



Photo from the Courthouse roof courtesy of Andre Simms, Budget Analyst, Department of Administrative Services

MILWAUKEE COUNTY

2015 ADOPTED OPERATING AND CAPITAL BUDGETS

Chris Abele

Milwaukee County Executive



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**Milwaukee County
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For the Fiscal Year Beginning

January 1, 2014

Executive Director



Introductory Section

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OFFICE OF THE COUNTY EXECUTIVE
Milwaukee County
CHRIS ABELE • COUNTY EXECUTIVE

October 1, 2014

While we have improved the fiscal health of Milwaukee County each of the past three years, we still have a long way to go to get to the sustainable place we need to be. The 2015 Recommended Budget presented fiscal challenges and difficult choices, as I have in years past, I am facing these issues head on. The 2015 Recommended Budget continues to strengthen our fiscal position to the million residents we serve and the 4,000 employees. This \$1.3 billion budget takes significant steps to update the County's infrastructure, realign services models and centralize various functions that are currently spread out across the County.

We spent months working to create a budget that is fair to taxpayers and the men and women who provide Milwaukee County services. Despite facing a \$32 million deficit, this budget does not raise taxes or significantly increase fees, it invests in mental health care, keeps bus fares flat, improves county roads and bridges, continues serving our veterans and greatly increases funding for public safety.

For our employees, I am proud that we once again avoid furlough days and will offer a complete benefits package that is competitive with other functional organizations and businesses in the city, county, state and country. The budget also provides new learning and development opportunities for employees.

Below are a number of highlights of my Recommended Budget.

Chris

Improving Milwaukee County's Fiscal Picture

Over the three previous budgets, Milwaukee County's fiscal outlook has significantly improved. In 2011, the Public Policy Forum looked at Milwaukee County's fiscal trend and predicted that by 2014 the County would be facing an \$86 million deficit. Instead, thanks to tough decisions we made, we passed a budget in 2014 that did not raise taxes and cut tens of millions of dollars from the structural deficit. That's the good news, the bad news is that, despite the significant improvements made over the past few years, Milwaukee County still faces a long-term fiscal imbalance. The Office of the Comptroller has estimated that over the five-year period from 2015 to 2019, the annual structural deficit will increase from \$32 million in 2015 to \$94 million if no sustainable, long-term decisions are made to the County's current operations.

There are many items included in the 2015 Recommended Budget designed to specifically address this fiscal imbalance:

- **Providing Services Differently:** Working with the private sector, non-profit service providers or other municipalities can result in significant long-term savings for the County. The 2015 Recommended Budget includes new service models in Behavioral Health, Facilities Management, the Zoo, the Office of the Sheriff, and other areas.
- **Reducing the County's Footprint:** The 2015 Recommended Budget includes a significant reduction in its outstanding maintenance requirements and operating costs by reducing infrastructure that is outdated and expensive to maintain by:
 - Closing and demolishing the City Campus facility, which is significantly inefficient as office space, expensive to maintain and has significant capital needs.
 - If approved by the County Board, demolishing the Estabrook Dam, which is the most environmentally-protective option that also eliminates ongoing maintenance costs and future infrastructure costs.
 - If approved by the County Board, selling O'Donnell parking garage to Northwestern Mutual, who will invest millions of dollars in upgrades and maintain access to the public.
- **Increasing Operating Efficiency:** The 2015 Recommended Budget includes a significant change to how the County provides many of its internal administrative functions, with the goal of providing significant time and cost savings in the long-term. These efforts include:
 - Centralization of information technology procurement and maintenance to ensure standardization and better vendor management.
 - Centralization of the procurement process with a new paperless, online e-procurement system that will enable all County employees to purchase from preferred vendors at standardized, and often lower, prices.
 - Ongoing utilization of Continuous Improvement processes that adopt lean-management principles.
 - Strengthened 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.
- **Increasing Benefit Cost Sharing:** Fringe benefits, mainly health insurance and pension, continue to represent a major cost driver for the County. The 2015 Recommended Budget continues cost sharing of health care costs between the employees and the County by increasing premiums and deductibles to compare with similar sized public and private sector organizations. The goal of cost sharing is to keep employees and retirees accountable for their health care utilization, while not increasing the burden of health care costs on County services.

- **Building Reserves:** The 2015 Recommended Budget builds debt service reserve to nearly \$13 million, the highest level in recent history. Rating agencies judge the soundness of the County's finances, and one important aspect of stability is the level of reserves. A high credit rating can help the County reduce its debt service costs, which in turn will help make resources available for operating County programs.
- **Utilizing One-Time Revenues Properly:** The use of one-time, non-recurring revenues to finance ongoing, long-term operations is not sustainable. The 2015 Recommended Budget continues to implement sound financial policies regarding the use of one-time revenues by requiring that they be directed towards economic development initiatives, to projects that enhance efficiency through the Innovation Fund, and towards the Debt Service Reserve for the future defeasance of debt.

Public Safety Improvements

The 2015 Recommended Budget once again takes a number of steps to improve public safety across Milwaukee County, including:

- \$3.9 million more in tax levy for the Milwaukee County Sheriff's Office.
- The creation of a new "Violent Crime Task Force" in the District Attorney's Office.
- Forty-one (41) new Correctional Officers at the House of Correction.
- Consolidation of dispersed emergency management services into the Office of Emergency Management, a new division that improves emergency management functions across Milwaukee County.

Sheriff's Office

The Recommended Budget provides the Sheriff's Office the fiscal flexibility to support additional deputies in mandated service areas, while focusing the Department on its core mission of serving a fully-incorporated county. The \$3.9 million increase in tax levy is one of the single biggest increases in 2015 to any department, division or office Countywide.

The budget also:

- Features more than \$1.8 million in capital projects including an in squad car camera system and iris scan enrollment and reading system.
- Transitions the Parks Patrol to the municipalities, which already cover most calls and are in geographic locations to optimize response time and effort. As it has in years past, the idea to shift Parks Patrols to the local police agencies who can better handle the task has strong support from city and village leaders and law enforcement agencies countywide.
- Allows for a possible transition of coverage at the County Grounds in Wauwatosa to the Wauwatosa Police Department, who have a higher capacity to investigate incidents in the area.

Violent Crime Task Force

The 2015 Recommended Budget includes the creation of a new "Violent Crime Task Force" in the District Attorney's Office and also expands the DA's "Witness Protection Unit." The additions are the results of working with the District Attorney's Office to address specific gaps in the criminal justice system.

The “*Violent Crime Task Force*” will expand investigations into violent crimes that are referred to the DA’s Office. Prosecutors believe this unit will be particularly helpful for investigating non-fatal shootings and other violent crimes, with the goal of preventing fatal shootings and other violent crime.

The additions in the “*Witness Protection Unit*” will provide a more comprehensive program to better ensure the safety of witnesses who are often key to the successful prosecution of criminal cases.

Enhance and Expand Programming at the House of Correction

Since moving under the administration in 2013, the HOC has undergone significant improvements. The HOC has added dozens of programs for inmates, including job training, GED classes and drug and alcohol treatment. Study after study shows that inmates who take part in education and training behind bars are far less likely to reoffend and end up back in custody.

The HOC, in the last year, has implemented a robust work program. Instead of sitting in their cells all day as they used to, inmates are now working. Eligible inmates are cleaning up parks, highways and festival grounds and working with the Hunger Task Force at its community farm. The HOC has also vastly expanded their print shop to include silk screening for county departments and non-profit agencies. They are also expanding their recycling program with the goal of being one of the main recycling agencies in the County.

These new and expanded programs gives inmate important work experience, allows them to be productive members of society, and saves significant tax dollars. In 2014 the programs are estimated to save more than \$200,000.

The 2015 Recommended Budget adds 41 new Correctional Officers to the HOC. The new CO positions will reduce the reliance on overtime, a significant cost burden on the department, and allow the HOC to expand programming.

Office of Emergency Management

The 2015 Recommended Budget puts Milwaukee County in line with best practices across the state and country by creating the Office of Emergency Management (OEM). As it is in other governments like Brown, Dane and Waukesha Counties, the OEM will be a single organization that is part of the administration. This change will increase coordination of key services within Milwaukee County, as well as between the County and local governments. Currently, Milwaukee County’s emergency services are fragmented across three departments and divisions.

The functions included in the new Office are:

- Emergency Management and Preparedness, currently in the Office of the Sheriff
- Emergency Communications & Dispatch, in the Office of the Sheriff
- Emergency Medical Services, in the Department of Health & Human Services
- Radio Communications, in the Department of Administrative Services

Continuing Mental Health Care Improvements

The 2015 Recommended Budget includes \$1.6 million more for the Behavioral Health Division and programmatic changes that will continue to build community capacity and improve service across Milwaukee County. The additions were approved by the Mental Health Board in August.

As in his previous three budgets, County Executive Abele's proposed budget continues to redesign the mental health system in Milwaukee County to be increasingly community-based, person-centered, trauma-informed, and recovery-oriented.

The budget continues efforts to reduce admissions to the Psychiatric Crisis Service (PCS) Emergency Room, particularly involuntary admissions/emergency detentions. From 2010-2013 there was a 23% reduction in emergency detentions and a 32% reduction of inpatient admissions. These reductions are a result of:

- Increased use of community-based crisis services such as the Crisis Mobile Team and the Crisis Assessment & Response Team (CART).
- Partnership with the Milwaukee Police Department.
- The addition of two crisis resource centers in the community.
- A redesigned access clinic that provides medication and therapy referral to the uninsured.

Additional highlights include:

- Investments in community-based mental health services, including expanded care coordination to support service delivery, as well as re-entry to the community for individuals who are frequent clients.
- Complete closure of long-term care facilities and transition to community-based services. Hilltop closure is planned for the end of 2014 and Rehab-Central at the end of 2015.
- Adjusted staffing models to improve coverage, increase support for higher acuity patients, and reduce overtime, a significant burden on the department.
- Continued creation of a culture of quality and safety using Joint Commission expectations and pursue Joint Commission accreditation by mid-year 2015.
- Addition of a six-person quality assurance team to support focus on quality.
- Completed implementation of the Electronic Medical Records system.

