows youth to remain closer to their families and provides 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.

Wisconsin Act 185 & Development of a Secure Youth Continuum
Wisconsin Act 185 directs the closure of the Lincoln Hills and Copper Lake Schools by July 1, 2021, establishment of new Department of Corrections (DOC) Type 1 juvenile correctional facilities, and new Secured Residential Care Centers for Children and Youth (SRCCCYs) as well as authorization of $80 million in state bonding for constructing and expanding youth facilities. Starting in 2018, DYFS has been involved in the development of several workgroups involving the facility, treatment and education component, community engagement, grant proposal, and budget related to the SRCCCYs. Counties interested in pursuing the establishment of a SRCCCY were required to submit a grant proposal to the Juvenile Corrections Grant Committee by July 1, 2019 as authorized under Act 185.

DHHS submitted a grant proposal for a Secure Youth Continuum to create new secure residential beds and the renovation of beds at Vel Phillips. The proposal outlined three primary areas:

- **Vel R. Phillips Youth Detention Center Renovation/Expansion** – along with the creation of two Assessment and Crisis Response Units, the renovation will expand classrooms and greenspace, create new programs for youth, including an urban agriculture program and healing environments.

- **Residential Site Development** - collaborate with existing community partners and facilities to remodel two or more existing buildings for the residential portion of the program.

- **Investing for the Future** - invest up front in a continuum of care that focuses on relevant programs and staff rather than a large facility. This creates a sustainable model that is flexible and can change as the population of youth changes.

Estimated Cost & State Financing of SRCCCYs
The total estimated cost for the proposal described above is $41.8 million for renovation and/or converting existing building(s) as secured youth centers. Additionally, $2.1 million is estimated for start-up along with $4.5 million for increased operating costs which include a significant investment in a continuum of care. These numbers are very high-level estimates and will be refined as DHHS continues to work with the Grant Committee. Funding recommendations are expected by September 30, 2019. Due to the nature of high-level estimates and final determination of the residential site development model, sufficient information is not available for the Office of the Comptroller to determine how much, if any, of the local share of costs are eligible for bond financing and how much will need to be financed by cash.

Act 185 authorizes the State to finance 95 percent of the design and construction costs of SRCCCYs and 100 percent of the cost of a facility for girls only or a portion of a facility for girls. At the time of this DHHS Requested Budget submittal, counties had not received guidance on the reimbursement process for this funding. Therefore, it's unclear if the State would make this funding available to counties prior to expenses being incurred or if counties would need to assume the costs upfront and seek reimbursement from the State. Due to this uncertainty, DHHS did not submit a capital request as part of the county's capital budget process. However, once further information is known and with the understanding that the State would reimburse 95 percent of the costs, the department will submit a capital request after September 30, 2019.

Community-Based Alternative Programming Savings
DYFS is committed to providing community-based programming that is individualized and meets the unique needs of youth and families that touch the youth justice system. As referrals to DYFS have continued to decrease over time, so too has the number of youth placements in some community-based programming. In response to this change, DYFS has either reduced or eliminated certain contracts based on actual utilization. Contracts for the girls' shelter care and the Targeted Monitoring Program (Intensive Monitoring Program component) are reduced by $459,000 and $305,000, respectively for a total savings of $764,000. In addition, the contracts for Community Accountability Panels ($198,000) and youth employment ($88,000) are eliminated. DYFS does not anticipate an impact to services as a result of these changes. In the near future, new programming is needed that can adapt as the population of youth changes and is aligned with the Secure Youth Continuum.

Reinvestment of funds that were eliminated from the DYFS programs described above is needed to tackle racial inequity, in addition to supporting vulnerable populations (i.e. ability, age, gender, etc.) who are disproportionately impacted by historical and current structural issues. To thrive and be healthy, communities, families, and individuals need access to quality care that addresses their underlying needs in a way that promotes dignity. They also deserve investment in programming and services that are research proven to promote positive quality of life outcomes, such as community safety, family and social support, housing, and care to foster healthy behaviors.

Residential Care Center
In partnership with the Behavioral Health Division's (BHD) Wraparound Program, DYFS is contracting with Wisconsin Community Services to operate a Type II Residential Care Center (RCC) that opened in December 2018. DYFS is also contracting with Norris School District to provide the educational component for this program. The targeted youth for the RCC are considered moderate to high risk to recidivate and in jeopardy of placement in the DOC. This facility is able to serve up to 24 boys at a time and will allow more youth to remain in the community with individualized treatment plans.

This program also includes a community-based portion of Multisystemic Therapy Family Integrated Transitions (MST-FIT) for up to an additional four months of aftercare. For 2020, the total cost is anticipated to be $3.9 million which includes the programming, education, training in multi-systemic therapy (MST), and technical assistance and training in the Integrated Treatment Model. This cost is offset with Medicaid revenue for those youth that are considered Wraparound 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-enrolled youth.

Although Medicaid revenue is still anticipated based on the assumption that approximately 65 percent of youth being placed in the RCC are Wrap-eligible, about $300,000 in revenue will now be realized in the Wrap budget to partially offset the cost for the youth that are enrolled in Wrap. In addition, revenue from the State Department of Public Instruction is reduced by $100,000, from $185,000 to $85,000, to reflect actual experience.

Position Changes
DYFS abolishes the following vacant positions due to budgetary constraints resulting in salary and social security savings of $147,740:

Stores & Distribution Asst	0.5 FTE
Control Center Assistant	1.0 FTE
Custody Placement Specialist	1.0 FTE
Office Support Assistant 2	1.0 FTE

Department of Corrections Charges & Youth Aids Revenue

Department of Correction (DOC) Charges are budgeted at approximately $9.9 million which reflect a decrease of about $125,000 over 2019. For 2020, the projected average daily population (ADP) is 50 compared to 69 contained in the 2019 Budget. As shown in the chart below, the 2020 Budget was adjusted to reflect actual experience and incorporates the increased JCI rate. In addition, Youth Aids revenue decreases by $303,000 based on the 2019 State contract and a further reduction for 2020 to reflect the effect of decreased placements of Milwaukee County youth at the State institutes. Youth Aids revenue is calculated based upon a complex formula which considers the number of placements and as these have declined, Milwaukee County, along with other counties, have also experienced a decline in their Youth Aids allocations.

	7/1/18-6/30/19	7/1/19-6/30/20	7/1/20-12/31/20
JCI Rate	$397.00	$532.00	$550.00

	2018 Actual	2019 Projected	2019 Budget	2020 Budget	Variance 2020B/2019B
DOC Charges	$9,311,763	$9,152,903	$9,998,445	$9,873,250	($125,195)
ADP	65	53	69	50	(19)
Youth Aids Contract	**2018 Actual**	**2019 Contract**	**2019 Budget**	**2020 Budget**	**Variance 2020B/2019B**
Base Allocation	$35,137,575	$34,934,919	$35,137,575	$34,834,919	($302,656)
AODA Funding - DCF	$447,692	$447,692	$447,692	$447,692	$0
Early Intervention	$153,300	$0*	$153,300	$153,300	$0
AODA Juvenile Justice - DHS	$445,315	$445,315	$445,315	$445,315	$0
Total Contract	**$36,183,882**	**$35,827,926**	**$36,183,882**	**$35,881,226**	**($302,656)**

* Early Intervention funding was not included in the 2019 DCF contract because DYFS received a onetime amendment of $3 million in Early Intervention revenue for 2018. The base allocation of $153,300 is anticipated to be restored in the 2020 Budget, however, as part of the base level allocation from the Department of Children and Families (DCF).

Strategic Program Area 3: Disabilities Services Division

Service Provision: **Mandated/Committed**

Strategic Outcome: **Self-Sufficiency**

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Average Monthly CLTS Clients Waiver & COP	1,265	1,384	1,300	1,500
# of Birth to 3 Screenings Completed	4,142	3,638	4,250	4,250
# of Adults & Children Served Under Non-Family Care Purchase Contracts	336	147	450	250
Information and Assistance Calls Including Callbacks	30,113	29,099	30,100	30,100
# of GO Pass Walk-ins	3,592	4,918	4,800	4,800
% GO Pass Referrals Eligible	62%	64%	65%	65%
# of Disability Resource Center Referrals Processed	7,566	7,137	7,600	7,600
Publicly Funded Long-term Care Enrollments Completed	2,332	2,278	2,300	2,300
# of New IDAP Cases	105	81	65*	65*

* The 2019 and 2020 Targets assume a reduced number of Interim Disability Assistance Program (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	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$21,886,578	c	$26,273,206	$26,699,906	$426,700
Revenues	$19,675,444	$20,433,608	$21,303,243	$22,646,330	$1,343,087
Tax Levy	$2,211,134	($596,017)	$4,969,963	$4,053,576	($916,387)
FTE Positions	70.2	73.1	69.1	68.1	(1.0)

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Percent of Eligible Children Served by Birth-to-3 Primarily Receiving Services in Natural Environments	71%	N/A*	100%	100%
Percent of Eligible Children Served by Birth-to-3 Functioning within Age Expectations for Knowledge and Skills at Program Exit	46.3%	N/A*	59%	59%
MA Match Rate Disability Resource Center	49%	49%	55%	55%
Participants in Supervised Living Options Program Maintaining Independence in Community Living	90%	90%	90%	90%
DRC Client Satisfaction Survey (on a scale of 1 to 5)	4.4	4.7	4.5	4.7

*Data will not be available from State until August or September 2019.

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.

Children's Long Term Support (CLTS) Provider Rate Setting
Expenditures and revenues increase by $1.1 million due to higher service costs for children being served on the CLTS waiver. In 2019, the State Department of Health Services implemented a rate setting initiative in response to a corrective action plan issued by the federal Centers for Medicare and Medicaid Services (CMS). New rates were established effective July 1, 2019. While the number of children enrolled in the program is anticipated to remain about the same as 2019, estimated at 1,000, overall costs are anticipated to increase as a result of the new provider rates. This additional cost will be covered by Children's Community Options Program (CCOP) funding. 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.

In addition, to maximize revenue under the CLTS Program, the budget eliminates a purchase of service respite contract for $211,000. This contract was supported by tax levy and basic county allocation (BCA) funding. However, the majority of customers are children whose respite is eligible under the CLTS program which is funded by Medicaid. Children that are determined to be ineligible for CLTS but receive a medical diagnosis from their physician will continue to receive respite services under DSD'd non-waiver funding sources.

Medical Assistance Match Revenue
The budget anticipates an additional $240,000 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) are now eligible for a higher percentage of MA revenue.

New Combined Children's Services
Beginning in 2020, DHHS will undertake some initial steps toward establishing a new Children's Services Division. This division will integrate DHHS staff who serve children, young adults, and their families. The first phase will relocate about 85 children's programming staff within DSD, DYFS, and Wrap-around. Integration of staff will enable customers to experience a seamless assessment and eligibility process as well as access to services through one entry point within DHHS rather than navigating across a multitude of independent programs and services. All client service staff will undergo training that focuses on trauma responsiveness. The training will prepare the staff to appropriately and compassionately serve individuals and families that have experienced trauma. This new structure allows more direct access to services offered by the Housing Division and Energy Assistance Program.

In 2020, 1.0 FTE of Navigator Systems Manager is created to support this new area at a cost of $89,626 in salary and social security. DHHS plans to identify office space and begin the physical move of staff from each of these divisions. These staff will remain employees of their respective divisions but will work in the same physical space. All costs related to the relocation of Wrap staff are funded through BHD. The DHHS Budget includes $400,000 for the move and initial lease costs to advance this effort in 2020. In addition, the department submitted a 2020 capital request for the buildout of space once a location is determined.

Strategic Program Area 4: Housing Division

Service Provision: **Committed/Discretionary**

Strategic Outcome: **Self-Sufficiency/Quality of Life**

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Number of Families Receiving Rent Assistance	1,875	1,781	1,900	1,850
Number of Individuals Placed by Community Intervention Specialist	365	332	250	275
# of New Homeless Individuals Placements Facilitated by Housing Outreach Services	214	282	200	250
# of HOME loan write offs	6	26*	10	10
# of Loans Served	335	332	350	350
# of Households Served by Construction Services*	35	70	70	70

*In 2018, there was a onetime adjustment to clear out very old loans causing an increase in write offs. Through the first half of 2019, the number of write offs is at zero.

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$29,224,714	$25,137,601	$30,494,100	$30,174,479	($319,621)
Revenues	$24,882,854	$23,597,782	$24,115,220	$24,151,817	$36,597
Tax Levy	$4,341,860	$1,539,819	$6,378,880	$6,022,662	($356,218)
FTE Positions	37.1	43.8	37.9	37.7	(0.2)

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Occupancy Rate of Pathways to Permanent Housing	93%	100%	95%	95%
% Individuals Exiting to Permanent Housing in Pathways to Permanent Housing Program	66%	90%	75%	80%

% Individuals Maintaining Permanent Housing in Shelter Plus Care (My Home Program) for 6 Months*	98%	98%	92%	95%
Section 8 Management Assessment Program Score (90 = high performer)	90	93	94	94
% of Chronically Homeless Individuals Placed by Housing Outreach & Maintaining Housing for 12 Months	98%	97%	92%	92%
% of CDBG Funds Committed to Municipalities & Non- Profits*	95%	95%	90%	90%

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 the continuation of funding for this initiative. With the dramatic reduction in the chronically homeless population, the Division has now turned its focus to individuals and families that do not meet that federal definition.

Building on the success of the Housing First initiative, the Housing Division will expand its efforts in preventing eviction and homelessness for an additional 150 families per year through an investment of $250,000.

For 2020, there is a $60,000 reduction in case management services due to the elimination of a purchase of service contract for the Cathedral Center due to the caseload not being fully utilized. Existing clients will be absorbed into other case management contracts.

Collaboration with DHHS Divisions
The Housing Division is partnering on two new housing pilots being launched within the department. The first initiative provides part-time staff support to the Disability Services Division - Disability Resource Center to connect customers with housing resources in the community. The second initiative involves housing navigation services within the Behavioral Health Division's Wraparound Program. These initiatives increase expenditures by $50,000 and revenue by $141,000 for a net tax levy savings of $91,000.

Increase in HUD Revenue
The 2020 Budget includes an increase of $190,000 in revenue from the Department of Housing and Urban Development for the Division's Continuum of Care grants as part of the My Home Program.

Department of Justice Grant
The 2020 Budget includes $300,000 for a Department of Justice grant to fund Housing Navigator Services for individuals who are victims of sex trafficking and suffering from an opioid addiction. As part of this grant, Housing is partnering with the Benedict Center to provide community-based substance abuse and mental health treatment, education and support.

Real Estate Development
The Housing Division has begun to co-develop real estate, rehabilitate County foreclosures and provide consultation services to generate additional revenue. Revenue of $300,000 is again included in the 2020 Budget as the Division is experiencing an increased interest from developers in establishing real estate partnerships.

Sunset of SAMHSA Grant
The budget reflects a reduction in expenditures and revenue of $600,000 due to the completion of the Division's SAMHSA grant. In 2016, the Housing Division was awarded a three-year SAMHSA grant of $2.4 million to expand the Housing Division's Housing First Initiative. Activity under the grant continued through 2019 due to carryover of unspent grant funds. The scope of the grant included: 1) increasing capacity and coordination efforts to address homelessness in Milwaukee as well as 2) expanding and enhancing its existing Housing First program.

The goal was to achieve 450 outreach contacts and enroll 140 homeless individuals and families in permanent housing over the life of the grant. At the end of the grant, 141 individuals were placed into housing and 464 outreach contacts were made. In 2020, the Division will continue a portion of that work through its Housing Navigation Services. The completion of the grant results in the abolishment of 2.0 vacant FTEs of Community Intervention Specialist.

One Community Intervention Specialist position is created in the Department of Health and Human Services (DHHS) Housing Division at a salary and social security cost of $58,884. The Community Intervention Specialist will work in conjunction with the Office of the Treasurer to assist homeowners that are delinquent in their property taxes with finding solutions to pay their outstanding balance to avoid foreclosure. The Community Intervention Specialist will counsel homeowners on other available services to help ensure the owner's housing needs are met.

It is anticipated that the services of the Community Intervention Specialist will aid the collection of delinquent property tax collections. The cost of the position, $58,884, is completely offset with additional tax collections for no net tax levy impact.

Housing Focused Shelter/Joint Component Contracts
Funding for emergency shelters/joint component contracts remains consistent with 2020 levels. Contracts with agencies will be performance based with a focus on moving individuals into permanent housing from shelter.

An appropriation of $100,000 is provided for the Department of Health and Human Services – Housing Division to develop a plan to assist homeless victims of domestic violence with emergency shelter options. The Department shall submit a plan to the County Board no later than the March 2020 meeting cycle for review.

Partnership with HMO Providers
The Housing Division continues to expand its partnerships with HMO's and private hospitals to provide individuals with Housing Navigation and other housing supportive services. The 2020 Budget includes an additional $250,000 in revenue and expenditures for housing placements. Revenue from the HMOs also supports the cost of Housing staff assigned to this initiative.

Lead Abatement Low-Interest Loan Program
Continuing the loan program established in File No. 19-727, as part of the Home Repair Program, $550,000 is provided to an allocated contingency account in Org. Unit 1940-1945 – Appropriation for Contingencies to allow any Milwaukee County resident, regardless of income, to have access to a low interest revolving loan program for the sole purpose of lead abatement, and whose additional administrative costs shall not exceed 10 percent. The Department of Health and Human Services shall

submit an appropriation transfer request to the County Board for approval to access the funds needed to effectuate the program.

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Parks, Recreation & Culture Function

Agency Budget Narratives:

- Department of Parks, Recreation & Culture
- Zoological Department
- University of Wisconsin – Extension
- Consolidated Non-Departmental
  Cultural Contributions:
  - Fund for the Arts
  - County Historical Society
  - Federated Library System
  - Marcus Center for the Performing Arts
  - Milwaukee Public Museum
  - Villa Terrace/Charles Allis Museum
  - War Memorial
  - Milwaukee Art Museum

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BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	$18,520,914	$18,290,243	$19,542,834	$19,652,830	$109,996
Operation Costs	$11,673,291	11,217,483	$11,611,487	$11,282,789	($328,698)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$1,896,510	$1,140,138	$1,176,680	$1,015,000	($161,680)
Interdept. Charges	$8,489,592	$4,113,921	$4,542,008	$4,361,161	($180,847)
Total Expenditures	**$40,580,306**	**$34,761,775**	**$36,873,009**	**$36,311,780**	**($561,229)**
Revenues					
Direct Revenue	$20,170,319	$19,686,636	$20,810,845	$19,889,016	($921,829)
Intergov. Revenue	$345,158	$384,299	$179,740	$178,200	($1,540)
Indirect Revenue	$13,296	$8,695	$10,000	$10,000	$0
Total Revenues	**$20,528,774**	**$20,079,630**	**$21,000,585**	**$20,077,216**	**($923,369)**
Tax Levy	**$20,051,533**	**$14,682,145**	**$15,872,424**	**$16,234,564**	**$362,140**
Effective Tax Levy*	**$11,575,237**	**$10,576,928**	**$11,330,416**	**$11,883,403**	**$542,987**
Personnel					
Full-Time Pos. (FTE)	218.9	219.5	239.8	241.89	2.09
Seas/Hourly/Pool Pos.	221.5	240.1	229.3	203.23	(26.07)
Overtime $	$172,554	$272,951	$166,272	$177,048	$10,776

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

disc

Department Mission:
To steward a thriving park system that positively impacts every Milwaukee County Park visitor.

Department Vision:
Milwaukee County Parks fosters dynamic connections through our lands and community, heightens the quality of life in the county, and leads as a model park system.

Department Description:
Milwaukee County's park system is diverse and multifaceted. 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 including 157 parks, 11 parkways, and 210 miles of trails. The system offers year-round recreation activities located throughout the county: natural areas, trails, beaches, marinas, playgrounds, athletic

courts and fields, community recreation centers, horticultural facilities, golf and disc golf courses, aquatic centers, swimming pools, wading pools, splash pads, dog parks, an indoor ice rink, and food and beverage locations.

Milwaukee County Parks is organized into three divisions: Administration & Planning, Operations & Trades, and Recreation & Business Services.

Department Goals:

- Provide a high level of service and quality in a fiscally challenging environment
- Ensure equitable access to recreational opportunities to our diverse user base
- Create a culture of engagement, empowerment, and collaboration among our workforce
- Expand communications to inform and engage our employees, stakeholders, and community
- Ensure the sustainability of the Parks system for future generations
- Strive to become a model park system

Department Objectives:

- Expand partnerships to respond to changing community needs and maintain a high level of service
- Pursue alternative funding mechanisms to expand Parks funding sources
- Utilize a racial equity lens to inform decision-making and priorities
- Expand Parks' user base to grow the next generation of park users
- Continue improving employee engagement efforts
- Improve Parks processes to standardize internal systems

Department Technical Initiatives:

- Support the implementation of CityWorks work order and asset management system
- Support the implementation of Parks and Recreation Management Software/Point of Sale (POS) System
- Support the implementation of County Enterprise Resource Planning (ERP) system

Major Changes in FY 2020:

In 2019, Parks was unable to hire enough lifeguards to sufficiently open all aquatic facilities. Due to a continued decline in attendance, lifeguard staffing limitations, financial constraints, and facility conditions, pool openings will again be limited in 2020. The 2020 budget includes a $119,000 reduction for the Aquatic Division which will result in facility closures. Holler Park pool, which was closed at the beginning of the season due to insufficient lifeguards, will remain closed in 2020. Grobschmidt Pool shall re-open for the 2020 season at an annual cost for operations and maintenance of $95,400. Parks will strive to ensure a high level of service quality and access to aquatic recreation opportunities for the community throughout the system. The 2020 budget includes funding to increase lifeguard wages to make these positions more competitive and generate a higher number of recruits.

A $228,892 reduction in commodities (ex. toilet paper, garbage bags, road salt, lumber, fertilizer, pool chemicals, seed, plants, hardware, fuel, tools, etc.) and services (building maintenance, pest control, garbage pick-up, utilities, contracted services, etc.) has been made to further minimize department expenditures. It should be noted that Parks' commodities and services have been reduced significantly over the past several years. This reduction makes it more difficult for staff to do their jobs, putting additional strain on the capacity and resources needed to deliver quality services to the community.

The budget allocates $40,000 for the implementation of the Parks Uplift Workforce Development program. The purpose of this program is to help support diversity in the Parks workforce, increase access to Parks employment to underserved communities of color and concentrated poverty, and create a new career pipeline opportunity for traditionally underserved individuals.

Cellular monopole sites, naming rights, and billboard sites are proposed as new revenues sources. These are new programs subject to further approvals by the County Board of Supervisors.

The 2020 Democratic National Convention will be hosted in Milwaukee. Maintaining Park's facilities will be a priority focusing on repairs, building improvements, and grounds upkeep to attract additional space rental from the Democratic National Convention. As a result, Parks will utilize a flexible fee structure during the month of July 2020. Rates for related rentals and permits will be determined in cooperation with the Democratic National Committee.

Staffing level changes

- Creation of one (1) Areas of Concern (AOC) Project Coordinator to oversee and manage EPA-AOC projects within Milwaukee County Parks; position fully grant funded
- Creation of one full-time (1) Events Coordinator position through the abolishment of one part-time (1) Special Events Coordinator HR at the Domes; offset through a reduction in seasonal funding
- Funding of one (1) Park Maintenance Worker NM previously requested as unfunded in 2018 & 2019

Summary of service level changes

- Reduction of available aquatic facilities in 2020
- Reduction in commodities and services
- Reduction to UW-Ext. Nature in the Park services supported by Parks
- Conversion of Madison Park golf course to accommodate golf and disc golf
- Reduction in Parks support of external/partner summer concerts
- Reduction of access to underutilized buildings/pavilions
- Expansion of available public camping opportunities through special events and requested capital improvement projects
- Implementation of Parks Uplift Workforce Development program to increase access for the disadvantaged to the Parks Department's resources.

Strategic Program Area 1: Administration & Planning

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity				
Performance Measures	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
County Population	951,448	948,201	950,000	950,000
Park Acreage	15,632	15,726	15,774	15,774
FTEs Per 10,000 Residents *Median for peer agencies is 7.4 FTE/10,000*	2.18	2.31	2.41	2.43
Parks Amenities Matching Funds Awarded	$281,466	$0	$216,680	$225,000
Number of Parks Amenities Matching Fund Projects Awarded	10	0	10	10
Parks Grant Awards	$2,312,653	$2,595,732	$2,000,000	$2,000,000
Number of Concerts Supported	256	271	300	300
Number of Active Friends Groups	35	32	44	40
Number of Volunteers Engaged	7,250	7,250	7,500	7,500
Number of Volunteer Hours	59,000	59,000	60,000	60,000
Number of Parking Citations	3,304	3,893	4,500	4,500
Number of Capital Projects Completed	30	31	25	35
Number of Right of Entry Permits	90	121	90	110

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Var**
Expenditures	$5,379,332	$3,309,576	$3,373,268	$3,155,615	($217,653)
Revenues	$423,549	$439,657	$303,254	$412,750	$109,496
Tax Levy	$4,955,783	$2,869,919	$3,070,014	$2,742,865	($327,149)
FTE Positions	28.0	18.7	23.4	25.4	2.0

How We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Acres/1000 Residents *Median for peer systems is 12.5*	16.428	16.091	16.470	16.470
Operating Cost Recovery *Median for peer systems is 29%*	50%	58%	58%	58%
How We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Operating Expenses Per Capita *Median for peer agencies is $42.69*	$41.59	$36.66	$37.81	$38.95
Tax Levy Support Per Capita	$20.64	$15.48	$15.80	$16.08
Non-Tax Revenues Per Capita *The median for national peer agencies is $9.04*	$20.95	$20.76	$22.01	$20.20
Parks Amenities Matching Fund External Dollars Leveraged	$579,567	$0	$430,360	$400,000
Parking Citations Revenues	$98,816	$112,897	$120,000	$120,000
County funding for adopted Parks Capital Projects	$7,412,800	$2,579,879	$1,346,230	$7,500,000

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 both Human Resources and Risk.

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 special projects, external relationships, and interaction 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 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, supports donor campaigns, aids in prospecting and soliciting, supports Parks' Community Project Request process, manages sponsorships, and supports grant development.

Engagement manages volunteers and friends' groups to support Parks services. This section also manages volunteer opportunities for external organizations, subsidized youth worker programs, and is the liaison to The Park People of Milwaukee County.

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, 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.

An allocation of $100,000 is earmarked in the Appropriation for Contingencies for emergency repairs to damaged lakefront pathways as a result of anticipated high water levels and freeze damage. If required, the Parks Director will provide a report and request the transfer of funds to the appropriate account.

Goals & Objectives:

- Advance marketing and communications plans
- Increase audience through an expanded and improved digital presence
- Expand sponsorship opportunities
- Improve financial tracking methods to more holistically monitor departmental resources
- Update and implement standard contractual processes
- Improve engagement programs and broaden volunteer opportunities
- Advance the development of Parks' procedures within the County's Administrative Manual of Procedures
- Build workforce development and succession plans
- Improve short and long-term capital outlay processes, including major maintenance goals
- Support Parks' performance management goals

Strategic Implementation:

Staffing level changes
Creation of (1) Director of Cultural Amenities: This position will include the development and management of strategic & financial plans, agreements, and relationships with County cultural institutions and Parks horticultural facilities.
Summary of service level changes

- Reduction in Parks support of external/partner summer concerts

Strategic Program Area 2: Operations & Trades

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Item	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Total Trail Miles	215	215	225	225
Number of Oak Leaf Trail Miles	125	125	127	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	232	233
Number of Disc Golf Courses	5	5	5	6
Number of Dog Exercise Areas	8	8	8	8
Number of Parks	158	158	157	157
Number of Playgrounds	113	113	112	112
Acres Mowed	3,100	3,100	3,070	3,070
Number of Buildings Maintained	255	255	255	255
Square Footage of Buildings Maintained *Based on insurance schedule*	1,895,800	1,263,850	1,263,850	1,263,850

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Var**
Expenditures	$18,851,850	$15,644,540	$16,305,042	$16,181,119	($123,923)
Revenues	$2,406,475	$1,123,910	$907,006	$1,004,562	$97,556
Tax Levy	$16,445,375	$14,520,630	$15,398,036	$15,176,557	($221,479)
FTE Positions	190.9	188.9	186.3	177.18	(9.12)

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Parkland Managed as Natural/Agricultural Areas	67%	67%	67%	67%
Natural Areas Management Ratio* *Actively managed natural areas as proportion of total natural areas (passive, non-developed, ecological significant areas)*	12%	12%	12%	12%

Strategic Overview: The Park Operations & Trades Division is responsible for the operation of Milwaukee County Park facilities and is comprised of Operations, Land Resources/Natural Areas, and Skilled Trades.

Operations activities include the management and maintenance of general access parks, park grounds, trails, land and natural resources, landscaping, and golf course turf maintenance; management and maintenance of natural areas, storm water facility maintenance, sports fields, playgrounds, wading pools, splash pads, picnic areas, agricultural lands, pavilions, and historical parkways; and equipment and fleet maintenance. Additionally, Operations provides customer service and special event support; coordinates with elected officials, partners, citizens, community groups, volunteers, friends groups, other stakeholders, and user groups; and responds to concerns regarding maintenance, encroachments, forestry issues, stream blockages, and safety issues.

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. Staff also supports volunteer activities related to natural resource management and reviews county development plans for natural resource impacts.

Skilled Trades are responsible for the maintenance, upkeep and improvement of Parks buildings, structures and systems throughout the parks system; ensuring health, safety, and code compliance of park facilities; and providing preventative and corrective maintenance on park assets. Staff supports building and infrastructure systems such as HVAC, electrical, mechanical, carpentry, and plumbing through a combination of in-house and contracted services.

Goals & objectives:

- Provide relevant training opportunities for operations staff
- Expand outreach programming and naturalization/stewardship within the Golf Course properties
- Continue implementation of the Milwaukee County Parks Urban Forestry Management Plan
- Create and implement the Natural Resources Management Plan
- Continue work on Oak Creek Watershed Restoration Plan
- Update Trails Network Plan and continue to expand the Oak Leaf Trail and other trail systems
- Continue implementation of the CityWorks Work Order and Asset Management System

Strategic Implementation:

Staffing level changes

- Creation of one (1) Areas of Concern (AOC) Project Coordinator to oversee and manage EPA-AOC projects within Milwaukee County Parks; position fully grant funded
- Funding of one (1) Park Maintenance Worker NM previously requested as unfunded in 2018 & 2019

Summary of service level changes

- Reduction in commodities and services
- Conversion of Madison Park golf course to accommodate golf and disc golf
- Reduction of access to underutilized buildings/pavilions
- Expansion of available public camping opportunities through special events and requested capital improvement projects
- Implementation of Parks Uplift Workforce Development program to increase access for the disadvantaged to the Parks Department's resources.