Upgrading Milwaukee County Infrastructure

The 2015 Recommended Capital Budget includes more than \$78 million in capital investments in the County's infrastructure, including \$15.8 million in cash financing. The cash financing plan for 2015 is about \$5 million above the County's stated goal of financing 20% of projects with cash. By continuing to expand the use of cash financing, the County can address deferred maintenance without incurring more long-term debt.

The 2015 Recommended Capital Budget continues to emphasize improving safety in County facilities and managing long-term costs by eliminating outdated assets and technology. Highlights include:

- \$10.1 million in funding to improve the condition of County highways and bridges.
- \$3.8 million in funding to demolish the City Campus office building and make it ready for re-development.
- \$8.7 million for improvements to infrastructure in the County parks including:
 - If approved by the County Board, \$1.7 million is provided for demolishing the Estabrook Dam, which is the most environmentally-protective option that also eliminates ongoing maintenance costs and future infrastructure costs.

- \$3.8 million to complete the reconstruction of a heavily-utilized section of the Menomonee River Parkway in Wauwatosa.
- \$830,000 to improve the Oak Leaf Trail in Grant Park.
- \$550,000 to repair the historic suspension bridge in Hoyt Park.
- \$1.8 million to purchase election machines for each municipality, a partnership that will save the County millions of dollars in programming costs.
- \$4.2 million to make improvements to the War Memorial Center and Art Museum.
- \$2 million to finish upgrading the County's public safety radio system in cooperation with Waukesha County to a new digital format.
- \$4.8 million to continue the bus replacement program in the transit system.
- \$2.8 million to continue to improve the County's outdated information technology systems, including planning funds for a project that would transition several applications off obsolete mainframe technology as well as funds to improve the County's disaster recovery capabilities.

Department on Aging Continues Award Winning Programs

The Milwaukee County Department on Aging (MCDA) continues to provide strong direction to ensure relevant, innovative, and robust opportunities are available for our 153,000 seniors. MCDA has exceeded its established performance goals, created unique and invaluable partnerships throughout the county, state, and nation, and creatively brought in funding for current and new programming and services.

From 2013 to date, MCDA has received a combined twelve awards and honors for its superior efforts to create a community where older adults can live independently. Amidst challenging financial times across county, state, and federal budgets, MDSA successfully brought in \$500,000 in supplemental funds to guarantee there was no disruption in programs and services, build capacity, and promote departmental growth.

The 2015 Recommended Budget provides funding and strategic measures to maintain and enhance current services, programs and opportunities for Milwaukee County older adults.

Highlights include:

- Creation of a dementia-capable department and dementia-friendly community where older adults and their caregivers have services and resources that are germane to their needs.
- Engaging older adults and the community in the re-modernization of the Milwaukee County Senior Dining Program to stay consistent with current and future needs of seniors.
- Formation of a systems approach inclusive of a coordinated community response to addressing abuse in later life.
- Continuance of partnership development with Milwaukee County seniors and upward of 50 agencies such as the State of Wisconsin, AARP, UW-Madison, UW-Milwaukee, Interfaith Older Adult Programs, Pastors United, and local Public Health departments that assist MCDA with leveraging its financial and human capital resources.

Expanding Housing Initiatives

The 2015 Recommended Budget increases funding for safety net housing services and supportive housing. The budget also creates a model program to serve individuals with severe alcohol addictions.

Highlights include:

- Expand Community Housing Placement services by adding a second Community Intervention Specialist. This position is designed to assist those being discharged from the House of Correction, homeless shelters, and other community support facilities in securing safe housing. The current Community Intervention Specialist is receiving NAMI's Advocate of the Year award.
- Increase Supportive Housing Units from 491 to 529. Supportive housing units offer individuals affordable homes and easy access to the supports and services they need to stay housed, safe and healthy.
- Create a **Harm Reduction Housing** model to assist individuals with severe alcohol addictions who have not been successfully served in current treatment models or housing. This model, used successfully in New York, Chicago, Minneapolis and Seattle, is expected to reduce detox admissions, emergency room visits, and jail bookings.
- Expansion of case management services in the **Safe Haven** program. The current four locations have been serving more and more homeless individuals coming directly from the streets, rather than being referred by shelters.
- Provide on-site peer support and housing support services at Mercy House Lakefront's new development on Milwaukee's east side, which is expected to be completed in November of 2015.

Support for Veterans

As he has since taking office, County Executive Abele is expanding resources for veterans in Milwaukee County and across the state. The 2015 Recommended Budget continues support for the Purple Heart Pass Program. To date, 400 veterans have taken advantage of the free program. The budget also continues to support the Veterans Job Fairs organized by the Milwaukee County Veterans Service Office. The job fairs are continuing to grow, with a record number of employers attending the event in October.

Other highlights include:

- Create resource center for veterans to allow them easy and supportive access to the internet and other applications by adding computer workstation kiosks in the County Veterans Department office.
- Continue funding \$30,000 for the Needy Veteran's Fund, which provide emergency financial aid to veterans and their families.
- Significant investment in capital projects at the War Memorial Center.

Strengthening Transit

For the fourth straight year, County Executive Abele is introducing a budget that improves the County's transit system. Once again, his budget does not include any bus fare increases or increases in the daily paratransit fare. The budget adds more than one million route miles and includes funding for a feasibility study to convert buses and facilities to Compressed Natural Gas (CNG), a cleaner fuel source.

Improving Milwaukee County Zoo

The 2015 Recommended Budget includes a proposal to improve the Milwaukee County Zoo and ensure a stable revenue stream. The Zoo is recommending to partner with Service Systems Associates, or SSA, to run the Zoo's concessions, merchandise and catering operations for five years.

SSA has 31 zoo partners in 16 different states which served approximately 25 million guests in 2012. Some of the zoos include: Louisville Zoo, Dallas Zoo, Denver Zoo, Detroit Zoo, Honolulu Zoo, Houston Zoo, Los Angeles Zoo, Minnesota Zoo, Zoo Miami, Zoo Boise and Utah's Hogle Zoo.

Under the proposed contract, SSA would spend at least \$3 million of their own money to improve buildings at the zoo. The County would still own the buildings. SSA is also guaranteeing a minimum payment to the County every year that will increase as sales increase (projected \$1.7 million in 2015, rising to \$2.1 million by 2019) and SSA will spend \$150,000 of their own money to market the Milwaukee County Zoo.

SSA has guaranteed to hire all full-time food and retail Zoo staff and offer eco-friendly and fair-trade products. 2015 commitments for rentals with outside vendors will be honored and people will still be allowed to bring their own food into the Zoo.

Increasing Child Support Services

The Child Support Services Department is one of the many success stories at Milwaukee County since County Executive Abele took office in 2011. In 2012, 2013 and 2014 Child Support Services set performance records across the department. In 2013 they were named the *Wisconsin Child Support Department of the Year*.

The 2015 Recommended Budget provides funding to build on that success while also addressing a continuing decrease in state funding. The budget continues the partnership between Child Support and the District Attorney's Office. This partnership started in 2014 and has seen significant success, including the arrest of a man who owes \$250,000 for the care of his children. That case gained international attention and immediately created a deterrent effect. In the days after the story broke, the department saw an increase in parents who owed money to their children coming forward to get in good standing.

Highlights include:

- Continuing to operate our highly successful Pathways to Responsible Fatherhood Grant, which helps provide key supportive services to 1,750 low income dads in the Milwaukee area every year. The Child Support Services Department received a \$1.8 million grant to continue this award-winning fatherhood program. They are the **only** child support agency in the country to receive the grant for 2014-2015.
- Restructuring the Department to move the call center to the Wisconsin Support Collection Trust Fund to handle routine calls, allowing the Department to:
 - Avoid a \$1 million upgrade to its phone answering system.
 - Redeploy several employees from the call center to value added work to improve service and reduce wait times.
 - Improve customer service.

Enhancing Intergovernmental Cooperation

The 2015 Recommended Budget includes a number of intergovernmental agreements that enhance countywide and regional cooperation and create more sustainable programs. Highlights include:

- Countywide election machines. This project is part of an innovative agreement that will save costs at both the County and municipal levels. The County will purchase election machines for each municipality and the municipalities will reimburse the County for 30% of the election machine costs. As part of the agreement, the City of Milwaukee's election commission will provide programming services for the County and all 18 municipalities. This initiative is expected to save over \$3 million over the next 12 years.
- \$2 million to finish upgrading the County's public safety radio system in cooperation with Waukesha County to a new digital format. This intergovernmental initiative saved \$500,000 in capital costs and will save \$1.5 to \$2 million in operating cost over the life of the system.
- Nearly \$1 million to offset municipal costs in assuming Park Patrol duties in County parks with another \$500,000 available for patrolling County grounds.
- A savings of more than \$13.5 million over two years through a collaborative RFP for medical and prescription administrative costs with the City of Milwaukee and Milwaukee Public Schools.

Matching County Footprint to Current Workforce and Mission

The 2015 Recommended Budget includes a significant reduction in its outstanding maintenance requirements by reducing infrastructure that is outdated and expensive to maintain. Highlights include:

- \$3.8 million to close and demolish the City Campus facility, which is inefficient as office space, expensive to maintain and has significant capital needs. This move will result in future operating cost savings of over \$400,000 annually and \$28 million in future capital costs by relocating staff out of City Campus and demolishing the building to allow redevelopment of site. County staff will continue to work with partners at the City of Milwaukee and in the community to redevelop the land.
- If approved by the County Board, \$1.7 million is provided for demolishing the Estabrook Dam, which is the most environmentally-protective option that also eliminates ongoing maintenance costs and future infrastructure costs.
- \$700K for long-range space planning for County facility needs, focusing on the Safety Building and County Grounds.
- If approved by the County Board, sell O'Donnell parking garage to Northwestern Mutual, who will invest millions of dollars in upgrades and maintain access to the public.