Strategic Program Area 3: Recreation & Business Services

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Item	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Total Attendance Aquatics	211,334	207,853	255,000	250,000
McKinley Marina Slip Rentals	618	612	628	615
McKinley Marina Annual Boat Launch Permits	379	319	335	330
McKinley Marina Daily Boat Launches	5,666	3,875	4,790	4,500
Total Community Center Memberships	1,120	1,137	1,200	1,200
Total Community Center Daily Passes	11,124	11,855	13,500	12,500
Number of Sports Complex Court Hour Rentals	4,255	4,276	4,335	4,335
Number of Sports Complex Field Rentals	585	609	660	645
Total attendance: Boerner Botanical Gardens	241,993	214,071	200,000	220,000
Total attendance: Mitchell Park Domes	180,367	179,190	200,000	200,000
Total attendance: Wehr Nature Center	99,652	79,062^	65,000^	88,000
Total attendance: King Comm. Center	48,885	36,989	37,000	38,500
Total attendance: Kosciuszko Comm. Center	84,638	71,555	72,250	73,000
Total attendance: Sports Complex	202,000	208,000	220,000	220,000
Total attendance: Wilson Recreation	63,000	65,500	68,000	68,000
Rounds of Golf Played: Regular	244,320	221,282	265,000	235,000
Rounds of Golf Played: Par 3	17,289	14,504	20,000	14,000
Number of Events Catered by Parks	288	260	275	275
Number of Building Rentals	2,352	2,272	2,350	2,300
Number of Athletic Field Permits	9,080	8,498	9,000	9,000
Number of Special Events	920	952	950	955
Number of Picnic Rentals	3,352	3,024	3,350	3,200
Number of Dog Exercise Area Permits	6,278	6,950	4,500	7,000
Number of Disc Golf Permits	1,797	1,599	1,450	1,450

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Var**
Expenditures	$16,349,125	$15,807,659	$17,194,699	$16,975,045	($219,653)
Revenues	$17,698,749	$18,516,063	$19,790,325	$18,659,904	($1,130,421)
Tax Levy	($1,349,625)	($2,708,404)	($2,595,626)	($1,684,859)	$910,768
FTE Positions	221.4	255.0	260.3	243.56	(16.74)

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Cost per Swimmer: Indoor Pools	$11.87	$15.31	$8.00	$8.00
Cost per Swimmer: Outdoor Pools	$10.28	$14.25	$5.00	$5.00
Cost per Swimmer: Water Parks	$7.56	$1.80	$1.00	$1.00
McKinley Boat Slip Occupancy Ratio	94%	93%	93%	93%

Strategic Overview: The Recreation & Business Services Division is comprised of Aquatics, Concessions, Horticulture, McKinley Marina, Public Services, Recreation, Golf, Organized Sports, and Special Events. The division seeks to enrich the community by providing recreational services and programming throughout the Milwaukee County Parks system.

Aquatics oversees pool operations, management, and maintenance of indoor and outdoor deep well pools and family aquatic centers. Trained lifeguards staff these facilities to keep swimmers and patrons safe. In response to continuous challenges in recruitment of qualified lifeguards, Parks 2020 budget includes $150,000 to cover the cost of increasing lifeguard wages.

Concessions operates and sells food and beverages at 55 facilities throughout the system including South Shore Terrace, the Whitnall Park Beer Garden, the Vine at Humboldt Park, the Traveling Beer Garden series, golf courses, ice rinks, horticulture facilities, pool and aquatics facilities, recreation centers, and events. In addition, the concession team offers catering options in conjunction with golf outings and other facility rentals.

Horticulture includes Boerner Botanical Gardens, Wehr Nature Center, and the Mitchell Park Conservatory (the Domes), as well as the Mitchell Park Greenhouse Complex. These facilities provide an opportunity for visitors to experience nature in both formal and natural environments, through passive recreation or through educational offerings. They also offer rental rooms, on-site facilities, and serve as host to special events.

McKinley Marina operates, manages, and maintains the marina infrastructure including floating docks which house 655 slips for season-long tenants and transient boaters, buildings, grounds, and the marina basin. The marina offers slip rentals, fuel sales, launch permits, and storage space for rent on a seasonal basis.

Public Services 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.

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.

Golf 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.

Organized Sports and Special Events manage the permitting and coordination of organized sports leagues, facility rentals, and special events.

Any revenues generated from disc golf fees will be solely used for the maintenance, improvement, or promotion of disc golf courses.

The Director of the Department of Parks, Recreation, and Culture will provide a report to the County Board detailing what the disc golf fees have been used for since their collection and what improvements have been made to disc golf courses as a result of fee collection. The report will include what was done with any remaining fees collected from prior years that were not used for course improvements.

Goals and objectives:

- 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
- Continue implementing Parks Recreation Management Software and Point of Sale System (POS)
- Continue improving the quality of user/customer service interaction

Strategic Implementation

Staffing level changes

- Creation of one full-time (1) Events Coordinator position through the abolishment of one part-time (1) Special Events Coordinator HR at the Domes; offset through a reduction in seasonal funding

Summary of service level changes

- Reduction of available aquatic facilities in 2020
- Reduction to UW-Ext. Nature in the Park services supported by Parks

Mitchell Park Horticultural Conservatory

An appropriation of $107,998 is provided toward the restoration of the Mitchell Park Horticultural Conservatory Domes (the Domes). Following the recommendations made by the Domes Task Force in 2019, and the respondent reports from the Office of the Comptroller and the Office of Corporation Counsel, Parks may use the funds to pursue further planning and development related to the long-range plan for the Domes as guided by policymakers.

Parks, working in conjunction with other appropriate county staff, will begin planning for the renovation of the Mitchell Park Horticultural Conservatory Domes (the Domes). Parks will establish a new Capital Project that is included in the Five-Year Capital Improvements Budget. The project will include planning, design, and restoration of the Domes.

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

The Parks fee schedule detailing the 2019 Adopted and 2020 Adopted rates are attached to 2020 Budget File No. 19-805. Parks may not increase any fee more than 10 percent during the year without approval by the Milwaukee County Board of Supervisors.

BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	$7,887,804	$7,608,102	$8,592,252	$8,814,444	$222,192
Operation Costs	$7,374,361	$6,289,429	$6,906,284	$7,315,310	$409,026
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$597,559	$751,979	$485,365	$408,865	($76,500)
Interdept. Charges	$2,208,816	$514,424	$598,055	$546,596	($51,459)
Total Expenditures	$18,068,540	$15,163,934	$16,581,956	$17,085,215	$503,259
Revenues					
Direct Revenue	$15,423,509	$14,522,176	$17,201,979	$17,905,058	$703,079
Intergov Revenue	$0	$0	$45,000	$0	($45,000)
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	$15,423,509	$14,522,176	$17,246,979	$17,905,058	$658,079
Tax Levy	$2,645,031	$641,758	($665,023)	($819,843)	($154,820)
Effective Tax Levy*	$436,215	$127,334	($1,263,078)	($1,366,439)	($103,361)
Personnel					
Full-Time Pos. (FTE)	125.0	125.1	153.7	152.9	(0.8)
Seas/Hourly/Pool Pos.	125.9	75.4	49.4	49.4	0
Overtime $	$247,506	$238,670	$283,824	$288,084	$4,260

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

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 2020: The 2020 Budget helps position the Zoo to increase 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.

- Abolishment of 1 Special Programs Coordinator - Since the Special Programs Coordinator position was created in the early 1990's, the duties and programs that were assigned to the position have decreased over time. There have been some changes most recently that have made it clear that the full-time position is no

longer needed, as the responsibilities of the position can be restructured to other Zoo staff positions for savings and consolidation of duties. These tasks are mainly related to contracts with Oceans Connections, seasonal exhibits provided by a general contractor, and efficiencies found within current positions. A portion of the savings will be used to reclassify existing positions to reflect increased duties that were previously performed by the Special Programs Coordinator.

- The 2020 Capital Budget includes $902,100 for planning funds for the final phase of Adventure Africa - Rhinoceros. The Zoological Society is a 50%/50% partner in the cost of this project. This project will renovate the former elephant exhibit to address USDA (Unites States Department of Agriculture), APHIS (USDA Animal Plant Health Inspection Services) and AZA (Association of Zoos and Aquariums) standards to convert the exhibit into an acceptable habitat for the Rhinoceros. The exhibit will include a pool, mud wallow, tactile/scratching structures and manipulative foraging/feeding objects and incorporate sustainable building elements.

- An outdoor dinosaur exhibit is scheduled for 2020. Admission to the exhibit is $3 per person and will run from Memorial Day weekend through Labor Day. Based on prior experience with this exhibit, revenues are estimated to generate $523,552 in revenues which is an increase of $172,316 over the 2019 exhibit.

- All Zoo admission rates increase $0.50 effective in June 2020 when the new Hippopotamus Exhibit opens. The rate increase is estimated to generate $307,969, which includes an increase of $50k from the 50%/50% membership revenue split with the Zoological Society.

- Zoo admissions and parking fees will be approved by the County Board and fees will be published in the Adopted Budget each year in lieu of separate Ordinance action. Ordinance 47.32(b) will be updated to read “Any changes to admissions and parking fees at the Zoological Gardens shall be approved by the County Board. Current fees will be published in the adopted county budget each year.”

- The Zoo strives to provide an inclusive environment for all guests, including those with sensory processing needs, like autism, PTSD (Posttraumatic Stress Disorder), early onset dementia, and similar conditions. To this end, the Milwaukee County Zoo and Zoological Society are partnering with KultureCity, a non-profit who specializes in sensory inclusion to implement a new program in 2020. KultureCity will provide Zoo staff with professional training and the materials needed to better accommodate guests with sensory needs.

Strategic Program Area 1: Administration, Finance & Operations

Service Provision: Discretionary

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Zoo Attendance	1,199,903	1,146,045	1,351,500	1,351,500
General Admission Rev	$5,000,801	$5,015,335	$6,441,666	$6,723,014
Zoo Rides Revenue	$1,015,494	$919,527	$1,109,203	$1,109,203
Vendor Revenues	$2,064,124	$2,577,127	2,825,519	$2,912,319
Society Membership Rev	$3,120,613	$3,195,655	$3,306,554	$3,356,554

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Var**
Expenditures	$6,916,713	$4,205,370	$4,813,723	$4,975,352	$161,629
Revenues	$13,407,873	$11,618,014	$13,292,489	$13,826,011	$533,522
Tax Levy	($6,491,160)	($7,412,643)	($8,478,766)	($8,850,659)	($371,893)
FTE Positions	101.6	44.3	46.4	50.5	(1.8)

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Average visitor spending*	$12.85	$12.67	$12.91	$13.25
AZA Accreditation Status	Accredited	Accredited	Accredited	Accredited
Guest Survey: Excellent or Very Good Food Service**	90.3%	85.1%	90%	90%
Guest Survey: Excellent or Very Good Service at Retail Outlets**	95.1%	87.8%	90%	90%
Guest Survey: Excellent or Very Good Service at Ride Locations**	95.1%	90.6%	90%	90%
Guest Survey: Excellent or Very Good Service at Gates/Admissions*	94.1%	93.7%	90%	90%

**Average visitor spending = total revenue/total attendance*
*** Annual Exit Survey Results*

Strategic Overview: Administration, Finance and Operations Division provides effective leadership for all Zoo functions and responsibilities. Direct oversight includes cash management, financial and capital project planning, accounts payable and receivable, personnel and payroll, reception, radio dispatch, information technology, safety and security services, contract review, program evaluations, performance measures, oversight of Zoo's Green, Guest Services and

Safety committees, other general office services, management of major revenue sources, such as admissions, parking, miniature train ride, Zoomobile, and the carousel ride. Staff from this program area also oversee revenue generating contracts and leases with outside vendors.

Strategic Implementation:

The 2020 Capital Budget includes a radio project to replace the current obsolete analog radio system. A new system will provide 1) Zoo-wide communication for safety needs for staff; 2) reduced funds being spent on an obsolete/analog system with radios that are aged out with parts no longer available; 3) a fourth radio channel; 4) better control and a replacement plan; 5) update to the main communication switchboard radio system allowing for the Zoo operator to have increased functionality and removes the need for three different radio units within the workspace and; 6) warranty and support to the Zoo.

New in 2020 the Zoo will be using a turnkey full-service RFID-based digital ticketing system for food tickets for the four-day a la Carte event. This software enhances efficiency and operational simplicity by using modern technology over manual processes. The system provides improved data and analytics, reduces theft, decreases costs, increases productivity and provides real-time visibility into operations which results in better management decisions. The budget includes $30,000 in system rental fees along with offsetting revenues.

Revenues increase $533,522 due primarily to the 2020 Dinosaur Special Exhibit, the admission fee increase, and commission increases from revenue share partners.

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 2020. 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
$50,000	Sea Lion Show	Oceans Connections
$55,000	Strollers and Wheelchairs	Scooterbug Inc.
$103,107	Mold-a-Ramas	William A. Jones Co.
$106,000	Raptor Bird Show	World Bird Sanctuary
$33,000	Pony Rides	Patch 22

Strategic Program Area 2: Marketing and Communications

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Advertising Expenditures	$619,689	$566,588	$602,500	$598,000
Group Sales Revenue	$676,466	$1,733,848	$2,210,976	$2,246,344
# of Public Special Events	19	24	20	25
Social Media Followers	95,000	134,532	125,000	165,000
# of Sponsorships	25	30	30	32

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Var**
Expenditures	$2,552,376	$2,253,380	$2,561,920	$2,535,882	($26,038)
Revenues	$1,942,157	$2,810,530	$3,634,730	$3,823,502	$188,772
Tax Levy	$610,219	($557,150)	($1,072,810)	($1,287,620)	($214,810)
FTE Positions	21.7	20.1	19.9	16.0	(3.9)

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Guest experience survey: Extremely or Very Satisfied*	98%	98.3%	90.0%	90.0%
Guest educational value survey Extremely or Very Educational*	96.1%	95.4%	90.0%	90.0%
Attendance at Public Special Events	238,035	221,995	308,060	308,060
Attendance for Special Exhibit	52,929	214,549	147,234	215,034
Sponsorship Revenue	$333,981	$278,051	$408,000	$345,000

* 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.

StrategicImplementation: The 2020 Budget includes an increase of $60,000 in entertainment expenditures for the Zoo's four-day a la Carte event. This budget has not been increased for many years. In addition to the normal increase of the cost of doing business, entertainment costs have risen due to competition in the market from venues such as Pottawatomi Casino, Turner Hall and the Admirals. An increase in expenditures will allow the Zoo to book higher profile national entertainment, as well as add higher profile local bands, thus increasing attendance. It is estimated that 10,000 additional guests will attend the event generating $120,000 in additional revenues for a net tax levy savings of $60,000.

Strategic Program Area 3: Maintenance & Facilities

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Number of Work Orders Completed	2,176	2,925	2,500	2,500
Dollars Spent on Asset Maintenance	$1,128,451	$959,139	$913,235	$873,585
Number of Energy Savings Projects	10	6	12	12

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Var**
Expenditures	$3,628,685	$3,881,431	$4,257,590	$4,451,164	$193,574
Revenues	$3,416	$1,642	$101,000	$58,000	($43,000)
Tax Levy	$3,625,269	$3,879,789	$4,156,590	$4,393,164	$236,574
FTE Positions	54.4	60.0	57.6	58.0	0.4

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Guest Survey: Excellent or Very Good Cleanliness*	96.1%	96.4%	90.0%	900.%
Work Orders completed in a timely manner	85.0%	87.0%	90.0%	90.0%
Energy Usage Reduction	Natural Gas .85% Electricity (3.8%) Water (8.7%)	Natural Gas 4.7% Electricity 1.7% Water (8.7%)	-5.0%	-5.0%

* Annual Exit Survey Results

Strategic Overview: This program area provides maintenance, improvement and overall grooming of the grounds. The state of the grounds are critical to visitor satisfaction and return visits. Also included in this program area are mechanical and preventative maintenance programs for equipment, ventilating, air-conditioning, heating systems, minor electrical and plumbing repairs, housekeeping and general cleaning of the entire Zoo. Along with the 200 acres of zoo grounds, there are 17 buildings requiring HVAC care and an additional 20 buildings to maintain.

Strategic Implementation:

The 2020 Capital Budget Request includes critical projects to maintain Zoo assets. These include the following:

- Zoo Aviary Air Conditioning Replacement – The air conditioning system in the Aviary is beyond its useful life and needs to be replaced. The AC is critical to the animal collection due to the air exchange and climate for the exhibits.

- Zoo Parking Lot #4 Replacement – Replacement of the lot will improve storm water drainage, update the lot with the latest ADA codes and eliminate potential safety issues with the condition of the pavement. This lot is located by three heavily used picnic areas that generate over $1M in revenues annually.

- Zoo Administration Building Roof Replacement – This project will re-roof the Administrative/Gift Shop wing at the Zoo's main entrance building. The Zoo's concessionaire partner SSA, invested over $900,000 to renovate the Gift Shop. The Administrative section includes offices, a cash room with a vault and storage for point-of-sale registers and other computer equipment.

Commodities and Services accounts increase $83,140 to align the budget close to actual experience for building and roadway materials.

Strategic Program Area 4: Animal Management & Health

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
# of Species in collection	396	326	400	400
# of Specimens in collection	2,272	2,447	3,000	2,800
Value of staff time on conservation messages*	$94,781	$122,514	$149,712	$153,252
Dollars towards conservation/research*	$728,209	$815,022	$679,386	$698,146

*Combined Zoo and Society

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Var**
Expenditures	$4,970,767	$4,823,753	$4,948,723	$5,122,817	$174,094
Revenues	$70,065	$91,990	$218,760	$197,545	($21,215)
Tax Levy	$4,900,702	$4,731,763	$4,729,963	$4,925,272	$195,309
FTE Positions	76.4	78.2	79.2	79.7	0.5

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Participation in AZA Species Survival Plans	Yes	Yes	Yes	Yes
Reduce the number of exhibits that appear empty with no reason	NA	7.6%	10.5%	10.5%
Percentage of budget towards conservation and research	4.5%	6.1%	5.0%	5.0%

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 400 species of 2,800 mammals, birds, fish, amphibians, reptiles and invertebrates represented. The animal facilities are designed and programs are presented to provide educational and entertaining experiences for the visitors. This division is also responsible for evaluating and approving requests from local, regional, national and international scientists seeking to conduct behavioral, cognitive or physiological research with the animal collection.

Strategic Implementation

The 2020 Capital Budget includes $37,211 for a complete structural analysis, design and construction documents

necessary to address any structural, safety or code issues in the Aquatic Reptile Center.

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 2020, that goal is $851,399.

GENERAL ZOO VISITOR FEE SCHEDULE			
	2019	2020	
	Rate	Rate	Change
Admissions			$ -
Adult Summer-County	$ 14.50	$ 15.00	$ 0.50
Junior Summer-County	$ 11.50	$ 12.00	$ 0.50
Senior Summer-County	$ 13.50		$ (13.50)
Adult Summer-Non-County	$ 16.25	$ 16.75	$ 0.50
Junior Summer-Non-County	$ 13.25	$ 13.75	$ 0.50
Senior Summer-Non-County	$ 15.25	$ 15.75	$ 0.50
Adult Winter-County	$ 12.00	$ 12.50	$ 0.50
Junior Winter-County	$ 9.00	$ 9.50	$ 0.50
Senior Winter-County	$ 10.50	$ 11.00	$ 0.50
Adult Winter-Non-County	$ 13.75	$ 14.25	$ 0.50
Junior Winter-Non-County	$ 10.75	$ 11.25	$ 0.50
Senior Winter-non-County	$ 12.25	$ 12.75	$ 0.50
Adult Discount Day	$ 9.25	$ 9.75	$ 0.50
Junior Discount Day	$ 6.75	$ 7.25	$ 0.50
Adult Education-County	$ 10.00	$ 10.50	$ 0.50
Junior Education-County	$ 7.50	$ 8.00	$ 0.50
Adult Education-Non-County	$ 12.25	$ 12.75	$ 0.50
Junior Education-Non-County	$ 9.25	$ 9.75	$ 0.50
Adult Group	$ 12.25	$ 12.75	$ 0.50
Junior Group	$ 9.25	$ 9.75	$ 0.50
Parking Fees			
Cars	$ 12.00	$ 12.00	$ -
Buses	$ 16.00	$ 16.00	$ -

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
$944,952	$944,952	$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
$55,570	$55,570	$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
$105,000	$105,000	$0

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BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	$47,641	$47,557	$49,961	$50,094	$133
Operation Costs	$225,824	$328,914	$409,357	$393,356	($16,001)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdepartmental. Charges	$0	$0	$0	$0	$0
Total Expenditures	**$506,607**	**$410,992**	**$459,318**	**$443,450**	**($15,868)**
Revenues					
Direct Revenue	$98,369	$89,078	$110,000	$100,000	($10,000)
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$98,369**	**$89,078**	**$110,000**	**$100,000**	**($10,000)**
Tax Levy	**$408,238**	**$321,914**	**$349,318**	**$343,450**	**($5,868)**
Effective Tax Levy*	**$408,238**	**$321,914**	**$349,318**	**$343,442**	**($5,876)**
Personnel					
Full-Time Pos. (FTE)	0.8	0.8	0.8	0.8	0
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$0	$0	$0	$0	$0

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

Department Mission: The mission of UW Madison Division of Extension Milwaukee County (hereafter Extension Milwaukee County) 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: Extension Milwaukee County is made up of eight major program areas and Administration. The program areas are 4-H, Positive Youth Development, Health and Well-being, Community Development, Urban Gardening, FoodWIse`, Horticulture, and Natural Resources. Extension Milwaukee County has had a long-term partnership with Milwaukee County Parks through Wehr Nature Center & Boerner Botanical Gardens and use county land for the Extension Garden Rental Program. UWEX also partners with the Department on Aging, Milwaukee Public Schools, the Office of African American Affairs, and hundreds of community partners.

Administration is responsible for managing a team of educators and support staff in program development and impact assessment. The director handles personnel matters, finances, and ensures technology support; The Director works collaboratively with various other units of County Government. Examples of our major programs include **4-H & Positive Youth Development,** which offers children and youth (K-5 – grade 13) an array of research-based curricula that promotes active, hands-on learning, leadership opportunities and skill building through activities such as civic engagement, environmental studies, arts, multicultural awareness, and STEM (science, technology, engineering and math) **Community Development** stresses community building, city and neighborhood revitalization, local government education, strategic planning, non-profit support, and neighborhood organizational development. **Health and Well Being** provides training in the areas of financial literacy, food safety and nutrition education and includes the USDA-supported FoodWIse Program. **Horticulture and Urban Agriculture** prepare and maintain dedicated county land for residents to grow food and provide information, training, and support to improve the social and economic lives of ethnic minorities, community farmers, and communities as a whole.

Major Changes in FY 2020: In 2020, several expenses are decreased including decreasing funding for limited term staff from our professional services contract. These funds were previously paid by the county, then Extension had to generate $10,000 in revenue to cover those funds. They will now be paid through program fees, which will also eliminate the cost of sending program fees to the county and then invoicing the county to pay the money back.

What We Do: Activity Data

Activity	2018 Target	2018 Actual	2019 Target	2020 Target
Urban Apiary Program Attendance	25	45	28	25
Urban Apiary Technical Assistance	40	52	40	40
Urban garden plots leased	2,659	2,738	2,825	2,992
Number of residents using garden plots	500	1379	1500	1550
Number of community partners utilizing garden sites	16	16	16	16
4-H SySTEMatics Attendance	190	157[1]	190	195
4-H Tech Wizard program attendance	20	20	20	30
4-H Community Clubs	N/A	60	80	100
Positive Youth Development Programming	50	42	100	110
Youth participating in the Growing Connections program complete garden tasks and harvest food.	N/A	N/A	N/A	15
Youth write goals and reflect on their experiences and progress towards goals.	N/A	N/A	N/A	15
Youth build relationships with adults related to goals and post-secondary pathways.	N/A	N/A	N/A	15
Youth improve skills in working effectively and respectfully with others toward a common goal.	N/A	N/A	N/A	15
Number of new volunteers trained	313	201[2]	300	325
Hours of MG Volunteer Service	16,780	15,046	16,000	16,500
Hours of Volunteer Continuing Education Attended	5,293	10,072	10,100	10,150
Number of Youth Gardens maintained by Master Gardeners	18	9[3]	12	13

What We Do: Activity Data				
Activity	**2018 Target**	**2018 Actual**	**2019 Target**	**2020 Target**
Volunteer Hours at Boerner Botanical Gardens	2,560	4,077	4,150	4,200
Master Gardener (Hort) supported horticulture sites	100	80	80	100
Master Gardener (Hort) Public Education Presentations	40	113	120	125
Horticulture Helpline & Diagnostic Services	650	802	825	850
Number of Master Gardeners who are Milw. County residents	325	351	355	358
FoodWIse: Number of individual learners receiving nutrition education	4,000	3,666	3,000[4]	4,000
FoodWIse community partners	50	81	85	90
FoodWIse: estimated reach for Policy, System and Environmental Change Efforts	N/A	N/A	3,400	3,700
FoodWIse adult learners report making a positive change in consumption of fruits, vegetables, grains, protein foods, and/or dairy after FoodWIse programming.	485	767	528	704
Families report saving an average of $30 each month on groceries after learning food resource management techniques in FoodWIse classes.	800	767	528	748
After completing the FoodWIse StrongBodies Program, participants report increased participation in physical activity and reduced sedentary activities	77	110	72	102
Teachers indicated students were eating more fruits and veggies provided as a snack at school after FoodWIse Lessons	1650	2117	1350	1950
FoodWIse collaboration with County departments	5	5	5	5
Community Development Engagement Projects	10	14	10[5]	15
Health & Well-Being Financial Literacy Trainings	30	87	30[6]	40
Health & Well-Being Cultural Humility Trainings for Community Health Workers	N/A	20	10[7]	20

Notes:
[1] Numbers dropped because of teacher turnover which resulted in the loss of school partners during the 2018-2019 program year.
[2] Number of new Master Gardeners trained in 2018 were lower than usual due to the lack of a Horticulture Educator during the year.
[3] Youth gardens decreased also due to the lack of a Horticulture Educator on staff.
[4] Three FoodWIse educator positions are vacant during most of 2019 (will be hired in the Fall) so numbers will be lower this year but will rebound in 2020.
[5] Several community development projects were completed in 2018 and new ones are being built in 2019, thus the initial decrease and resulting rebound in 2020.
[6] The Financial Equity Group that ran 2017-18 achieved its mission and dissolved in 2019. It is being replaced by the Bank On coalition launching mid-2019. With this transition comes a temporary decrease in programs.
[7] Change in AHEC leadership along with programmatic budget cuts in 2018. Programs will recover in 2020.

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$506,607	$410,992	$459,318	$443,450	($15,868)
Revenues	$98,369	$89,078	$110,000	$100,000	($10,000)
Tax Levy	$408,238	$321,914	$349,318	$343,450	($5,868)
FTE Positions	0.8	0.8	0.8	0.8	0.0

How Well We Do It: Performance Measures				
Performance Measure	**2018 Target**	**2018 Actual**	**2019 Target**	**2020 Target**
Percent increase in apiary program participants	32.0%	55.0%	-37.0%[1]	-11.0%
Percent increase in apiary technical assistance	0.0%	24.0%	0.0%	0.0%
A minimum of 75% of garden plots leased	80.0%	82.4%	85.0%	90.0%
Percent increase of residents using garden plots	10.0%	179.0%	8.0%	3.0%
Percent Increase of community partners utilizing garden sites	0.0%	0.0%	0.0%	0.0%
4-H SySTEMatics Attendance	0.0%	-13.0%	13.0%	2.5%
Increase in Tech Wizard Program Attendance	0.0%	0.0%	0.0%	33.0%
Increase in 4-H Community Clubs	N/A	N/A	25.0%	20.0%
Increase in Positive Youth Development Programming	N/A	-16.0%[2]	58.0%	9.0%
Youth complete garden tasks and harvest food.	N/A	N/A	N/A	75.0%
Youth write goals and reflect on their experiences and progress towards goals.	N/A	N/A	N/A	75.0%
Youth build relationships with adults related to goals and post-secondary pathways.	N/A	N/A	N/A	75.0%
Youth improve skills in working effectively and respectfully with others toward a common goal.	N/A	N/A	N/A	75.0%
Increase in number of volunteers trained	4.0%	-35.0%[3]	33.0%	8.0%
Hours of volunteer service	6.0%	-10.0%	6.0%	3.0%
Increase in hours of volunteer continuing education attended	0.0%	47.0%	0.3%	0.4%
Increase in number of youth gardens maintained by Master Gardener Volunteers	0.0%	-50.0%	25.0%	8.0%
Increase in Volunteer Hours at Boerner Botanical Gardens	0.0%	37.0%	1.0%	1.0%
Master Gardener supported horticulture sites	0.0%	-20.0%	0.0%	20.0%
Master Gardener public education presentations	0.0%	64.0%	6.0%	4.0%
Percent increase Horticulture Helpline & Diagnostic Services	10.0%	34.0%	3.0%	3.0%
Percent of Master Gardeners who are Milw. County residents	50.0%	54.0%	54.6%	55.0%

How Well We Do It: Performance Measures				
Performance Measure	**2018 Target**	**2018 Actual**	**2019 Target**	**2020 Target**
FoodWIse: increase in estimated reach for Policy, System and Environmental Change Efforts??	N/A	N/A	N/A	8.0%
FoodWIse adult learners report making a positive change in consumption of fruits, vegetables, grains, protein foods, and/or dairy after FoodWIse programming.	60.0%	95.0%	80.0%	80.0%
Families report saving an average of $30 each month on groceries after learning food resource management techniques in FoodWIse classes.	62.0%	95.0%	80.0%	85.0%
After completing the FoodWIse StrongBodies Program, participants report increased participation in physical activity and reduced sedentary activities	70.0%	100.0%	80.0%	85.0%
Teachers indicated students were eating more fruits and veggies provided as a snack at school after FoodWIse Lessons	60.0%	77.0%	60.0%	65.0%
Percent increase in community partners for FoodWIse	16.0%	38.0%	4.0%	5.0%
Increase in Community Development/Engagement Projects	0.0%	40.0%	0.0%	50.0%
Percent increase in Financial Literacy Training & Technical assistance	0.0%	65.0%	0.0%	33.0%
Percent increase in Health & Well-Being Cultural Humility Trainings for Community Health Workers	N/A	N/A	-50.0%	50.0%

[1]The reason for the large increase in apiary training participants in 2018 is because no beekeeping classes were offered in 2017 so numbers were higher when the classes resumed. We anticipate numbers will average around 25 in future years, thus the lower percentages.
[2] The Positive Youth Development Educator was new in 2018 and spent the year building programs, thus the lower number than the target.
[3] The decrease in 2018 was due to the absence of a horticulture educator.

Extension Milwaukee County 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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BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	$0	$0	$0	$0	$0
Operation Costs	$7,133,426	$7,129,229	$7,033,688	$6,983,688	($50,000)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$0	$0	$0	$0	$0
Total Expenditures	**$7,133,426**	**$7,129,229**	**$7,033,688**	**$6,983,688**	**($50,000)**
Revenues					
Direct Revenue	$0	$0	$0	$0	$0
Intergov. Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	$0	$0	$0	$0	$0
Tax Levy	**$7,133,426**	**$7,129,229**	**$7,033,688**	**$6,983,688**	**($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.

The creation of a Director of Cultural Amenities position in the Park's Department will include the development and management of strategic & financial plans, agreements, and relationships with County cultural institutions and Parks horticultural facilities.

Strategic Program Area 1: Fund for the Arts

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	**2018 Actual**	**2019 Budget**	**2020 Budget**
Number of Agencies receiving Community/Cultural Events CAMPAC Funding	4	4	4
Number of Agencies receiving Matching Grants CAMPAC Funding	36	36	37

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Var**
Expenditures	$407,563	$402,750	$407,825	$407,825	$0
Revenues	$0	$0	$0	$0	$0
Tax Levy	$407,563	$407,750	$407,825	$407,825	$0
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Sales tax revenue Tax revenue generated by funded arts groups	$674,184	$661,671	$650,000	$650,000
FTE Arts Group staff (Full Time Employees)	458	463	450	450

Please note: Since the application process for 2014 funding, information regarding sales taxes paid was requested from all applicant groups. In 2017, CAMPAC funding assisted these organizations in generating over $670,000 in sales tax payments in a single fiscal year. The overall revenues generated by these arts groups total over $58,000,000 annually. In 2015, CAMPAC began collecting supportive data for number of full-time equivalent employees. Collectively, over 460 FTE worked for CAMPAC funded organizations in 2018.