Increasing Efficiency across the County

The 2015 Recommended Budget takes a number of steps to increase efficiency and centralize administrative functions, particularly in Information Technology (IT) and the Procurement Division. The County currently has a decentralized process for the procurement and management of IT, meaning funds for purchases of hardware, software, consulting, or other IT-related items are provided to individual departments. Departments may utilize these funds to purchase any IT-related items, so long as they stay within their expenditure budgets. As a result, departments do not need to work proactively

with the Information Management Services Division (DAS-IMSD) to ensure IT purchases are compatible with other County systems or the most cost-effective option.

The current decentralized structure has led to significant issues, including:

- Over 50 % of IT spend is decentralized across departments. These technology assets are managed in isolation of other similar assets.
- Milwaukee County has over 10,000 software applications and / or versions to support its 4,000 employees.
- The County prints over 32 million pages from its copiers each year due to a high number of personal printers.

Beginning in 2015, IMSD will be responsible for purchasing and managing technology for the County. Departments will continue to be “Business Owners” working in partnership with IMSD.

Another major initiative to drive efficiency in 2015 is the launch of an E-Procurement system. The new paperless, online “E-Procurement” system will enable all County employees to purchase from preferred vendors at standardized – and often lower -- prices.

The new system is estimated to save \$450,000 in 2015 and \$1 million by 2016.

Long term, this project will provide:

- Greater visibility into County spending.
- Price leverage for high volume purchases.
- Compliance with County policies.
- More straightforward and easier processing.

Other efficiency highlights include:

- Ongoing utilization of Continuous Improvement processes that adopt lean-management principles. Already, the first two initiatives are moving into the implement stage:
 - The Human Resources hiring team is implementing changes to the hiring process that will result in a 25% reduction in wasted time.
 - The Procurement team and County Stakeholders, have identified productivity improvement that will result in a 36% reduction in waste in the process of purchasing goods and services.
- Creation of a Business Office in DAS that will consolidate accounting, budget, grant management and other administrative support for the Department. The Office is funded by centralization of these functions from within the Department and does not result in any net new positions.
- Adding a grant writer position to help departments seek and acquire additional funding. This person will help increase the County’s access to new revenue streams.
- Strengthened financial management policies that will direct one-time revenues to projects that enhance efficiency, drive economic development, and build debt reserves for the future pre-payment of debt obligations.

Expanding Employee Training and Leadership Development

The 2015 Recommended Budget includes two major initiatives to provide additional training for employees:

- A new cloud-based, online Learning Management System will provide employees access to all of the County's internal training opportunities, plus thousands of online training courses. Employees will have the ability to develop and track their own learning plans.
- Managers will be able to monitor all compliance training and required certifications as well as track and report on learning activity across the organization. To learn more about this new tool, visit: <http://www.cornerstoneondemand.com/learning>.
- A new leadership program, Leadership Excellence, will help high-potential County managers lead change, improve employee engagement, and build a workforce focused on results.

Managing and Reducing County Risk

The 2015 Recommended Budget migrates the in-house administration of workers' compensation claims handling to a third party administrator for more efficient claims adjusting. The budget also enhances risk management programs throughout the County by conducting comprehensive exposure assessments and targeting loss prevention and safety training efforts to minimize claim drivers.

Cultural Facility Match Funding

Milwaukee County is home to numerous world class cultural facilities, including museums and art venues. Many of the County-owned cultural buildings, however, have significant deferred maintenance, as outlined in the Public Policy Forum's 2013 report, "[Pulling Back the Curtain: Assessing the needs of major arts, cultural, recreational, and entertainment assets in Milwaukee County.](#)"

The 2015 Recommended Budget begins a process to address these needs by working towards formal agreements with institutions that we do not currently have and requiring matching county funds dollar-for-dollar with funds raised by the cultural facilities. Also, as we are asking county staff and departments to reduce spending, county-supported institutions will see a 5% decrease in the 2015 operating budget allocated by the County.

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- Staff of the Office of the Comptroller

Milwaukee County Board of Supervisors

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Second Vice-Chair Steve F. Taylor, 9th District

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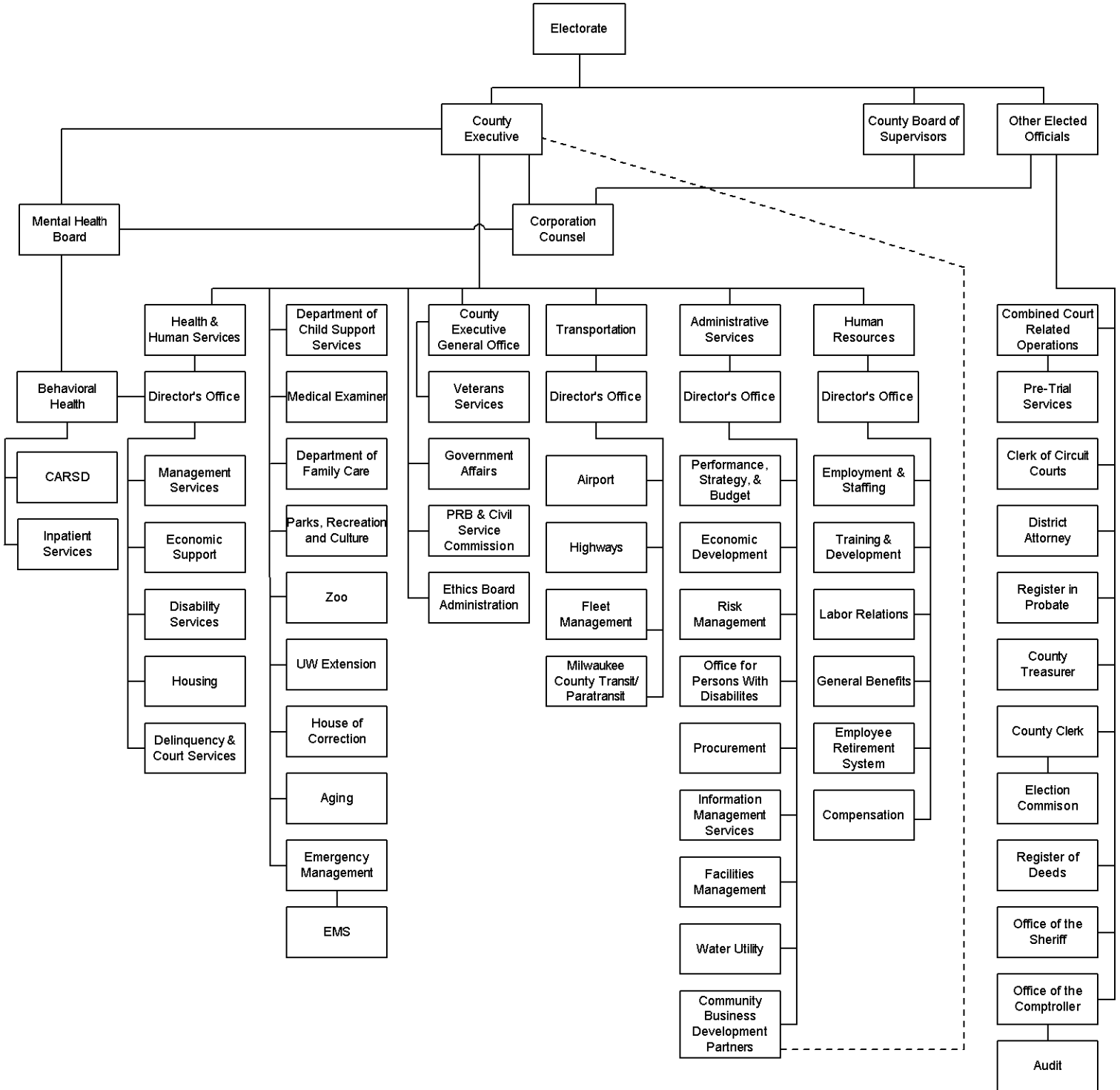
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Milwaukee County Organizational Chart



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 provide 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 won in 2014.

Structure of the Narrative

Each departmental narrative starts with one or more summary pages. The first page shows expenditures, revenues, and tax levy for the entire department. New in 2015 is a line showing how much of each department's resources are consumed by retiree fringe benefits, when applicable.

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

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

- **Service Provision:** This indicates whether the program is mandated by State or Federal law, committed via contract or other long-standing relationship, discretionary, or administrative in nature. Administrative program areas generally assist other County departments with basic business functions.
- **Strategic Outcome:** This indicates the plank of the County's mission statement, to which the program is most closely aligned. The County's Mission Statement reads,

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

For instance, in many of the programs within the Office of the Sheriff, the Strategic Outcome are listed as "personal safety"; likewise in many administrative departments, the Strategic Outcome are listed as "high quality, responsive services". Please see the "Performance-based Budgeting" section for additional detail.

- **"What We Do":** indicates activity data that shows "how much" service is provided, for instance the number of aquatics attendees at parks or the number of individuals served in the senior meal program.
- **"How We Do It":** this displays the resources dedicated to this program, including expenditures, revenues, tax levy, and total FTEs, including full and part-time positions (note that this figure does not include FTE equivalents for overtime, special premium, salary adjustment, shift differential, or vacancy and turnover).
- **"How Well We Do It":** this displays performance measures for the program area. Many departments have identified and developed performance measures for several program areas; more will be created and included in future budget years, as this is intended to be an iterative process.
- **Strategic Implementation:** This provides an overview of how the resources provided to the program area will be used to achieve the performance measures (where developed) and help the County achieve its mission in the upcoming year, and provides information on significant changes.

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.



Photo of the entrance to General Mitchell International Airport courtesy of Andre Simms, Budget Analyst, Department of Administrative Services

Today Milwaukee County is, by population, the largest county in the State of Wisconsin and the 47th largest in the United States with 956,023 residents. 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 597,900 residents to small villages such as Bayside with a population of 4,389.

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.