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 these program areas: Matching Grants and Community Cultural Events.

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.

The contract between Milwaukee County and the Cultural, Artistic, and Musical Programming Advisory Council (CAMPAC) Administrator is not funded for 2020. The administration of CAMPAC shall be managed by the Milwaukee County Department of Parks, Recreation, and Culture (DPRC). The $13,000 earmarked from the CAMPAC allocation that was used to hire an administrator shall be reallocated to the funds available for CAMPAC distributions. The DPRC's Concerts in the Park series shall be eligible for CAMPAC funding in 2020.

Strategic Program Area 2: Historical Society

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Attendance-Public (General)	9,961*	8,000*	8,000*	9,000
Attendance-Public (Programming)	4,900*	4,000*	4,500*	5,000
Attendance-Other	5,040*	2,500*	2,500*	4,000
Research Requests	4,656	4,400	4,700	5,000

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Var**
Expenditures	$258,105	$308,721	$258,105	$258,105	$0
Revenues	$0	$0	$0	$0	$0
Tax Levy	$258,105	$308,721	$258,105	$258,105	$0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Annual % Increase in Patron Usage of MCHS Resource Material	4%	-5%	7%	6%
Annual % Increase in Overall Attendance (for all MCHS Operated Facilities)	-6%*	-25%*	0%	3%

Due to construction on outside cornice, attendance has been impacted 2017-2019.

Strategic Overview: The Milwaukee County Historical Society (MCHS) is a cultural organization that offers historic sites, exhibits, education programs and more to the public. 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.

Notes of operation:

- The Milwaukee County Historical Center completed a major capital improvement project that began in 2017 and ended in 2018. This impacted our event rentals and admissions revenue, as well as attendance overall.
    - MCHS worked with the County and Contractor to oversee the cornice project and together, saw a very efficient and cost-effective project. This partnership has resulted in the project costing less than half of the original estimate.
- 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.

- In November 2018, the entire County records collection was rehoused in improved storage. The documents remained available to the public through this process that realized a step forward in a long-term care plan, 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.

Strategic Program Area 3: Federated Library System

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**
Library Materials Circulated	6,407,744	6,149,770	6,350,000	6,450,000
Registered Cardholders	544,163	527,534	532,000	550,000
Digital Materials Circulated	481,629	535,134	590,000	645,000
Items Delivered	1,064,549	1,110,393	1,155,000	1,200,000
MCFLS and CountyCat Website Page Views	13,557,158	12,053,251	12,500,000	13,000,000
CountyCat Mobile Searches	12,788,880	14,840,534	15,800,000	16,800,000

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 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	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Registered Cardholders Users as a Percent of Population.	57.2%	55.4%	57%	59%

Strategic Overview: The Milwaukee County Federated Library System (MCFLS) is overseen by the Department of Public Instruction and serves 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. In 2020, the County's discretionary contribution to MCFLS remains flat at $66,650.

Public libraries are key to the social infrastructure that binds Milwaukee County together. Social infrastructure are foundational services and structures that support the quality of life in our county. This includes any infrastructure that goes beyond basic economic functions to make a community an appealing place to live. Public libraries are critical in establishing social infrastructure, whether it be summer reading programs or outreach, libraries provide the glue that keep the community together.

MCFLS is responsible for supporting all public libraries in the county and coordinating the smooth interaction among members behind the scenes in many facets of the library environment.

Here's how we supported libraries and county residents in 2018: Earlier this year, MCFLS engaged its board of trustees and member libraries on a strategic planning process that culminated this May with the MCFLS 2020-2024 Strategic Plan. A host of new strategic directions emerged from discussions we've had with libraries over the past year, including a need for a better library experience for our residents, a cohesive marketing and advocacy strategy and support to allow members to connect to each other and encourage collaboration.

BUDGET SUMMARY

	2018 Actual	2019 Budget	2020 Budget
Expenditures			
Technology, Reference, Interlibrary Loan	$1,687,635	$ 1,894,049	$2,025,000
Continuing Ed and Consulting	$86,051	122,663	$130,000
Delivery	$316,003	324,669	$335,000
Payment to Members for Non-Res Access	$1,113,004	1,087,526	$1,137,936
Library Services to Youth	$1,437	3,972	$4,500
Library Services to Special Users	$6,975	7,108	$7,500
Public Information	$21,682	43,696	$77,000
Administration	$346,186	329,984	$335,000
Electronic Resources	$394,352	425,463	$500,000
MultiType Initiatives	$6,505	7,918	$8,500
Member Office Supplies	$29,856	55,500	$50,000
Total Expenditures	**4,009,686**	**4,302,548**	**4,610,436**
Revenues			
State Aid to Public Library Systems	2,766,162	2,855,317	2,855,317
Federal LSTA Funding	-	-	11,200
Passthrough Contract Income	1,064,298	1,104,687	1,390,156
Interest Earned from State Aid	3,033	2,000	2,000
Unexpended Funds-Previous Years	68,403	35,000	35,000
All Other Sources	208,851	238,894	236,132
Milwaukee County Contribution	***66,650***	***66,650***	***66,650***
Total Revenue	**$ 4,177,397**	**$ 4,302,548**	**$ 4,596,455**
Budget Surplus/(Deficit):	**167,711**	**-**	**$ (13,981)**
County Contribution as % of Total Revenue:	**1.6%**	**2%**	**1.5%**

Strategic Program Area 4: Marcus Center for the Performing Arts

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	**FY2018 Actual**	**FY2019 Target**	**2020 Budget**
Attendance-Public (Programming)*	444,345	488,750	615,000
Attendance-Private (Events/Rental)*	56,993	34,500	50,000
Attendance-Other*	30,250	51,750	35,000
Number of Events Annually	1695	1650	1650
Number of Days Activity in Facility	344	340	340
Number of Performance Weeks-All Theaters by Tenant Groups**	81	75	70
All Theaters by Non-Tenant Groups	20	20	30
Free Events for Children	40	40	40
Children Outreach Events	46	35	45
Free Family, Adults, Community Events	43	30	35

*Total attendance for FY2019 Budget is 575,000 and FY2020 Budget is 700,000.
**Includes MCPA Broadway & other MCPA Productions

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Var**
Expenditures	$900,000	$850,000	$800,000	$750,000	($50,000)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$900,000	$850,000	$800,000	$750,000	($50,000)

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**
% of Attendees from Milwaukee	40%	40%	40%	40%
% of Attendees from outside Milwaukee County	60%	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%.

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, Off-Broadway Series, Marcus Center Presents* and many 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, Caesar Chavez Birthday Celebration, LIVE @ Peck Pavilion, 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 2020 tax levy contribution is $750,000.

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	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 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.

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

Strategic Implementation: The budgeted funds provided through the 10-year Lease and Management Agreement provide needed operational support to run the museum on behalf of the County and to provide access to schools, families and the community in a variety of ways. Increasing cost of benefits and building needs make this support even more critical with each passing year. Although a restructuring of MPM operations was necessary in FY 2017, MPM intends to continue serving over 500,000 visitors during each fiscal year and to provide services and educational opportunities to a diverse constituency. Milwaukee schools will also continue to receive free admission to MPM during the months of September through November.

Background on funding agreement: In 2013, the County and the Milwaukee Public Museum, Inc. (MPM) entered into a new Lease and Management Agreement (LMA). The new LMA commits the County to the following Operating and Capital budget funding levels:

1. Annual County Operating contributions:[2]
    a. $3,500,000 annually for calendar years 2014-2017
    b. $3,350,000 annually for calendar years 2018-2019
    c. $3,200,000 annually for calendar years 2020-2021
    d. $3,000,000 annually for calendar year 2022

For b,c,d years above, the funding will be maintained at $3,500,000 per year if MPM has met its LMA commitments for fundraising capital amounts for the facility as well as meeting performance criteria.

2. Capital funding contributions up to $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.

[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.

Strategic Program Area 6: Villa Terrace/Charles Allis Museums

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Attendance-Public (General)	9,219	8,539	8,500	9,000
Attendance-Public (Programming)	6,572	8,791	6,000	8,000
Attendance-Private (Events/Rental)	8,317	10,138	13,500	13,500
Attendance-Other	1,560	1,126	1,500	1500

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Var**
Expenditures	$225,108	$225,108	$225,108	$225,108	$0
Revenues	$0	$0	$0	$0	$0
Tax Levy	$225,108	$225,108	$225,108	$225,108	$0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Level of customer satisfaction with the	3.5	3.5	5.0	5.0

Strategic Overview: 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 — 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.

The museums contribute to Milwaukee County's quality of life by offering vibrant exhibitions, collaborative educational programs, performances, and other events. Programming includes five new art exhibitions each year that feature local and regional artistic production and promote such work in a way that 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.

Strategic Program Area 7: War Memorial Center

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Item	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**
Attendance-Public (General)	18,900	21,200	19,000	22,000
Attendance-Public (Veterans/Military)	7,183	6,195	7,200	6,500
Attendance-Private (Events/Rental)	112,026	106,380	55,000	90,000
Attendance-Education	1,631	7,159	5,000	6,000

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 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	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**
# of Events Veterans/Military	145	149	146	150
# of Events Private	678	592	617	620
# of Events Education	20	46	52	115
# of Events Education off-site	0	5	0	5
% of Events from Milwaukee County	88%	95%	85%	85%
% of Events from outside Milwaukee County	12%	5%	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, Chipstone Foundation, International Association for Orthodontics, and the War Memorial Center itself. To maximize utilization of the facility, the Center is available for general use by the public, veterans' groups, art groups and civic groups.

Strategic Implementation: The County and the War Memorial Center have a funding agreement that provide for operating and capital funding levels. In accordance with the Agreement, the 2020 tax levy contribution for operating support is $486,000.

Strategic Program Area 8: Milwaukee Art Museum

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Activity	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
Attendance-Public (General)	247,854	268,451	270,000	257,500
Attendance-Public (Programming)	46,706	54,507	58,000	53,300
Attendance-Private (Events/Rental)	39,609	32,920	28,100	28,700

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Var**
Expenditures	$1,290,000	$1,290,000	$1,290,000	$1,290,000	$0
Revenues	$0	$0	$0	$0	$0
Tax Levy	$1,290,000	$1,290,000	$1,290,000	$1,290,000	$0

How Well We Do It: Performance Measures				
Performance Measure	**2017 Actual**	**2018 Actual**	**2019 Target**	**2020 Target**
# of Milwaukee County Visitors	178,780	182,013	192,294	179,935
Number of non- Milwaukee County Visitors	155,389	173,865	163,806	159,565
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	4.1 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*: Portrait of Milwaukee, James Benning and Sharon Lockhart, Landfall Press: Five Decades of Printmaking, A Modern Vision: European Masterworks from The Phillips Collection, The Quilts of Pauline Parker, Scandinavian Design and the United States 1890-1980, and Susan Meiselas: Through a Woman's Lens.*

Strategic Implementation: In accordance with the Agreements, the 2020 tax levy contribution for operating support is $1,100,000. An additional $190,000 will be included in the 2017-2026 budgets as a result of an arbitration settlement outlined in the sale of the O'Donnell parking garage through resolution file 16-229.

Debt Service Function

Agency Budget Narratives:

- Debt Service

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BUDGET SUMMARY

Category	2017 Actual*	2018 Actual*	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	$0	$0	$0	$0	$0
Operation Costs	$0	$0	$0	$0	$0
Debt & Depreciation	$112,213,109	$145,185,198	$87,951,026	$87,926,338	($24,688)
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	($39,902,472)	($39,789,962)	($39,655,866)	($40,552,243)	($896,377)
Total Expenditures	**$72,310,637**	**$105,395,236**	**$48,295,160**	**$47,374,095**	**($921,065)**
Revenues					
Direct Revenue	$33,989,289	$67,784,613	$10,064,746	$10,050,000	($14,746)
Intergov Revenue	$1,840,944	$1,863,156	$549,783	$159,821	($389,962)
Indirect Revenue	$6,750,000	$6,554,710	$3,347,553	$3,598,267	($250,714)
Total Revenues	**$42,580,233**	**$76,202,479**	**$13,962,082**	**$13,808,088**	**($153,994)**
Tax Levy**	**$29,730,404**	**$29,192,757**	**$34,333,078**	**$33,566,007**	**($767,071)**
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

* 2017 and 2018 actuals exclude balance sheet entries to record principal retired for proprietary fund departments. This adjustment is intended to allow 2017 and 2018 information to be reported on a basis comparable to the subsequent year budget summaries.

** County sales and use tax revenues are dedicated primarily to the payment of general obligation debt service costs. For budgetary purposes, the County's pledge to levy ad valorem taxes for the payment of debt service payments treats sales tax revenues and property tax revenues as interchangeable.

Summary of Bonds and Notes Outstanding

Type of Issue	True Interest Rate	Date of Bond Issue	Final Maturity Date	Bonds or Notes Outstanding 12/31/19	2020 Requirements Principal	2020 Requirements Interest
N	2.82	12/21/10	10/01/20	1,775,000	1,775,000	71,000
R	1.00	12/03/12	12/01/20	1,735,000	1,735,000	69,400
C	2.43	08/14/13	09/01/23	9,425,000	2,790,000	282,750
C	2.60	11/06/14	12/01/29	26,150,000	2,615,000	774,694
C	2.50	11/12/15	10/01/30	26,110,000	2,380,000	688,100
Q	2.34	11/12/15	10/01/25	2,900,000	490,000	70,960
R	1.25	11/12/15	10/01/21	4,685,000	2,350,000	140,550
C	2.36	11/10/16	09/01/31	21,855,000	1,825,000	528,100
N	1.36	11/10/16	09/01/20	1,865,000	1,865,000	37,300
R	1.53	11/10/16	12/01/22	7,820,000	2,695,000	232,600
Q	2.42	11/10/16	10/01/26	4,975,000	715,000	99,425
C	2.04	11/08/17	09/01/27	16,600,000	2,075,000	357,938
R	1.48	11/08/17	12/01/23	9,955,000	2,555,000	248,900
N	1.29	11/08/17	09/01/21	3,305,000	1,655,000	70,225
R	2.31	10/11/18	08/01/24	43,055,000	7,190,000	2,152,750
M	3.19	10/11/18	08/01/23	5,635,000	1,405,000	171,870
C	2.80	11/15/18	08/01/28	11,160,000	1,240,000	347,200
N	2.30	11/15/18	08/01/22	6,565,000	1,565,000	196,950
T	3.22	11/15/18	08/01/23	5,085,000	1,275,000	156,993
R	1.40	10/02/19	10/01/26	21,115,000	1,045,000	1,052,818
R	2.62	10/02/19	10/01/20	520,000	520,000	11,020
C	1.81	10/02/19	08/01/29	8,535,000	825,000	122,196
N	1.42	11/07/19	08/01/23	4,005,000	600,000	74,874
E	1.51	11/07/19	08/01/24	10,740,000	1,380,000	157,520
T	1.96	11/07/19	08/01/24	5,345,000	805,000	71,621
N	1.75	11/07/19	08/01/29	9,755,000	725,000	143,073
Non-Pension Obligation Debt Projected Outstanding Balance as of December 31, 2019 and Associated Debt Service				$ 270,670,000	$ 46,095,000	$ 8,330,827

Summary of Bonds and Notes Outstanding Continued

Type of Issue	True Interest Rate	Date of Bond Issue	Final Maturity Date	Bonds or Notes Outstanding 12/31/19	2020 Requirements Principal	2020 Requirements Interest
Penison Obligation Notes						
Taxable GO Notes	6.84	12/01/09	12/01/33	$ 111,060,597	$ 5,457,492	$ 7,525,786
Taxable GO Notes	3.28	03/15/13	12/31/30	108,125,000	5,330,000	3,601,459
Taxable GO Notes	2.76	06/27/13	12/01/23	42,610,000	10,145,000	1,370,774
Pension Obligation Note Balance as of December 31, 2019 and associated Debt Service				$ 261,795,597	$ 20,932,492	$ 12,498,019
Total 2020 Debt Service						**$ 87,856,338**

Type of Issue Explanation

C- Corporate Purpose Bonds
N-General Obligation Notes
M- Marcus Center Taxable Refunding
T – Taxable Notes
R -Refunding Bonds or Notes
Q-Qualified Energy Conservation Bonds
E- Enterprise Softw are Project

DEBT SERVICE EXPENSES (8021 and 8022)

The 2020 Budget includes an increase of $880,878 in principal payments associated with general obligation debt from $66,146,614 to $67,027,492. The Budget also includes a decrease of $915,566 of interest expenses from $21,744,412 to $20,828,846. The net change to overall debt service principal and interest expenses is a decrease of $34,688 from $87,891,026 to $87,856,338.