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

¹ Wisconsin Historical Society, online at http://www.wisconsinhistory.org/dictionary/index.asp?action=view&term_id=3824&term_type_id=2&term_type_text=places

County Data²:

Basic Data	Milwaukee County	Wisconsin
Land area in square miles, 2010	241	54,158
Population, 2013 estimate	956,023	5,742,713
Population Density (Population per Square Mile)	3,967	106
Demographic Data	Milwaukee County	Wisconsin
Persons under 5 years, percent, 2013	7%	6%
Persons under 18 years, percent, 2013	25%	23%
Persons 65 years and over, percent, 2013	12%	15%
High school graduate or higher	86%	90%
Bachelor's degree or higher	28%	26%
Veterans, 2008-2012	54,937	423,264
Economic Data	Milwaukee County	Wisconsin
Housing units, 2013	416,621	2,633,330
Homeownership rate, 2008-2012	51.9%	68.6%
Median value of owner-occupied housing units	\$162,900	\$169,000
Households, 2008-2012	379,711	2,286,339
Median household income, 2008-2012	\$43,599	\$52,627
Private nonfarm establishments, 2012	19,384	138,246
Private nonfarm employment, 2012	449,241	2,388,855
Manufacturers shipments, 2007 (\$1000)	19,065,361	163,563,195
Merchant wholesaler sales, 2007 (\$1000)	10,955,307	59,996,244
Retail sales, 2007 (\$1000)	10,207,295	72,283,321
Retail sales per capita, 2007	\$10,720	\$12,904
Accommodation and food services sales, 2007 (\$1000)	1,570,614	9,247,311
Building permits, 2012	654	12,041



Photo of research work at the Milwaukee County Research Park, courtesy of Andre Simms, Budget Analyst, Department of Administrative Services

² U.S. Census Bureau Quickfacts, online at: <http://quickfacts.census.gov/qfd/states/55/55079.html>

Principal Taxpayers	
Taxpayer	2013 Equalized Value
Mayfair Mall LLC	\$376,625,000
Bayshore Town Center LLC	\$319,668,000
Northwestern Mutual Life	\$305,534,000
US Bank Corp.	\$262,409,000
BRE Southridge Mall LLC	\$154,152,000
Wal-Mart/Sam's Club	\$143,991,000
Mandel Group	\$142,394,000
Marcus Corp/Milw. City Center/Pfister	\$128,949,000
Metropolitan Associates	\$125,725,000
Columbia St. Mary's	\$113,595,000

Source: 2013 Milwaukee County Comprehensive Annual Financial Report, Office of the Comptroller

10 Largest Private-Sector Employers			
Employer	Industry	2013 Employees	% of Total County Employment
Aurora Health Care	Health Care	24,462	5.8%
Wheaton Franciscan	Health Care	11,171	2.6%
Froedtert & Comm. Health	Health Care	8,982	2.1%
Roundy's Supermarkets	Retail Supermarkets	8,400	2.0%
Medical College of WI	Medical School	5,417	1.3%
Northwestern Mutual	Insurance & Investments	5,000	1.2%
ProHealth Care Inc.	Health Care	4,819	1.1%
Columbia St. Mary's	Health Care	4,542	1.1%
Children's Hospital of WI	Health Care	4,447	1.1%
Rockwell Automation	Industrial Automation	4,273	1.0%

Source: 2013 Milwaukee County Comprehensive Annual Financial Report, Office of the Comptroller



Budget Summary

- **2015 Budget FAQ's**
- **Tax Levy Summary**
- **County Share of Property Tax Levy**
- **Budget Assumptions**
- **Performance Budgeting**
- **Long-Range Fiscal Analysis**
- **Expenditure Analysis**
- **Revenue Analysis**
- **Countywide FTE Positions**
- **Sunset Positions**

2015 Budget FAQ's

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

How much would this budget raise my property taxes?

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

The cost to operate County government makes up approximately 17 percent of the total property taxes levied, so other units of government and taxing districts combined have a significant impact on your individual property tax bill. However, the 2015 budget includes an increase of 1.3 percent in the County's overall property tax levy over 2014 to \$283 million. This means that individual tax payers will see a change in the County's share of taxes on their bills, due to a combination of changes in equalized value across the County and in the total amount of tax levied.

What fees would increase, and why?

It is prudent to charge fees for some County services, such as discretionary programs, to reduce the property tax levy burden, or on other programs where recipients generally have an ability to pay. Many of the fees the County charges are actually set by the State of Wisconsin, such as recording fees for mortgage documents. Fees are a relatively small part of the County's total operating revenue.

As costs to provide services continually rise and support from the State and Federal governments do not keep pace, it is sometimes necessary to raise fees to generate additional non-tax levy revenues. In 2015, there are fee increases in the following areas (see the specific departmental narratives for additional detail):

- **Parks, Recreation & Culture:** Several fee increases are necessary in 2015 to provide additional support for discretionary programs that enhance our quality of life, including:
 - Daily admissions and annual passes increase at the County's pools.
 - Daily admissions and annual passes increase at the County's two community centers.
 - Permits for leagues, field rentals and building rentals.
 - New daily and yearly pass fees for cross country skiing trails to offset trail maintenance.
- **Medical Examiner:** The fee charged for autopsies referred to the County increase slightly.
- **Office for Persons with Disabilities:** Building rental and camp rates increase between 10 and 25 percent.

Why is a Department of Emergency Management being created?

Emergency management includes a wide variety of programs that are critical to public safety in Milwaukee County. These services include:

- Provision of the countywide public safety radio network, which is utilized by most of the first responders in Milwaukee County. This system is being upgraded in partnership with Waukesha County.
- Coordination of Emergency Medical Services (EMS) among municipal and private service providers and hospitals. Milwaukee County provides dispatch coordination with hospitals, technical advice, training, and a subsidy to municipalities for EMS services.

- Emergency Management Services, which includes coordination of and training for first responders during natural disasters, accidents, or attacks.
- 911 communications and law enforcement dispatch, which answers many cellular 911 calls made in the County and helps dispatch law enforcement officers.



Dispatch Center at General Mitchell Int'l Airport, Courtesy of Andre Simms, Budget Analyst with the Department of Administrative Services

Prior to the 2015 budget these services were provided in three different departments, including the Office of the Sheriff, the Department of Administrative Services, and the Department of Health and Human Services. Additionally there is no clear guidance on who is responsible for many of the assets (facilities, communication equipment, etc.) in the current structure. This decentralized structure leads to a lack of coordination and communication between the County and municipalities that rely on these

services, and within the County itself, a situation that introduces risk, wastes time and taxpayer resources.

During development of the 2015 budget, other models for providing these services were examined and it was generally found that in similar Wisconsin counties such as Dane, Waukesha and Brown, these services are consolidated into a single department under the County Executive. There was also communication with County management and staff that provide these services, many first responders and local officials, who generally support the consolidation idea because of the weaknesses identified above.

A business plan has been developed for the new department. This plan, and more information on the analysis of this issue, can be found on the Office of Performance, Strategy & Budget's Budget Blog at: <http://www.milwaukeecountypsb.com>

What services would be provided through new service models instead of County employees in this budget and why? Are any services being brought "in-house"?

The County faces significant ongoing fiscal pressures that force it to examine how all of its services are provided. In some cases, a private or non-profit firm can provide more efficient and better quality services for the County at costs far lower than would result by using County employees. Currently, the County contracts out with many service providers to best deliver services to our community in the most efficient way. Reasons for this vary from organizations having specialized expertise and training to the heavy burden of the County's fringe benefit costs. Savings can also result if the County pays for outcomes, not simply time spent.

The 2015 budget includes several significant service model changes, listed below. Please see the individual department's budget narrative for additional detail on each initiative.

- **Behavioral Health:** The Community Support Program Downtown and Southside locations will have all 290 caseloads assumed by community providers through a purchase of service contract. The initiative will produce tax levy savings of \$559,132 including personnel, other expenditures and revenue reductions. This initiative includes the purchase of community slots, including continued implementation of the Assertive Community Treatment (ACT)/Integrated Dual Disorder Treatment (IDDT) models begun in 2014.
- **Child Support Services:** The 2015 Budget includes the transition of call center operations from County Staff to the Wisconsin Support Collections Trust Fund. This effort will allow several County staff to transition to more value-added child support services.

- **House of Correction:** Medical and mental health services for inmates are currently being provided on a hybrid basis by both a service provider and County staff. The service provider has shown to be an effective and cost-efficient in its efforts, and therefore will take over the entire medical and mental health unit in 2015.

What changes are being made to address the County's long-term fiscal imbalance?

It has been well-documented that Milwaukee County faces a significant long-term fiscal imbalance. The Office of the Comptroller [has estimated](#) that over the five-year period from 2015 to 2019, the annual structural deficit will increase from \$32 million in 2015 to \$94 million if no sustainable, long-term decisions are made to the County's current operations.

There are many items included in the 2015 budget designed to specifically address this imbalance:

- **Providing Services Differently:** As noted above, utilizing service providers or other municipalities can result in significant long-term savings for the County. The 2015 Budget includes utilization of new service models in Behavioral Health, Facilities Management, the House of Correction, and other areas.
- **Reducing the County's Footprint:** The 2015 Budget includes a significant reduction in its outstanding maintenance requirements by reducing infrastructure that is outdated and expensive to maintain by:
 - Closing and demolishing the **City Campus** facility, which is significantly inefficient as office space, expensive to maintain and has significant capital needs.
 - Demolishing the **Estabrook Dam** and replacing it with a more environmentally-friendly option that also reduces ongoing maintenance costs.
 - Planning for the sale of the **O'Donnell** parking structure, which has significant operating costs and capital improvement needs¹.
- **Efficiency Measures:** The 2015 budget includes significant changes to how the County provides many of its internal administrative functions, with the goal of providing significant time and cost savings in the long-term. These efforts include:
 - Centralization of information technology procurement and maintenance to ensure standardization and better vendor management.
 - Centralization of the procurement process with a new paperless, online "E-procurement" system that will enable all County employees to purchase from preferred vendors at competitive and standardized prices.
 - 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.
- **Increased Benefit Cost Sharing:** Fringe benefits, mainly health insurance and pension, continue to represent a major cost driver for the County. The 2015 budget continues efforts to make employees and retirees more accountable for their health care utilization by increasing premiums and deductibles to compare with other functional organizations.
- **Building Reserves:** The County borrows several millions of dollars annually to finance its capital improvement program. Interest rates have a significant impact on debt service costs over a long period of time, which can make less resources available for operating County programs. One of the ways the County can reduce its debt service is by achieving a high credit rating. Rating agencies judge the soundness of the County's finances and one important aspect of stability is

¹ On December 18, 2014, the Milwaukee County Board of Supervisors voted to reject the sale of O'Donnell Park.

having reserves. The 2015 Budget works towards this goal by building up the Debt Service Reserve cash balance to nearly \$13 million, the highest level in recent history.