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 2020, the amount of levy for these expenses increases by $10,000 to $70,000.

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 2020 debt service costs for the pension obligation notes issued in 2009 and 2013 is $33,430,512.

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 2020 contribution from the Reserve for County Bonds is $3,598,267. The $3,598,267 includes $470,214 of bid premiums from the 2019 general obligation bond and note issuances, which will be used to pay 2020 interest expenses. The $470,214 is made up from bid premium from the following issuances: $122,196 is from the Series 2019C General Obligation Promissory Notes, $74,874 is from the Series 2019D General Obligation Short Term Bonds, $145,430 is from the Series 2019F General Obligation Promissory Notes, and $127,714 is from the Series 2019G General Obligation Transit Promissory Notes.

County Fleet Debt Service Abatement

The 2020 principal costs for the debt issued for vehicles and equipment in 2010-2019 is $4,217,764. 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, 2018 and September 30, 2019. The sequestration rate during this period is 6.2%.

In October 2018, the Series 2009C BABs, the Series 2009E BABs, and the Series 2010A BABs/RZBs were refunded by the Series 2018A General Obligation Refunding Bonds and the Series 2018B Taxable General Obligation Refunding Bonds.

In March 2019, County Board and County Executive passed File 19-246 that authorized and provided parameters for the issuance of a not-to-exceed amount of $29,500,000 of General Obligation Refunding Bonds to refund the balance of the outstanding: 2010C Build America 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.

The Office of the Comptroller has prepared estimated debt service schedules for the issuance of a not-to-exceed amount of $29,500,000 in refunding bonds. The total estimated debt service costs would be $29,775,382, including $5,655,382 in interest costs. The combined estimated net present value savings is $251,062 and includes the loss of the future Build America Bond subsidies.

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.

For 2020, $159,821 is anticipated to be received from the IRS as reimbursement of 2020 interest expenses relating to the remaining Qualified Energy Conservation Bonds. This estimate reflects the refunding of the 2010C BABs. The estimate also includes a reduction of 6.2% as a result of the continuing impact of Sequestration for the remaining outstanding Build America Bonds and Qualified Energy Conservation Bonds.

The 2020 reimbursement amount of $159,821 is $389,962 less than the 2019 budgeted reimbursement amount of $549,783.

Jail Assessment Surcharge (1315)

Jail Assessment Surcharge revenue of $1,050,000 is projected to be used to pay 2020 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 five-year average 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.

The 2020 payment is budgeted at $9,000,000 and is the final full year payment that will be received.

Year	Budget	Actual	Suplus (Deficit)
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	$9,526,000	$1,026,000
2019*	$9,000,000	$9,000,000	$0
2020	$9,000,000		

**2019 Actual is estimated as Froedtert is currently auditing its year-end financials. Froedtert staff anticipated final figures to be released in early October, 2019.*

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 debt has been retired and the final repayment amounts were paid in 2019. There is no repayment budgeted for 2020.

INTEREST ALLOCATION* (9880)

Org. No.	Capitalized and Operating Interest Expense for Proprietary Fund Departments	2020 Amount
1160	DAS-Information Management Services Division	$ 553,516
5300	Fleet Management Division (Vehicle Initiative-Principal)	4,217,764
5300	Fleet Management Division (Vehicle Interest)	572,001
5500	DAS - Utility	22,276
5605	Milwaukee County Transit/Paratransit Services	1,396,013
5725	DAS - Facilities Management Division	360,161
1200-1850*	Capital Projects	0
	Sub-Total	$ 7,121,731
1950	Taxable Pension Obligation Notes	$ 33,430,512
	Total Estimated 2020 Debt Service Abatement	$ 40,552,243

* The interest allocation amounts on general obligation bonds and notes for capital projects will be calculated at the end of 2020. As in prior years, an administratitive 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 Revenues:
  - Unclaimed Money
  - Land Sales
  - Potawatomi Allocation
  - State Shared Taxes
  - State Exempt Computer Aid
  - County Sales Tax Revenue
  - Prior Year Surplus
  - Other Miscellaneous Revenue
- Property Taxes

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BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Revenues					
1901 Unclaimed Money	$1,250,000	$0	$1,250,000	$0	($1,250,000)
1902 State Personal Property Aid	$0	$0	$1,616,781	$1,499,781	($117,000)
1933 Land Sales	$0	$0	$0	$0	$0
1937 Potawatomi Allocation	$4,169,411	$4,292,924	$4,307,378	$4,608,613	$301,235
1986 Fire Charge Uncollectable	$0	$0	($862,000)	($850,000)	$12,000
1993 State Shared Taxes	$27,305,169	$27,302,732	$31,281,194	$31,315,051	$33,857
1994 State Exempt Computer Aid	$4,935,701	$5,008,256	$5,123,421	$5,129,455	$6,034
1995 Milwaukee Bucks Sports Arena	$0	($4,000,000)	($4,000,000)	($4,000,000)	$0
1996 County Sales Tax Revenue*	$74,602,527	$79,226,314	$78,796,038	$82,496,808	$3,700,770
1998 Surplus from Prior Years	$0	$5,000,000	$4,798,000	$5,000,000	$202,000
1999 Other Misc. Revenue	$1,292,463	$116,106	$25,000	$25,000	$0
Total Revenue	**$113,555,271**	**$116,946,332**	**$122,335,812**	**$125,224,708**	**$2,888,896**

*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 will be no funds budgeted in 2020 for Unclaimed Money.

State Personal Property Aid: As part of 2017 Act 59, municipal and county levy limits were set by the amount equal to an inaugural 2020 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 to be nearly $1,500,000.

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, 2019 to June 30, 2020 by the Potawatomi Bingo Casino per contract. The amount is net of allocations to operating departments (see below). The 2019 net win payment was nearly $6,097,000. Improvements in the local economy increase the estimate for 2020 budgeted Class III Net Win to nearly $6,398,000.

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. 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 $850,000 is budgeted to account for potential uncollectable revenue.[1]

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 2020. 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] 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.

STATISTICAL SUPPORTING DATA	2017 Actual	2018 Actual	2019 Budget	2020 Budget
Base Payment	$ 43,091,742	$ 43,011,333	$ 47,023,962	$ 47,023,962
Utility Payment	4,314,727	4,392,699	4,358,532	4,392,389
Subtotal State Shared Taxes	$ 47,406,469	$ 47,404,032	$ 51,382,494	$ 51,416,351
State Child Welfare Reallocation	(20,101,300)	(20,101,300)	(20,101,300)	(20,101,300)
Total State Shared Taxes	$ 27,305,169	$ 27,302,732	$ 31,281,194	$ 31,315,051

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 to 2019. In 2020 and each year thereafter, State Exempt Computer Aid will not have an inflation factor. The estimate at the time of budget preparation results in approximately $5,129,500 budgeted in State Exempt Computer Aid for 2020.

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 using 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.

County Sales Tax Revenue: Sales tax collections in 2020 are projected to increase by approximately $3.8 million from the 2019 Adopted Budget. The net sales tax budgeted in Org 1996 is nearly $82,497,000, less an allocation of nearly $7,354,800 for capital improvements for a total just over $75,142,000. An allocation of $33,566,007 is provided for 2020 debt service, resulting in a net of about $41,576,017 for general fund purposes.

	2017 Actual	2018 Actual	2019 Budget	2020 Budget
Gross Sales Tax Collections	$ 75,931,326	$ 80,637,471	$ 80,199,530	$ 83,966,216
State Administrative Fee	(1,328,799)	(1,411,156)	(1,403,492)	(1,469,408)
County Sales Tax Collections	**$ 74,602,527**	**$ 79,226,314**	**$ 78,796,038**	**$ 82,496,808**
Less Sales Tax Allocated to Capital Improvements	$ (6,843,500)	$ (4,844,618)	$ (10,781,492)	$ (7,354,784)
County Net Sales Tax Collections	$ 67,759,027	$ 74,381,696	$ 68,014,546	$ 75,142,024
Less Allocations to Debt Service	(31,434,105)	(29,174,734)	(34,333,078)	(33,566,007)
Available for General Fund	$ 36,324,922	$ 45,206,962	$ 33,681,468	$ 41,576,017

Surplus (Deficit) from Prior Year: Represents $5,000,000 of the County's overall 2018 surplus as applied to the County's 2020 budget (County Board file 19-457) per 59.60 of Wisconsin State Statutes.

Other Miscellaneous Revenue: Includes all other revenue sources, including closure of Tax Increment Financing (TIF) districts. 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.

BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Revenues					
Property Tax Levy	$289,322,181	$292,617,631	$294,395,459	$301,109,336	$6,713,877
Total Revenue	**$289,322,181**	**$292,617,631**	**$294,395,459**	**$301,109,336**	**$6,713,877**

Statistical Supporting Data			
General County	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$1,188,577,674	$1,183,817,913	($4,759,761)
Revenues	$850,563,141	$837,780,931	($12,782,210)
General Obligation Bond Issues	$43,619,074	$44,927,646	$1,308,572
General County Property Tax Levy	**$294,395,459**	**$301,109,336**	**$6,713,877**

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).

Summary of 2020 Tax Levy					
		2020 Budget			
Dept.	Department				Type
No.	Description	Expenditures	Revenues	Tax Levy	Fund*
Legislative and Executive					
1000	County Board	$1,204,437	$0	$1,204,437	GEN
1011	County Executive-General Office	$856,882	$0	$856,882	GEN
1020	County Executive-Intergov Relations	$246,017	$0	$246,017	GEN
1021	County Exec-Veteran's Services	$262,890	$13,000	$249,890	GEN
	Total Legislative and Executive	$2,570,226	$13,000	$2,557,226	
Staff Agencies					
1090	Office on African American Affairs	$963,723	$0	$963,723	GEN
1120	Personnel Review Board,Civil Service Commission & Ethics Board	$270,406	$0	$270,406	GEN
1130	Corporation Counsel	$1,313,121	$200,000	$1,113,121	GEN
1140	Human Resources	$4,965,305	$6,200	$4,959,105	GEN
1151	Department of Administrative Services	$65,169,056	$17,862,303	$47,306,753	**
	Total Staff Agencies	$72,681,611	$18,068,503	$54,613,108	
County-Wide Non-Departmental Revenues					
1901	Unclaimed Money	$0	$0	$0	GEN
1986	Fire Charges Uncollectable	$0	($850,000)	$850,000	GEN
1902	State Personal Property Aid	$0	$1,499,781	($1,499,781)	GEN
1933	Land Sales	$0	$0	$0	GEN
1937	Potawatomi Revenue	$0	$4,608,613	($4,608,613)	GEN
1993	State Shared Taxes	$0	$31,315,051	($31,315,051)	GEN
1994	State Exempt Cmptr Aid	$0	$5,129,455	($5,129,455)	GEN
1995	Milwaukee Bucks Sports Arena	$0	($4,000,000)	$4,000,000	GEN
1996	Cnty Sales Tax Revenue	$0	$75,142,024	($75,142,024)	GEN
1998	Surplus from Prior Year	$0	$5,000,000	($5,000,000)	GEN
1999	Other Misc Revenue	$0	$25,000	($25,000)	GEN
	Total Non-Departmental Revenues	$0	$117,869,924	($117,869,924)	

County-Wide Non-Departmental Expenditures					
1913	Civil Air Patrol	$11,500	$0	$11,500	GEN
1921	Human Resources/Payroll Sys	$943,100	$0	$943,100	GEN
1930	Internal Service Abatement	($134,817,284)	($134,817,284)	$0	GEN
1935	Charges to Other County Units	($6,562,950)	$0	($6,562,950)	GEN
1945	Appropriation for Contingencies	$6,505,575	$0	$6,505,575	GEN
1950	Employee Fringe Benefits	$225,475,183	$123,315,093	$102,160,090	GEN
1961	Litigation Reserve	$414,946	$0	$414,946	GEN
1971	Centralized Cross Charges	$2,674,774	$10,901,421	($8,226,647)	GEN
1972	Wage and Benefit Modification	($1,124,683)	$0	($1,124,683)	GEN
1985	Capital/Depreciation Contra	$3,639,494	$8,087,573	($4,448,079)	GEN
	Total County-Wide Non-Dept	$97,159,655	$7,486,803	$89,672,852	
Courts and Judiciary					
2000	Combined Court Related Services	$29,355,174	$11,419,695	$17,935,479	GEN
2430	Department of Child Support	$19,927,663	$17,871,146	$2,056,517	GEN
2900	Courts-Pre-Trial Services	$5,250,745	$435,027	$4,815,718	GEN
	Total Courts and Judiciary	$54,533,582	$29,725,868	$24,807,714	
General Government					
3010	Election Commission	$967,646	$80,750	$886,896	GEN
3090	County Treasurer	$1,202,685	$8,323,340	($7,120,655)	GEN
3270	County Clerk	$901,193	$547,696	$353,497	GEN
3400	Register of Deeds	$1,454,883	$4,586,500	($3,131,617)	GEN
3700	Comptroller	$4,531,630	$327,180	$4,204,450	GEN
	Total General Government	$9,058,037	$13,865,466	($4,807,429)	
Public Safety					
4000	Sheriff	$47,121,179	$12,306,983	$34,814,196	GEN
4300	House of Correction	$50,516,962	$7,495,233	$43,021,729	GEN
4500	District Attorney	$12,608,664	$6,584,103	$6,024,561	GEN
4800	Emergency Management	$7,480,992	$1,547,066	$5,933,926	GEN
4900	Medical Examiner	$4,303,468	$3,003,923	$1,299,545	GEN
	Total Public Safety	$122,031,265	$30,937,308	$91,093,957	

Public Works					
5040	DOT-Airport	$97,788,521	$97,788,521	$0	ENTER
5090	DTPW - Transportation Services	$2,081,705	$1,794,622	$287,083	GEN
5100	DOT-Highway Maintenance	$23,213,310	$23,213,310	$0	GEN
5300	DOT-Fleet Maintenance	$14,708,706	$15,781,713	($1,073,007)	GEN
5600	Transit/Paratransit	$125,105,919	$112,887,466	$12,218,453	ENTER
5800	DOT-Director's Office	$290,000	$290,000	$0	GEN
	Total Public Works	$263,188,161	$251,755,632	$11,432,529	
Health and Human Services					
6300	DHHS-Behavioral Health Division	$218,013,732	$162,071,034	$55,942,698	GEN
7900	Department on Aging	$20,338,659	$18,024,028	$2,314,631	GEN
8000	Dept of Health & Human Services	$123,284,699	$92,503,101	$30,781,598	GEN
	Total Health and Human Services	$361,637,090	$272,598,163	$89,038,927	
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	$750,000	$0	$750,000	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	$36,311,780	$20,077,216	$16,234,564	GEN
9500	Zoological Department	$17,085,215	$17,905,058	($819,843)	GEN
9700	Museum	$3,500,000	$0	$3,500,000	GEN
9910	University Extension	$443,450	$100,000	$343,450	GEN
	Total Parks, Recreation and Culture	$60,824,133	$38,082,274	$22,741,859	
Debt Service					
9960	General County Debt Service	$47,374,095	$13,808,088	$33,566,007	DEBT
	Total Debt Service	$47,374,095	$13,808,088	$33,566,007	
Capital Projects					
1200-1876	Capital Improvements	$91,627,336	$87,382,026	$4,245,310	CAP
	Total Capital Projects	$91,627,336	$87,382,026	$4,245,310	

Expendable Trust Funds					
601	Office for Disabilities Trust Fund	$10,000	$10,000	$0	TF
0701-0702	BHD Trust Funds	$17,200	$0	$17,200	TF
0319-0329	Zoo Trust Funds	$1,105,522	$1,105,522	$0	TF
	Total Expendable Trust Funds	$1,132,722	$1,115,522	$17,200	
	Total County	$1,183,817,913	$882,708,577	$301,109,336	

* Fund type
** Multi-fund

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Non-Departmental Expenditures Function

Agency Budget Narratives

- Employee/Retiree Fringe Benefits
- Consolidated Non-Departmental Expenditures:
  - 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) BUDGET

Department: **Fringe Benefits**

UNIT NO. **1950**
FUND: **General — 0001**

BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2019/20120 Variance
Expenditures					
Direct Fringe Benefits	$197,326,765	$212,295,426	$220,077,398	$222,882,677	$2,805,279
Operation Costs	$3,495,862	$3,256,870	$2,170,124	$2,169,000	($1,124)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Centralized Fringe Costs	$0	$114,764,286	$98,426,807	$0	($98,426,807)
Interdept. Charges	$657,390	$793,752	$812,447	$423,506	($388,941)
Total Expenditures	**$201,480,017**	**$323,155,940**	**$321,486,776**	**$225,475,183**	**($96,011,593)**
Revenues					
Direct Revenue	$21,216,057	$22,645,766	$22,820,340	$22,528,608	($291,732)
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$173,356,491	$185,745,888	$200,239,629	$100,786,485	($99,453,144)
Total Revenues	**$194,572,548**	**$208,391,654**	**$223,059,969**	**$123,315,093**	**($99,744,876)**
Tax Levy	**$6,907,469**	**$6,907,469**	**$98,426,807**	**$102,160,090**	**$3,733,283**

Department Mission: This non-departmental unit includes expenditures for employee and retiree (legacy) fringe benefit costs, and revenues from premium contributions for those benefits.