- **Utilize One-Time Revenues Properly:** The use of one-time, non-recurring revenues to finance ongoing, long-term operations is not sustainable. The 2015 Budget includes the use of approximately \$1.3 million in one-time revenues to fund ongoing health care costs, but otherwise generally continues to implement sound financial policies regarding the use of one-time revenues by requiring that they be directed towards economic development initiatives, projects that enhance efficiency through the Innovation Fund, and towards the Debt Service Reserve for the future defeasance of debt.

Why is Information Technology Being Centralized?

The County has a decentralized process for the procurement and management of information technology (IT). Budgets for the purchase of hardware, software, consulting, or other IT-related items are provided to individual departments. Departments may utilize these funds to purchase any IT-related items, so long as they stay within their expenditure budgets. This means many departments do not work proactively with the Information Management Services Division (DAS-IMSD) to ensure its IT purchases are compatible with other County systems, not duplicative, or the most cost-effective option.

The current decentralized structure has led to:

- Multiple versions and licenses of the same software package across departments. DAS-IMSD estimates that the County currently has **more than 10,000** software applications and/or application versions for its 4,600 employees.
- Different departments use different systems to do the same thing. For instance, several different software solutions are utilized across the County to manage facility maintenance efforts. None of the solutions talk to one another, meaning departments cannot share information on maintenance needs; the County does not have comprehensive information on its maintenance efforts; and many of the solutions do not provide sufficient data for performance measurement or other analysis.
- Individual departments often purchase a solution and then inform DAS-IMSD that it needs to be supported. This sets DAS-IMSD up to fail its customers when it is not brought in on the front end of the purchase and/or it may not have the resources or ability to support the department in the timeframe desired.

By failing to view IT from a countywide viewpoint, it is extremely difficult to provide adequate, cost-effective, and appropriate human and capital resources in DAS-IMSD.

This decentralized structure does not conform to budgeting best practices. The Government Finance Officers Association (GFOA) has developed best practices for IT budgeting and project management. In summary, the GFOA recommends centralizing IT budgets within the

organization's IT agency, requiring departments to submit business cases for significant IT projects, and taking an organization-wide view of how IT is utilized.

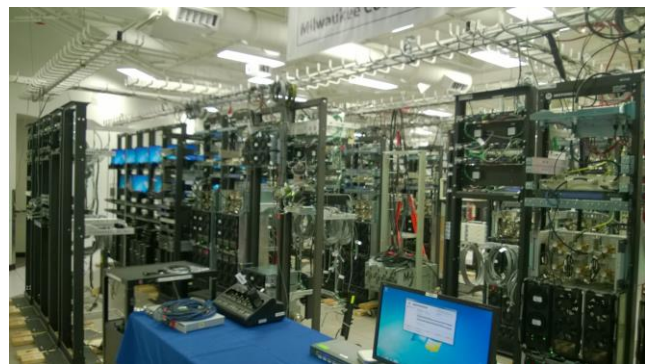


Photo of Motorola radio system for Milwaukee County courtesy of Andre Simms, Budget Analyst in the Department of Administrative Services

Based on these issues, the 2015 Budget places accountability for ensuring that IT purchases are made on a Countywide strategic basis, and in the most cost-effective manner, on the County's Chief Information Officer within DAS-IMSD.

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

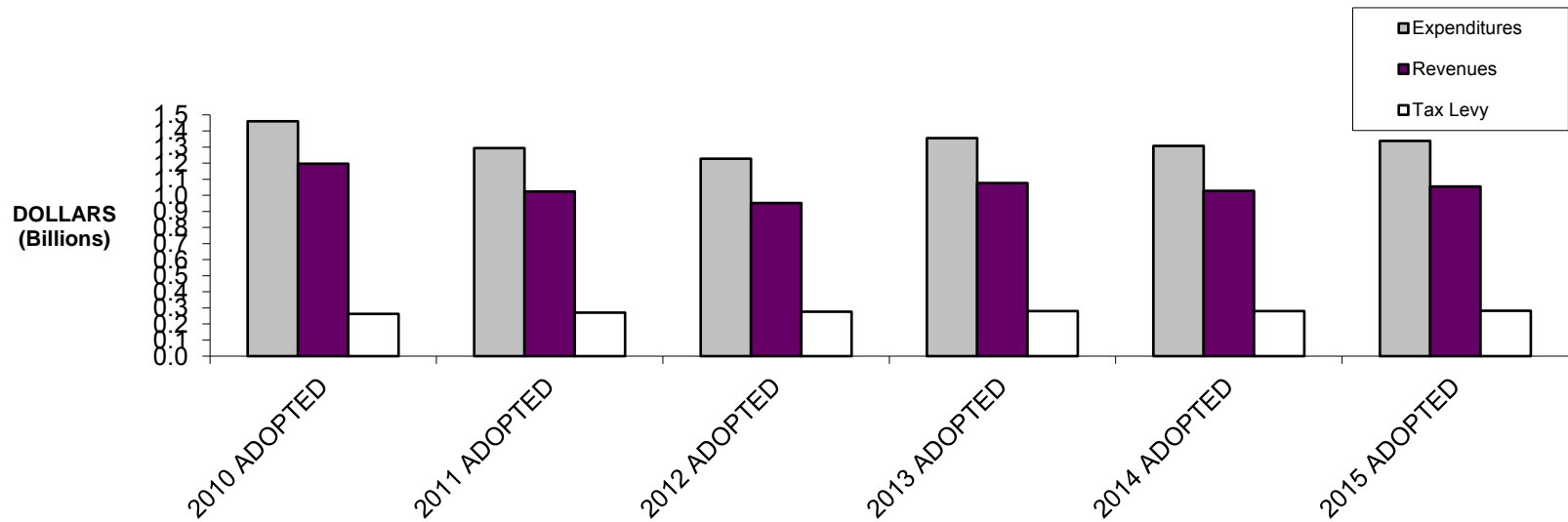
The 2015 Capital Budget includes more than \$90 million in capital investments in the County's infrastructure. The 2015 capital budget continues to emphasize improving safety in County facilities and managing long-term costs by eliminating outdated assets and technology. The Capital Budget adheres to the County's bonding cap. Highlights of the capital budget include:

- While not a capital improvement item, the 2015 Budget plans for the possible sale of the O'Donnell Park parking structure, which will significantly reduce ongoing operating costs and avoid eventual replacement costs of \$57 million to \$76 million².
- \$10.1 million in funding to improve the condition of County highways and bridges.
- \$3.8 million in funding to demolish the City Campus office building and make it ready for re-development.
- \$20.3 million for improvements to infrastructure in the Parks including:
 - The Estabrook Dam would be demolished, an environmentally-friendly option that reduces the County's ongoing maintenance costs.
 - \$3.8 million to complete the reconstruction of a heavily-utilized section of the Menomonee River Parkway in Wauwatosa.
 - \$3.2 million to repair the Milwaukee River Parkway.
 - \$830,000 to improve the Oak Leaf Trail in Grant Park.
 - \$550,000 to repair the historic suspension bridge in Hoyt Park.
 - \$9.1 million for yet-to-be determined parks Capital projects.
- \$1.8 million in funding to purchase election machines for each municipality. This project is part of an innovative agreement that will save costs at both the County and municipal levels. The project is part of a proposed agreement where the City of Milwaukee's election commission would provide programming services for the County and all 18 municipalities, while the municipalities would reimburse the County for approximately 30 percent of the election machine costs. This agreement will result in reduced programming costs for municipalities and the County; the estimated net savings including the capital investment is \$3 million over a 12-year period.
- \$4.2 million to make improvements to the War Memorial.
- \$2 million to continue upgrading the County's public safety radio system in cooperation with Waukesha County to a new digital format.
- \$4.8 million to continue to the bus replacement program in the Transit system
- \$2.8 million to continue to improve the County's outdated information technology systems, including planning funds for a project that would transition several applications off of obsolete mainframe technology, and improvements to the County's disaster recovery capabilities.

² On December 18, 2014, the Milwaukee County Board of Supervisors voted to reject the sale of O'Donnell Park.

ADOPTED 2015 BUDGET FOR GENERAL COUNTY PURPOSES

	2014 ADOPTED	2015 ADOPTED	CHANGE	PERCENT
EXPENDITURE	\$1,306,950,614	\$1,337,729,019	\$30,778,405	2.35%
REVENUE	<u>1,027,629,418</u>	<u>1,054,743,894</u>	<u>27,114,476</u>	<u>2.64%</u>
TAX LEVY	\$279,321,196	\$282,985,125	\$3,663,929	1.31%



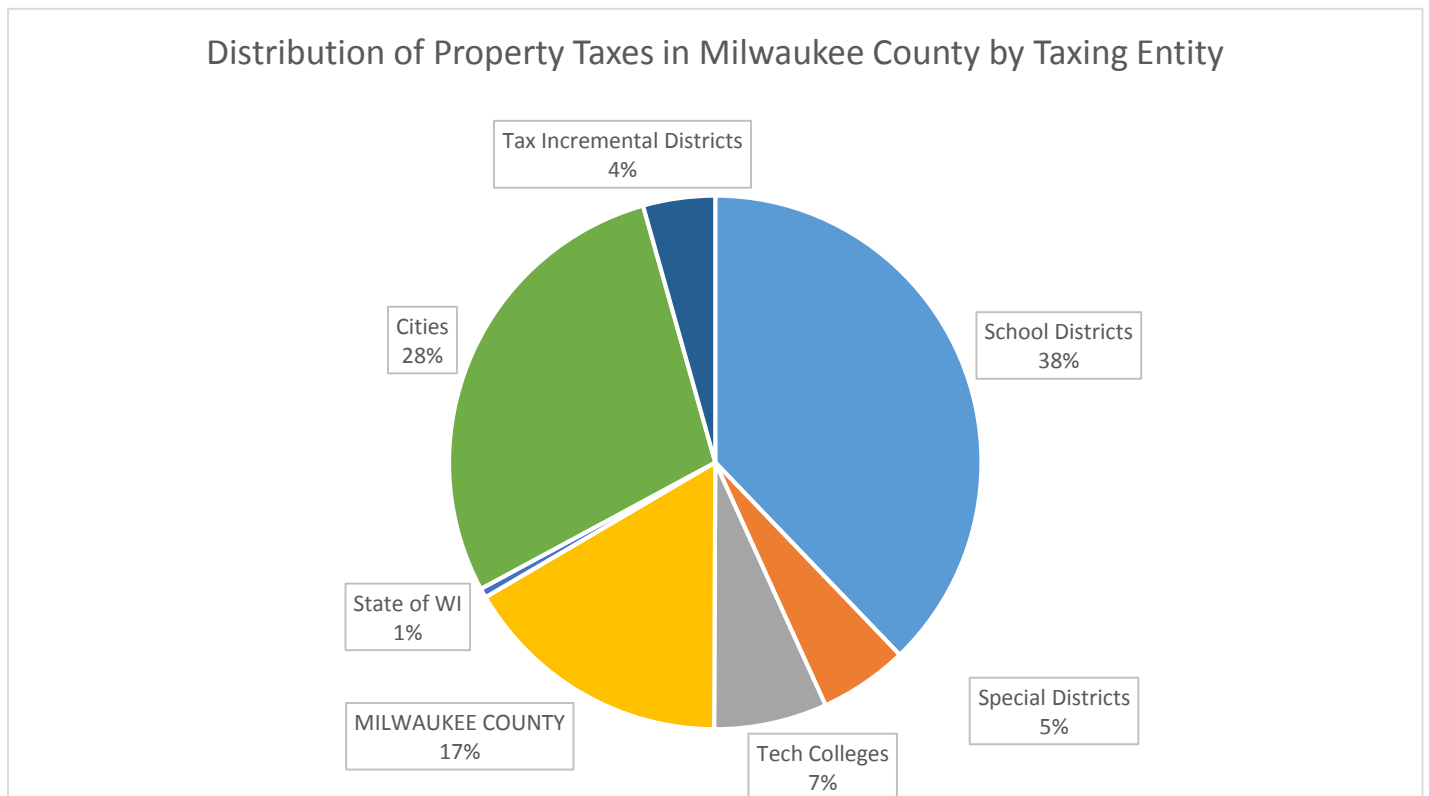
County Share of Property Taxes

The 2015 Budget for Milwaukee County levies approximately \$283 million in taxes on property during the year, an increase of \$3.6 million or 1.3 percent over the 2014 Adopted Budget.

In 2014, according to data gathered by the Public Policy Forum, citizens and business will pay a total of approximately \$1.7 billion in property taxes to the various taxing entities in the County. These entities include:

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

Of this \$1.7 billion total, Milwaukee County government makes up about 17 percent in 2014.



2015 Budget Assumptions

The Department of Administrative Services - Office of Performance, Strategy and Budget (PSB) and the County Executive utilized the most recent version of the "Municast" five-year forecast, produced by the Office of the Comptroller, to develop broad assumptions about the 2015 budget as a foundation when starting to develop the County budget. The figures below represent some of the significant known or estimated items that would have to be considered when *starting* the budget process.

Employee and Retiree Fringe Benefits

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

The five-year forecast assumes a 3.5 percent increase in health insurance costs over the 2014 budget, down from 4.9 percent the previous year. This reduced rate of growth results from a surplus in health care costs in 2013. By using the lower 2013 base, the assumption resulted in an increase of approximately \$4.2 million in additional cost over the 2014 budget, rising from \$120.2 million to \$124.4 million.

Regarding pension costs, the spring 2014 valuation of the Employee Retirement System (ERS) indicates costs will rise by \$9.8 million, or 16 percent. The large increase is due largely to the end of the 5-year period of amortization of a \$45 million settlement in 2010 as well as actuarial data updates. The "normal cost", the value of benefits being earned by existing employees, decreases by \$900,000, while the amortization of the unfunded liability increases by \$10.7 million. Active employee pension contributions decline by \$100,000 or 1 percent. Principal and interest payments on Pension Obligation Bonds issued in 2009 are also considered fringe benefits, and are essentially unchanged from 2014 at \$33 million.

Salaries & Wages

The five-year forecast assumes a 2.5 increase in total salaries and wages for 2015. This includes the full-year cost of the 1 percent cost of living adjustment provided in April 2014, plus step increases and another cost of living adjustment in January 2015 for a total expenditure impact of approximately \$5.3 million.

State Aids & Federal Revenues

State aids made up approximately 19 percent of County revenue in the 2014 Adopted Budget. The five-year forecast and 2015 base budget assumed no change in state aids; due to uncertainty over the federal fiscal outlook, all federal revenues were also assumed to remain flat in the base budget.

Living Wage Ordinance

In 2014 the Milwaukee County Board passed an ordinance that requires many Milwaukee County contractors to provide pay rates of at least \$11.32 per hour. The Office of the Comptroller estimated that this ordinance would have a tax levy impact of approximately \$1.5 million in 2015, though that analysis was based on a higher minimum wage rate than was ultimately adopted and included in the Behavioral Health Division, which is no longer subject to the ordinance. The Comptroller's estimate also included a cost of \$2.6 million in costs to the Family Care program, which would have to be financed with the program's reserve as increased State support is not available.

Sales Tax

The five-year forecast assumed local option sales tax revenues would increase by 1.8 percent over the 2014 Adopted Budget, an increase of \$1.03 million. This assumption is based on continuing to finance approximately \$9.4 million in capital projects with sales tax revenues, leaving approximately \$58.1 million in sales tax proceeds available for the operating budget.

Inflation

The five-year forecast assumes a 1.8 percent inflation rate, based on early 2013 data provided by the Wisconsin Department of Revenue and the U.S. Department of Commerce – Bureau of Economic Analysis.

Debt Service

The five-year forecast projected that Debt Service, not including Pension Obligation Bond debt, was projected to decline by 24 percent, or \$18 million, in 2015, due mainly to the completion of debt service payments on outstanding debt that was refinanced in 2003.

Performance Budgeting

Overview

The Department of Administrative Services – Office of Performance, Strategy and Budget (DAS-PSB), began to develop a comprehensive, Countywide strategic planning effort in 2012. The goal of this strategic planning process will be to identify desirable community outcomes, and link these to core business functions and measurable program outcomes across departments.

This endeavor builds on prior strategic planning efforts. In the late 1990s, the County embarked on a comprehensive strategic planning effort that included the creation of performance measures. Many of these performance measures were included in the 2003 Adopted Budget; however the effort to implement strategic planning and performance measurement was discontinued. In 2009, the County created the Long Range Strategic Plan Steering Committee, which explored performance measures and created long term strategic goals related to employee fringe benefits and facilities planning.

Mission Statement & Strategic Outcomes

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

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

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

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

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

Performance Measures

In addition to linking service areas with Strategic Outcomes, the County budget shows how well the service is being provided. DAS-PSB works continuously with departments to develop performance measures in as many service areas as possible. The goal is to create a collaborative process whereby departments create their own performance measures as a way of challenging their management and staff to continue exemplary performance or improve on their existing performance levels.

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

S = Specific

M = Measureable

A = Achievable

R = Relevant
T = Time-Bound

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

Long Range Fiscal Analysis

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

This analysis has consistently shown that the County faces a long-term structural deficit. When the model was first utilized after passage of the 2009 budget, it projected that if annual budgets were balanced using only one-time measures, the County would face a \$79 million deficit in 2010 that would grow to \$153 million by 2014. Expenditures were forecast to grow by 6.1 percent annually while revenues would rise by only 3.7 percent annually.

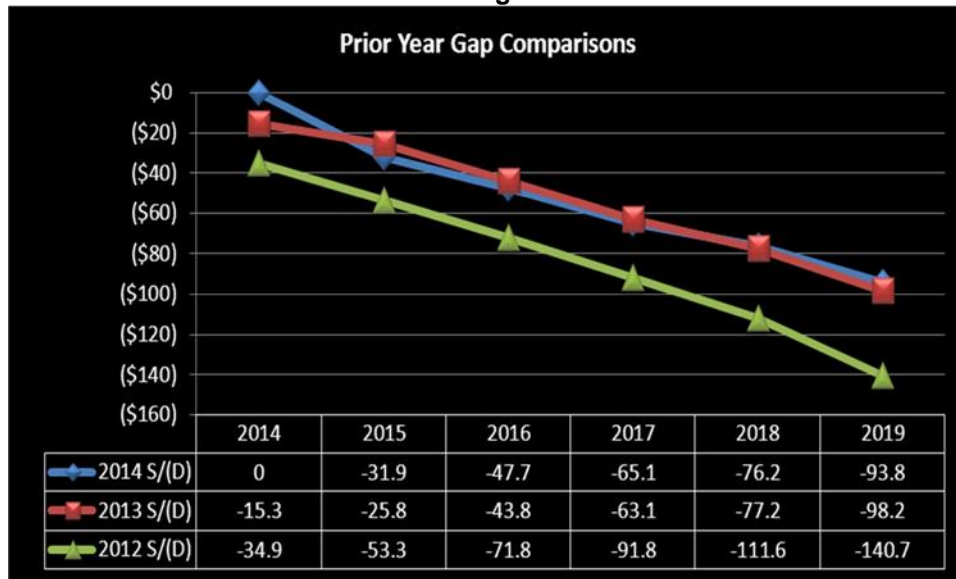
The forecast showed that labor costs, especially fringe benefits, were a major driver of this structural imbalance. It projected that with no changes in headcount or benefits policies, fringe benefits would rise from \$212 million in 2009 to \$340 million in 2014. Fringe benefits as a share of total county expenditures would rise from 16 percent to 20 percent. The analysis also showed that the County faces a significant lack of revenue flexibility, with a high reliance on State and Federal revenues and limited discretionary alternatives other than property taxes, which are capped by State law.