Department Description: Appropriations for employee and legacy fringe benefits in this non-departmental unit include: health and dental insurance, contributions to various pension plans, life insurance, Medicare premium contributions, employee bus passes, fees required by the Affordable Care Act, and health insurance actuarial services.

The cost of these benefits, net of employee and retiree premium contributions (which are shown as direct revenues in the table above), are allocated out to revenue generating departments based on their share of countywide staffing levels. This enables the County to be reimbursed for its total personnel costs to provide services.

Employee & Retiree Fringe Benefits Summary

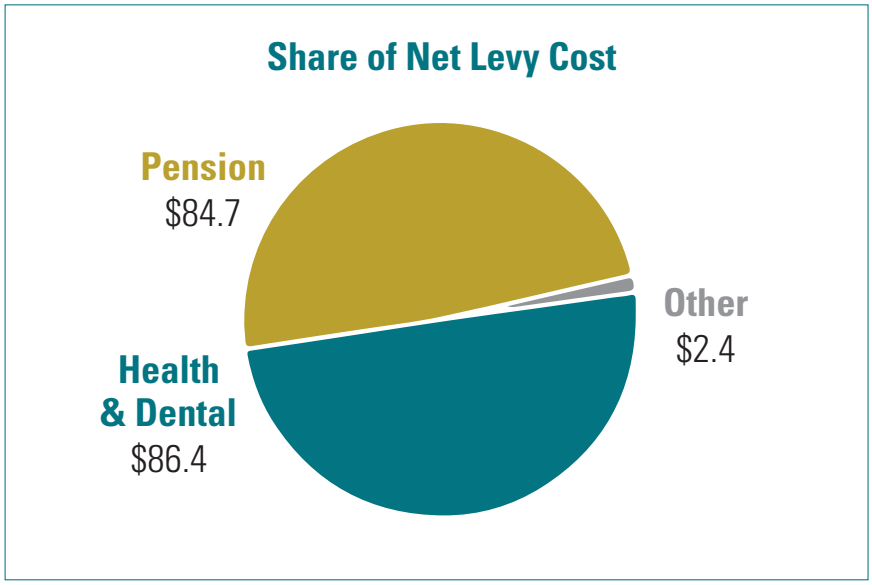
2019-2020 Fringe Benefit Budget Comparisons

ITEM	2019 BUDGET	2020 BUDGET	2019-2020 Change
Gross Health & Dental Costs	$111,709,066	$109,529,789	($2,179,277)
	+	+	
Gross Pension Costs	$107,073,478	$111,811,512	$4,738,034
	+	+	
Gross Costs - Other Benefits	$4,277,425	$4,133,882	($143,543)
	=	=	
TOTAL Gross Benefit Costs	**$223,059,969**	**$225,475,183**	$2,145,214
	-	-	
Less Employee & Retiree Premiums	($8,701,304)	($8,434,613)	($266,691)
	-	-	
Less Employee & State Contributions	($12,789,036)	($12,730,638)	($58,398)
	-	-	
Less Other Benefit Revenues	($1,330,000)	($1,363,357)	$33,357
	=	=	
TOTAL Net Benefit Costs - Allocated to Revenue Departments	**$200,239,629**	**$202,946,575**	**$2,706,946**
	-	-	
Estimated Revenue Offset at 14.5%	($29,034,746)	($29,427,253)	$392,507
	=	=	
Approximate Direct Tax Levy Cost, Employee & Retiree Fringe Benefits:	**$171,204,883**	**$173,519,322**	**$2,314,439**

The table above shows that the 2020 budget includes $225 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 $22.5 million of this total. The remainder, $202.9 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 $173.5 million in 2020, represents tax levy. Countywide, approximately 14.5 percent of fringe benefit costs that are allocated out are reimbursed by outside revenue sources.

In 2020, only departments and portions of departments with substantial outside revenue reimbursement are directly charged for fringe benefit costs. The fringe benefit rate for the 2020 Budget is $15,767 per benefit eligible FTE for active health care and 12.52% of salary for active pension. In early 2020, the Office of the Comptroller will update these rates for departmental use during the year.

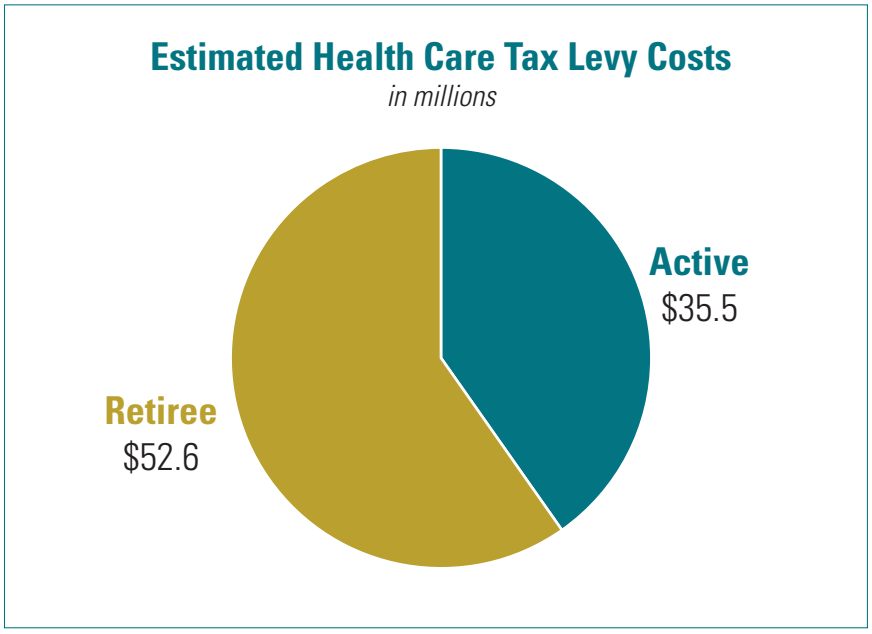
Of the total tax levy cost (after reimbursement from outside revenue sources) for employee and retiree fringe benefits, health and dental costs make up the largest share at approximately $86.4 million or 50 percent of the total. Pension benefits represent approximately $84.7 million or 49 percent, and other benefits such as life insurance and the employee bus pass program require $2.4 million in levy or 1 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).

For health care expenditures, which include medical claims and Medicare Part B premium reimbursements, retirees account for an estimated 60 percent of tax levy funded benefits, while active employees represent 40 percent.



The health care budget is approximately $8 million below estimates prepared earlier this year which were included in the 2020 gap projection of $28.0m. The variance in health care estimates can generally be attributable to timing issues. PSB prepares initial budget gap estimates early in the year and issues instructions and budget targets to departments in April, due to budget requests being statutorily due in July. Meanwhile, the health care budget for the upcoming fiscal year is not finalized until August (after budget requests are due). The timing of the health care budget is due to the ongoing consideration of the most recent spending trends, given that health care industry expenses have been subject to volatility (i.e. a six-month spending trends analysis from Jan to Jun 2019 influences the 2020 budget amount). In addition to forecasting, certain cost items become known in or around the month of July, such as the amount of Medicare advantage premiums which are established by UHC, and prescription drug rebates amounts which are negotiated.

Specific items which influenced the revised and improved health care forecast for 2020 are below:

- **Medicare Advantage premium projected savings of $2.4 million compared to prior estimates**. The County's health care provider reduced the premium for Medicare advantage to $0. Companies that manage advantage programs are receiving subsidies from Medicare which are covering their costs. As a result, UHC determined that a premium is not needed. The Medicare advantage premium amount is determined in June or July, well after budget estimates and instructions are prepared and distributed in April. The reduction to $0 could not have been predicted. Recent expenses for Medicare advantage premiums include a total of $4.8 million in 2018 and a projected cost of $2.4 million in 2019.

- **Increase in estimated prescription Rebates projected savings of $2.2 million**. This is the result of negotiations that take place between compensation/Willis and providers, which were only recently finalized in July. Prescription drug rebates have been steady at about $2.5 million in both 2018 and 2019. As a result of negotiations which recently occurred, rebates are expected to increase to over $4.0 million in 2020, which is $1.6m higher than recent actuals and earlier projections for 2020.

- **Updated six-month trend analysis projected savings of $3.4 million.** This reflects the balance of savings. Recent health care expenses have trended below prior estimates. As a result, a surplus is anticipated for 2019. This results in a lower base for 2020 projections, and the updated projection is $2.4 million lower than previous estimates on medical and prescription drugs combined.

The Flexible Spending Account (FSA) Employer contribution for 2020 is a maximum of $1,000. Employees eligible for an FSA must provide $1,000 (a 1 dollar to 1 dollar match) to receive the maximum County contribution. The employee FSA is unchanged in 2020.

Expenditures in Org. 1950 – Employee Fringe Benefits include:

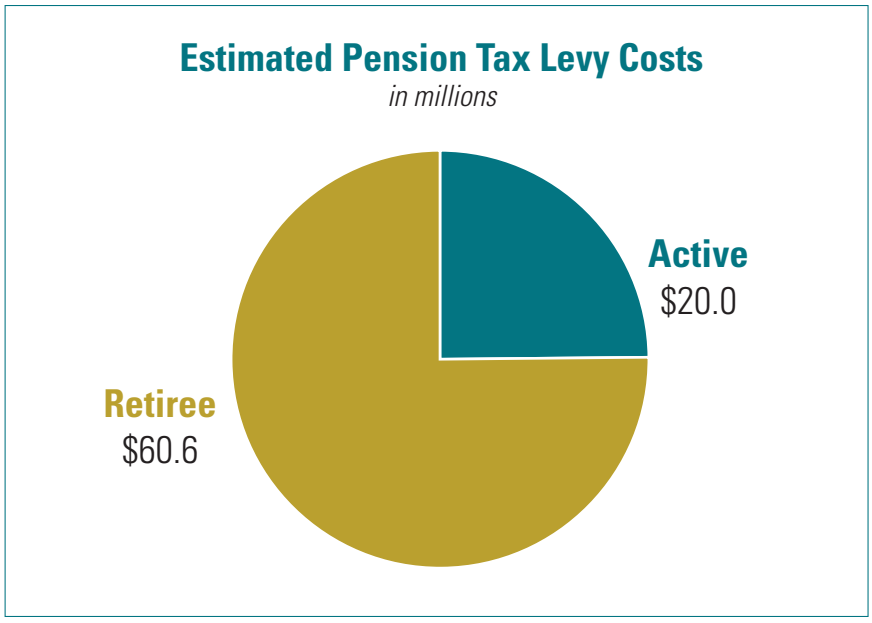
- Health and dental insurance benefits
- Third-party administrative costs for health insurance, prescription drugs, dental insurance, and wellness
- Stop loss insurance
- Fees required by the Affordable Care Act

In addition to the health plan design above, appropriations of $10,450,000 are provided for:

- Medicare Part B premium reimbursements for retirees ($10,000,000)
- Actuarial and consulting costs ($200,000)
- Opt-out payments to employees who decline health insurance benefits ($180,000)
- Employee flu shots ($70,000)

Pension Benefits Overview

Milwaukee County offers a pension benefit to vested employees through the Milwaukee County Employee Retirement System (ERS). ERS is one of the three public pension systems in the state of Wisconsin. As with health care and dental benefits, the County allocates pension-related costs between active employees and retirees. For 2020, 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.



The 2020 budget provides total appropriations for pension benefits of $111,811,512. This amount represents an increase over the 2019 Adopted Budget of $4,738,034. Pension costs increase mostly due to a change in assumptions. The Employee Retirement System Pension Board voted to amend the assumed rate of return on investments in the pension fund from 7.75% to 7.5%. As a result, the total unfunded liability increased, and the County's required contribution also increased.

Item	2019 Budget	2020 Budget	2019/20 Change
OBRA Retirement System Contrib.	$311,000	$373,000	$62,000
ERS Normal Cost	$19,619,000	$18,700,000	($919,000)
ERS Unfunded Actuarial Liability	$52,826,000	$58,364,000	$5,538,000
Pension Obligation Bonds	$33,257,478	$33,430,512	$173,034
Doyne Pension	$1,060,000	$944,000	($116,000)
TOTAL Pension Costs	**$107,073,488**	**$111,811,512**	**$4,738,034**

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 2020. For 2020, general employees shall contribute 6.2 percent of salary to the pension plan (down from 6.5 percent in 2019). Public safety employee contributions are subject to collective bargaining.

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BUDGET SUMMARY

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	$0	$0	($200,239,629)	($106,322,084)	$93,917,545
Operation Costs	$2,751,395	$2,875,265	$9,180,312	$8,975,121	($205,191)
Debt & Depreciation	$0	$0	($4,685,547)	($5,744,677)	($1,059,130)
Capital Outlay	$0	$0	$8,872,145	$9,384,171	$512,026
Interdept. Charges	($13,370,440)	($3,804,925)	($36,500,740)	($34,608,059)	$1,892,681
Total Expenditures	**($10,619,045)**	**($929,660)**	**($223,373,459)**	**($128,315,528)**	**($95,057,931)**
Revenues					
Direct Revenue	$0	$1,429,709	$7,606,145	$8,087,573	$481,428
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$230,320	$21,519,711	($220,589,491)	($123,915,863)	$96,673,628
Total Revenues	**($230,320)**	**($22,949,420)**	**$212,983,346**	**$115,828,290**	**($97,155,056)**
Tax Levy	**($10,849,365)**	**($23,879,080)**	**($10,390,113)**	**($12,487,238)**	**(2,097,125)**
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.

- Civil Air Patrol represents the County's contribution to this program, which operates out of Lawrence J. Timmerman General Aviation Airport.
- Wages and Benefits Modification provides for Countywide adjustments to compensation for extraordinary items.
- Centralized Crosscharges accounts for crosscharges that are no longer allocated to departments based on County policy.

The three other program areas, Offset to Internal Service Charges, Charges to Other County Departments, and Capital Outlay/Depreciation Contra represent technical adjustments that ensure the total County budget is not overstated, and ensure that costs for capital outlay and depreciation in proprietary fund departments are budgeted appropriately.

Strategic Program Area 1: Appropriation for Contingencies

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$0	$0	$5,655,938	$6,505,575	$849,637
Revenues	$0	$0	$0	$0	$0
Tax Levy	$0	$0	$5,655,938	$6,505,575	$849,637

The 2020 budget includes funding for unanticipated events such as departmental shortfalls and critical projects. This helps to ensure that the County achieves a surplus at the end of the year. In 2020, the unallocated contingency contains $4,355,575. This represents a decrease of $654,080 in unallocated contingency compared to 2019.

The 2020 Budget includes $2,150,000 in allocated contingency, which is a increase of $1,503,717 from the 2019 Adopted amount. Items in allocated contingency include:

- Continuing the loan program established in File No. 19-727, as part of the Home Repair Program, $550,000 is provided to allocated contingency to allow any Milwaukee County resident, regardless of income, to have access to a low interest revolving loan program for the sole purpose of lead abatement, and whose additional administrative costs shall not exceed 10 percent. The Department of Health and Human Services shall submit an appropriation transfer request to the County Board for approval to access the funds needed to effectuate the program.
- $1.5 million is included in allocated contingency to provide funds if the electronic monitoring initiative fails to achieve the desired amount of dorm closures and cost savings due to a lack of consensus between the HOC Superintendent, County Executive, and Milwaukee County Justice Council on the plan to expand the use of electronic monitoring in a safe and effective manner.
- $100,000 is included in allocated contingency earmarked for emergency repairs to damaged lakefront pathways as a result of anticipated high water levels and freeze damage. The Director of the Departments of Parks, Recreation, and Culture shall provide a report and request the transfer of funds to the appropriate account if required.

Strategic Program Area 2: Offset to Internal Service Charges

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$0	$0	($231,607,031)	($134,817,284)	$96,789,747
Revenues	$230,320	$0	($231,607,031)	($134,817,284)	$96,789,747
Tax Levy	($230,320)	$0	$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 ($134,817,284) and revenue offsets of ($134,817,284) reflect the charges from the following departments to other County departments. The amount of the offset decreases significantly in 2020 due to a technical change Fringe Benefit budgeting.

Internal Service Revenue			
Department Name	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Fringe Benefits	($200,239,629)	($100,786,485)	$99,453,144
DAS-Facilities Management	($5,580,103)	($5,300,700)	$279,403
DAS-Water Utility	($83,793)	($92,350)	$8,557
DOT-Airport	($423,175)	($243,940)	$179,235
DOT-Transportation Services	($1,403,361)	($1,607,622)	($204,261)
DOT-Fleet	($12,849,430)	($15,690,586)	$2,841,156
Parks	($10,000)	($10,000)	$0
Centralized Crosscharges	($11,017,540)	($10,901,421)	$116,119
Total	**($231,607,031)**	**($134,817,284)**	**$96,789,747**

Strategic Program Area 3: Charges to Other County Departments

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	($10,613,410)	$0	($7,014,501)	($6,562,950)	$451,551
Revenues	$0	$0	$0	$0	$0
Tax Levy	($10,613,410)	$0	($7,014,501)	($6,562,950)	$451,551

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 2020 budget are prepared by the Office of the Comptroller. The 2020 Plan uses 2018 actual costs as its base and includes a carryover provision for the difference between the 2019 Plan and 2018 actual costs. Adding the 2018 carryover to the 2020 budget increases charges to those departments that were undercharged in 2019 and reduces charges to those departments that were overcharged.

Strategic Program Area 4: Human Resource & Payroll System

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Var**
Expenditures	$56,129	$0	$1,905,975	$943,100	($962,875)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$56,129	$0	$1,905,975	$943,100	($962,875)

Prior to 2018, costs were charged to user departments. In 2018, that crosscharge was discontinued.

Strategic Implementation: This program area contains an appropriation for Milwaukee County's hosted payroll, human resources, benefits management, learning management, and applicant recruiting systems as well as actuarial services.

The Enterprise Resource Planning (ERP) system is being built for human resources and payroll functions. That system is expected to replace several contracted services in this Strategic Program Area by mid-2020:

- Under the existing 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, and distribution of deposit notices and related reports. Ceridian Corporation provides Payroll, Dayforce Workforce Management, Tax Filing, Self Service, and Wage Attachments Disbursement through an extended Products and Services Agreement.

  The Comptroller's Office is authorized to continue using these services from Ceridian Corporation through June 30, 2020, on a month-to-month basis for an amount not to exceed $615,000. The ERP system is expected to replace these contracted services no later than mid-2020.

- Morneau Shepell Limited has been providing benefits administration software services under an extended Agreement for Products and Services. The Department of Human Resources is authorized to continue using benefits administration software services from Morneau Shepell Limited through June 30, 2020, on a month-to-month basis for an amount not to exceed $210,100 in 2020. The ERP system is expected to replace these contracted services no later than mid-2020.

- Cornerstone On Demand, Inc., provides a learning management system, an applicant recruiting system, and administrator training. The County normally pays for subscriptions that begin each September and run for one year. The County expects to pay in September 2019 for subscriptions through April 2020 with the possibility of month-to-month extensions. The ERP system is expected to replace these contracted services no later than mid-2020. Therefore, the County does not anticipate needing 2020 Budget funds for these services.

This Strategic Program Area also purchases content for the course library. ERP implementation will still require the County to purchase content, but the provider may change depending on interfaces and requirements of the ERP platform.

The Segal Company (Midwest), Inc., provides actuarial services related to the County's retirement systems and pension issues. The 2018-2020 Professional Service Contract with The Segal Company (Midwest), Inc., will be increased by $100,000 in 2020, resulting in a $299,999 total dollar amount.

Strategic Program Area 5: Law Enforcement Grants

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$501,166	$501,288	$0	$0	$0
Revenues	$0	$0	$0	$0	$0
Tax Levy	$501,166	$501,288	$0	$0	$0

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 2020.

Strategic Program Area 6: Litigation Reserve

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$857,653	$0	$526,899	$414,946	($111,953)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$857,653	$0	$526,899	$414,946	($111,953)

Strategic Implementation: The litigation reserve including funding available for unanticipated litigation costs. The reserve is under the management of the Office of Corporation Counsel. In 2020, $414,946 is included. The Corporation Counsel is actively working to reduce the use of outside counsel and settlement costs. The Corporation Counsel may request transfers from the Appropriation for Contingencies or other funding sources if the funds in this account are insufficient.

Strategic Program Area 7: Capital Outlay/Depreciation Contra

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$0	$0	$4,186,598	$3,639,494	($547,104)
Revenues	$0	$0	$7,606,145	$8,087,573	$481,428
Tax Levy	$0	$0	($3,419,547)	($4,448,079)	($1,028,532)

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 2020 compared to 2019, 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	2019 Capital Outlay	2020 Capital Outlay	2020/2019 Change
1150	DAS-Risk Management	$ 0	$ 0	$ 0
1160	DAS-IMSD	0	0	0
5600	Transit/Paratransit	1,266,000	1,296,598	30,598
TOTAL		$ 1,266,000	$ 1,296,598	$ 30,598

Org.	Department Name	2019 Depreciation Contra	2020 Depreciation Contra	2020/2019 Change
1150	DAS-Risk Management	$ (1,000)	$ (1,000)	$ 0
1160	DAS-IMSD	(1,355,550)	(2,250,724)	(895,174)
5600	Transit/Paratransit	(3,328,997)	(3,492,953)	(163,956)
TOTAL		$ (4,685,547)	$ (5,744,677)	$ (1,059,130)

EXPENDITURES/REVENUE SUMMARY			
	Expenditure	Revenue	Tax Levy
Capital Outlay-reflects appropriations for Proprietary Fund departments	$ 1,296,598	$	$
Depreciation Contra-offsets depreciation cost in Proprietary Fund departments.	(5,744,677)		
Airport Year-End Closing Entry			
Contribution from Capital Improvement Reserves: Non-Terminal Project Principal		0	
TOTAL	$ (4,448,079)	$ 0	$ (4,448,079)

Strategic Program Area 8: Civil Air Patrol

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$6,646	$0	$11,500	$11,500	$0
Revenues	$0	$0	$0	$0	$0
Tax Levy	$6,646	$0	$11,500	$11,500	$0

Strategic Implementation: The Civil Air Patrol utilizes the County-owned hangar at Lawrence J. Timmerman Airport (LJT) and the second floor of the LJT Control Tower. The County provides appropriations for the utility costs (heat, light, insurance and telephone) of these facilities. appropriations may be used for paint, repairs, materials, and supplies to help keep the facilities in a well-maintained and safe condition. The Civil Air Patrol will continue to provide the following activities:

- A national program of aerospace education for youth and adults.
- Participation in disaster emergency services and Homeland Security exercises, nationally and locally.
- Cooperation with, and support of, Civil Defense and American Red-Cross disaster and relief programs.
- Participation in all search and rescue missions authorized by the United States Air Force and Coast Guard.
- Flying shore patrol for the boating public as authorized by the United States Coast Guard.
- Assisting the U.S. Customs Service and Drug Enforcement Administration by patrolling in aircraft to detect illegal drug activity and marijuana fields and reporting such activity to the U.S. Customs Service.
- Assistance to Civil Authority, including airborne imagery and communications support.
- Military commander support, including low level surveys, range assistance and low-slow intercept training.
- Counter terrorism mission support, flown in cooperation with the Federal Bureau of Investigation (FBI).

Strategic Program Area 9: Wages and Benefits Modification

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$0	$0	$0	($1,124,683)	($1,124,683)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$0	$0	$0	($1,124,683)	($1,124,683)

Strategic Implementation: This program includes centrally budgeted modifications to Wages and/or Benefits. All eligible employees will see a 1 percent increase in Pay Period 2 (Pay Period 1 dates are all in 2019), Funds for this salary increase is included in departmental budgets, except for $175,333 that is contained in this non-departmental budget earmarked for Department of Health and Human Services – Behavioral Health Division (DHHS-BHD) employees. Subject to the approval of the Milwaukee County Mental. Health Board and County Executive, these funds are available for a salary increase for DHHS-BHD employees. In 2020, there are four items included in this program area,

- A net appropriation of $400,000 is included in this program area for potential wage increases for employees who are members of the Milwaukee Building & Construction Trades Council. An additional allocation of $200,000 is included in the DOT-Airport budget for a total of $600,000 countywide. The Director of Human Resources shall provide a report to the County Board providing the specific details of the proposed increase in pay based on market conditions. Approval by the County Board to release the funds via appropriation transfer will be requested after the report is reviewed.

- An appropriation of $300,000 is included in this program area for correctional officer compensation adjustments. File No. 19-528, adopted June 20, 2019, authorized the reallocation of correctional officer pay grades to provide a 6.5 percent increase in pay effective June 16, 2019. The Chief Human Resources Director is requested to assess the effectiveness of the wage increase on the ability of the affected departments to hire, retain staff, and reduce mandatory overtime. A recommendation on the use of the funds shall be submitted to the County Board for consideration no later than the March 2020 meeting cycle.

- A vacancy and turnover reduction of $2,000,016 is included in this program area for 2020. Based on recent experience, the County has experienced a higher level of vacancy savings than budgeted. DAS-Performance, Strategy, and Budget and the Office of the Comptroller will monitor the actual vacancy rate during 2020 and recommend corrective action if needed. Departmental fund transfers from personnel to other account series will be reduced or eliminated in early 2020.

- A total of $346,463 is contained in departmental allocated contingency accounts earmarked for Departmental Other Salary Adjustment Allocations (DOSAA). The Director of Human Resources shall provide a report to the County Board no later than June 2020 on the process to award these new funds, as well as how the 2019 monies were spent. Approval by the County Board to release the non-DHHS-BHD funds (via an appropriation transfer) will be considered after the report is reviewed.

- To remain competitive in the job market, the following pay grades will have the lowest wage step(s) eliminated. Workers in these steps shall be moved to the next highest step in the pay grade. The County Executive and Milwaukee County Mental Health Board are encouraged to examine salaries within the Department of Health and Human Services – Behavioral Health Division to establish a pay rates for regular employees that exceed $14.34 per hour. The pay grades and steps affected are as follows:

Pay Grade	Step	Hourly Rate
~~10Z1-DC~~	~~1~~	~~$13.40~~
10Z1-DC	2	$14.43
10Z1-DC	3	$15.18
10Z1-DC	4	$15.94
10Z1-DC	5	$16.76
10Z1-DC	6	$17.92
~~06-DC~~	~~1~~	~~$13.74~~
~~06-DC~~	~~2~~	~~$14.23~~
06-DC	3	$15.08
06-DC	4	$15.47
06-DC	5	$15.94
06-DC	6	$16.33
06-DC	7	$16.76
~~01P-DC~~	~~1~~	~~$13.40~~
~~01P-DC~~	~~2~~	~~$13.48~~
~~01P-DC~~	~~3~~	~~$13.94~~
01P-DC	4	$14.40
01P-DC	5	$14.86
01P-DC	6	$15.32
01P-DC	7	$15.78
01P-DC	8	$16.24
01P-DC	9	$16.70

Strategic Program Area 10: Centralized Crosscharges

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$0	$0	$2,961,163	$2,674,774	($286,389)
Revenues	$0	$0	$11,017,540	$10,901,421	($116,119)
Tax Levy	$0	$0	($8,056,377)	($8,226,647)	(170,270)

Strategic Implementation: This program area accounts for crosscharges that are no longer allocated to departments based on County policy.

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 entry 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 committee is composed of the chair of the County Board Committee on Transportation and Public Works, the 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 interdepartmental service costs. For instance, the Fleet Management Division charges other Milwaukee County departments for vehicle maintenance costs. These charges are referred to as "crosscharges." These expenditure amounts are combined with negative abatement amounts (see entry 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 Milwaukee 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. This department contains many smaller divisions focused on specific community needs.

Direct Revenue: A revenue appropriation unit, these are payments by customers or outside entities to Milwaukee 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.

Disability Services Division (DSD): A division within the Milwaukee County Department of Health and Human Services dedicated to helping those in the community with disabilities and connecting them with resources to promote independence and inclusion.

Division of Youth & Family Services (DYFS): A division within the Milwaukee County Department of Health and Human Services focused on providing youth and families supervision and support in pursuing a pro-social future.

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GLOSSARY

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.

Employee Retirement System (ERS): A division within Human Resources assisting those who are retired or soon to be retired with questions regarding benefits, filing paperwork, and ensuring a smooth transition from the workplace into retirement.

Five-Year Capital Improvements Plan: The anticipated required or requested capital projects for the current budget year and the proceeding four years.

FTE: "Full-Time Equivalent" positions, or the proportion of 2,088 hours that a position is anticipated to be employed by Milwaukee 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 Milwaukee 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.

Milwaukee County Sheriff's Office (MCSO): Maintains the county jail, provides bailiff services for the circuit courts, patrols the freeways, provides law enforcement presence at General Mitchell International Airport, Milwaukee County parks, and other county institutions.

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 unmatured 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

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its full potential.

OBRA: The 1990 Retirement System of Milwaukee County. A secondary smaller pension system within the County.

Office of Corporation Counsel (OCC): Milwaukee County's legal representation for all internal and external legal matters.

Operation Costs: An appropriation unit that includes services and commodities purchased by Milwaukee County in order to operate.

Passenger Facility Charge (PFC): The Passenger Facility Charge (PFC) program allows the collection of PFC fees up to $4.50 for every boarded passenger at commercial airports controlled by public agencies. Airports use these fees to fund FAA-approved projects that enhance safety, security or capacity; reduce noise; or increase air carrier competition, including making payments for debt service on indebtedness incurred to carry out the project. Governed by: PFC Statute 49 U.S.C. Sec. 40117. General Mitchell International Airport is currently approved to collect a PFC charge of $4.50 per enplaned passenger.

Seas/Hourly/Pool Pos.: The FTE equivalent of positions that are generally hourly or temporary in nature, such as park seasonal employees, hourly temporary clerical positions, interns, etc. These positions are generally not eligible for fringe benefits.

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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