With the County's revenue flexibility limited by State law, managing expenditures is the only significant option to achieve fiscal sustainability. Therefore, beginning in 2010, the County has made significant structural changes, including in wage and benefit structure, such as:

- Realigning the share of health care costs borne by employees and retirees.
- Requiring, as mandated 2011 Wisconsin Act 10, employees to contribute to their defined benefit pension plan.
- Stabilizing pension costs by issuing Pension Obligation Bonds in 2009.
- Reducing headcount through a variety of policy changes, such as the State takeover of the Income Maintenance program, selectively contracting certain services such as housekeeping, consolidations of duties, and other position reductions.
- Mainstreaming overtime, sick leave policies, and other risk-type policies such as workers' compensation, to reduce payouts and liability accruals.

The impact of these structural changes is shown in table 1 on the next page, which compares the forecasted structural imbalance for the five-year period of 2014-2018 after the passage of each annual budget since 2012. Compared to the forecast in 2009, fringe benefits are budgeted at \$189.2 million in 2015, or 14 percent of total expenditures.

Table 1 – Change in County’s Projected Structural Deficit Since 2009 Due to Policy and Economic Changes:



Source: Office of the Comptroller

Expenditures Continue to Grow Faster than Revenues

Table 1 above illustrates the impact these decisions had on the forecasted structural deficit, demonstrating that the structural deficit is growing at a lower rate than it was four years ago. The model now shows that:

- Expenditures are now forecast to rise 4.7 percent annually, an improvement from 6.1 percent in the 2009 forecast, but still outstripping revenue growth.
- Much of the expenditure growth remains due to fringe benefit costs. The June 2014 [five-year forecast report from the Office of the Comptroller](#) estimates that,

“Fringe Benefits including pension and healthcare will grow 21.8 percent during the five-year forecast period. This is less than the five-year forecast projections in 2012 and 2013 of 36 percent and 29 percent, respectively, but still remains a significant financial obligation for the County. Fringe benefits for healthcare are projected to grow annually by about 7.5 percent, totaling \$102.9 million or 31.5 percent over the five-year period”.

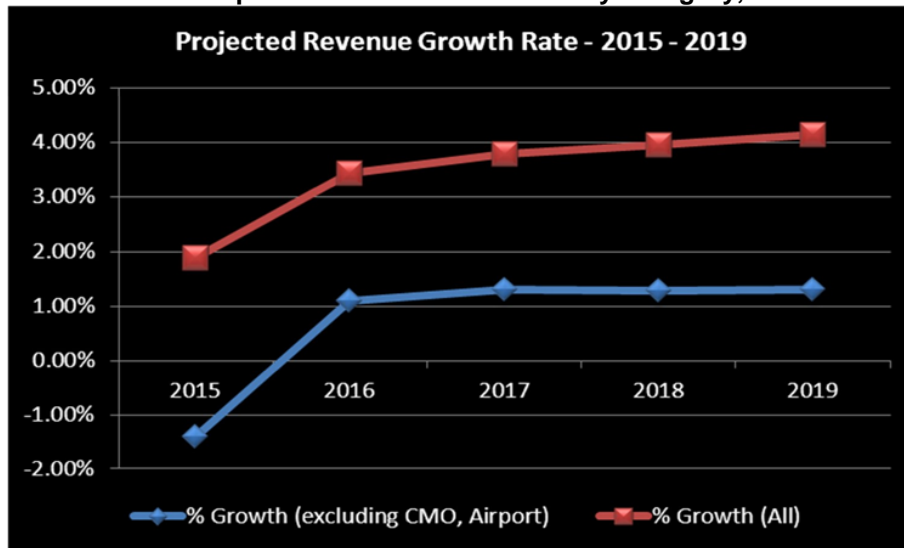
Revenue Growth Continues to be Constrained

The County continues to operate under strict tax levy caps, and new sources of revenue are limited. Revenues are projected to rise by 3.4 percent annually - essentially unchanged from the 2009 forecast.

The most recent [five-year forecast report from the Office of the Comptroller](#) forecasts that:

“Low growth rates are attributable to mostly flat revenue projections for State and Federal resources, as well as discretionary resources that are mostly forecasted to grow at CPI over the forecast period. This suggests that the County will be able to do little with respect to revenue and managing the structural deficit, unless new revenue sources become available”.

Table 2 - Anticipated Forecasted Revenue by Category, 2015-2018

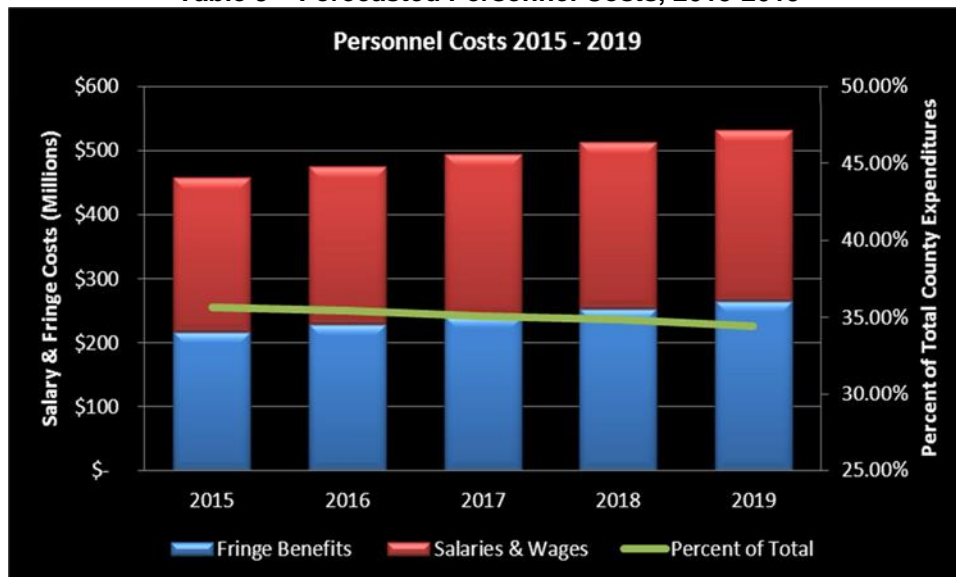


Source: Office of the Comptroller. CMO = Care Management Organization, or Dept. of Family Care

Personnel Costs Remain a Key Driver

While recent fiscal policy has “bent the structural deficit curve”, the County continues to need to make significant structural changes to achieve long-term sustainability.

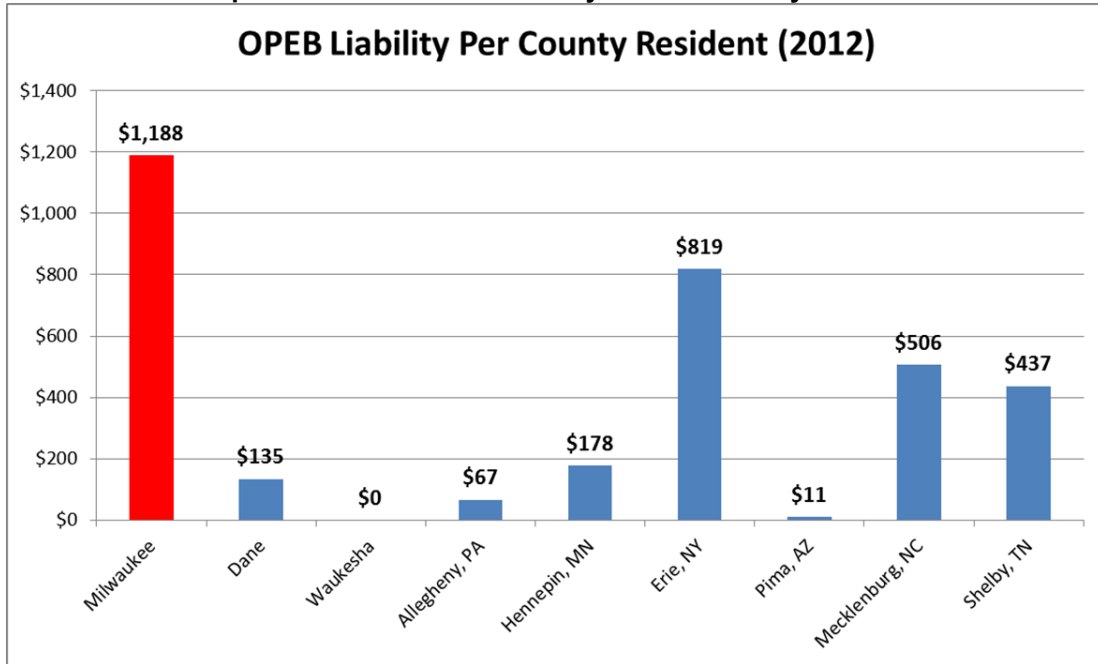
Table 3 – Forecasted Personnel Costs, 2015-2019



Source: Office of the Comptroller

This trend is apparent when considering the County’s outstanding liabilities owed to current and future retirees. As of the end of 2012, the County had a liability for “other post-employment benefit costs (OPEB)” of approximately \$1.2 billion. This liability is mainly in the form of health insurance benefits promised to current and future retirees. On a per-capita basis, the County’s OPEB liability is approximately \$1,188 per Milwaukee County resident, far higher than similar counties in Wisconsin and nationwide.

Table 4 – Comparison of Milwaukee County’s OPEB liability vs. similar counties



Source: Office of Performance, Strategy & Budget Analysis

Debt Reduction is a Key Driver to Sustainability

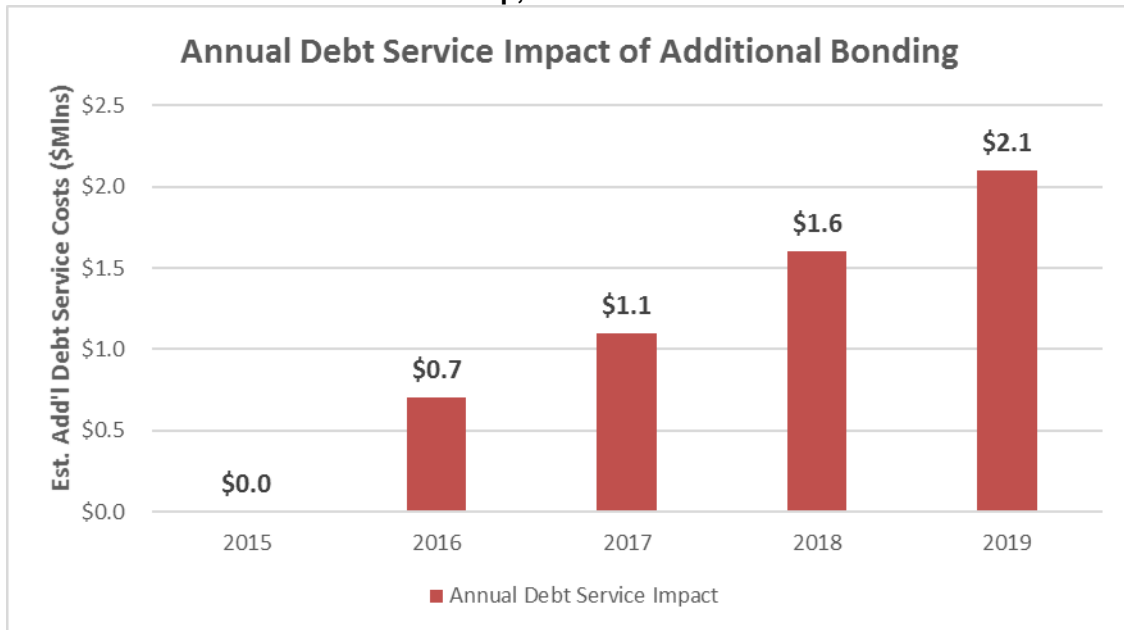
Servicing debt continues to be a drag on the County and channels resources away from funding core services. The County’s general obligation debt service costs decline by \$14.3 million in 2015 and, assuming continued adherence to the present general obligation bonding levels, should remain relatively flat in the coming years (note this table does not include pension obligation bond debt service, which is considered with fringe benefits).

The Office for Performance, Strategy and Budget (PSB) has worked with the Office of the Comptroller to determine the magnitude on the property tax levy of an annual increase in bonding of \$5 million over the current cap. The result would be an annual tax levy increase of approximately \$500,000 to \$700,000, resulting in a cumulative increase of \$2.1 million by 2019.

General obligation bonding debt service is funded by the Sales Tax in Milwaukee County. After funding debt service, surplus sales tax revenues are allocated to cash finance capital projects. This amount is approximately \$11 million in 2015. This level of sales tax funding enables the County to utilize cash financing for approximately 29 percent of its share of total capital project costs (net of federal, state, or other outside financing); in excess of the policy goal of 20 percent.

Any remaining sales tax revenue is then allocated to the operating budget to fund programs. Utilizing non-debt funds for capital projects minimizes future debt service obligations, which makes more sales tax funding available to support capital improvements or programs in the operating budget. In 2015, excess sales tax revenue of \$11 million is available to finance capital projects while \$21 million is available to support general operations. Conversely, issuing additional debt results in higher future debt service costs, which reduce the amount of excess sales tax available to support programing in the operating budget.

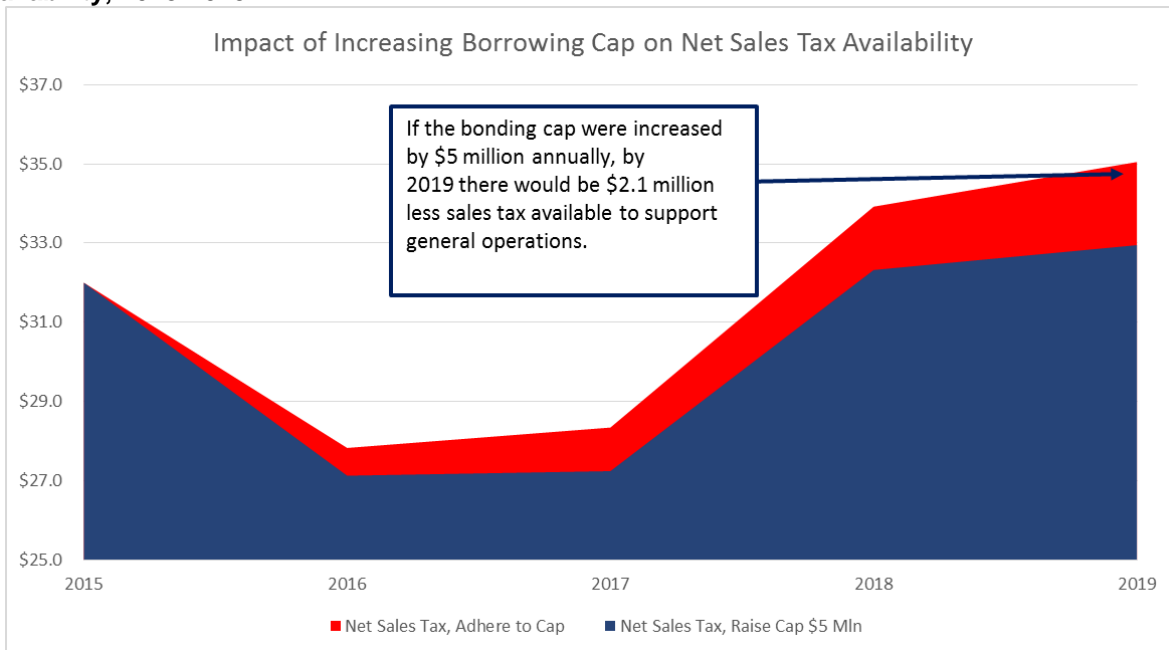
Table 5 – Impact on Tax-Supported Debt Service of borrowing additional \$5 million over current cap, 2015-2019.



Source: Joint analysis by the Office of Performance, Strategy & Budget & Office of the Comptroller

Based on the chart above, if the self-imposed bonding cap were raised by \$5 million, the cumulative impact on sales tax required to support debt service obligations would result in additional debt service costs of \$2.1 million by 2019. This results in less sales tax to support the operating budget by 2019 as shown in chart 6 below:

Table 6 – Impact of borrowing additional \$5 million over current cap on excess sales tax availability, 2015-2019.



Source: Analysis by the Office of Performance, Strategy & Budget based on Office of the Comptroller's Five-Year Forecast

County Continues to Face Fiscal Challenges

The forecast shows that the County has made significant progress in addressing its fiscal imbalance each year since the forecast model was introduced, even during a prolonged period of tepid economic growth. In the long term revenues are still forecast to rise less rapidly than expenditures, mainly due to recent trends in and uncertainty regarding state and federal revenues. While the rate of growth of expenditures has dropped significantly, mainly due to fringe benefit changes described above, the County will continue to face fiscal pressures due to this imbalance.

This situation requires, over the coming years, continued examination of service levels and delivery models, the prudent use of one-time revenues to drive operational efficiencies that reduce costs, and a continual focus on reducing debt. Additionally, a thorough examination of the County's facilities is necessary in order to reduce the County's future capital requirements and bring future needs in line with the County's ability to support capital funding. The County does not have the fiscal flexibility to add additional debt service to adequately address the deferred maintenance that has accumulated over decades. Therefore, the County must prioritize its facilities and focus on those that deliver core services and those that operate in the most cost-efficient manner. This will allow the County to eliminate underutilized facilities that have high operating costs and facilities that would require significant capital expenditure to maintain.

2015 Expenditure Analysis

Overview

The 2015 gross expenditure budget is \$1,337,729,019, an increase of \$30,778,406 or 2 percent from the 2014 Adopted Budget. The 2015 expenditure budget includes \$1,247,627,259 for departmental and non-departmental operations and debt service, and \$90,101,760 for capital projects. In comparison with the 2014 Adopted Budget, operating budget expenditures increase by \$20,710,865 or 2 percent, and capital budget expenditures increase by \$10,067,541 or 13 percent.

The 2015 budget reduces the number of expenditure appropriation units by which budgetary control is exercised from nine to eight. Two appropriation units utilized in 2014, services and commodities, are merged in 2015 into "Operation Costs". This level of budgetary control is in line with the level of controls utilized by other large counties in Wisconsin. For instance, Waukesha County utilizes four appropriation units, while Dane County has no such units. This structure will provide increased flexibility for departments to manage their expenditure budgets and reduce the need for fund transfers that can delay operations. The new structure also meets Generally Accepted Accounting Principles. For the purpose of the budget narrative, the appropriation unit "Other Charges" is also included with Operation Costs due to its similar nature.

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

A comparison of countywide totals for 2013 actual, 2014 Budget, and the 2015 Budget, including operating and capital expenditures, for these combined appropriation units are shown below:

APPROPRIATION UNIT	2013 Actual(a)	2014 Budget	2015 Budget	\$ Change from 2014	% Change from 2014
Personal Services(b)	\$427,771,871	\$432,440,530	\$429,060,966	(\$3,379,564)	-1%
Operation Costs (c)	\$688,748,534	\$704,613,333	\$735,287,248	\$30,673,915	4%
Debt & Depreciation	\$372,744,204	\$129,218,584	\$118,968,585	(\$10,249,999)	-8%
Capital Outlay	\$141,018,537	\$79,462,195	\$93,735,762	\$14,273,567	18%
Internal Service Charges (c)	\$10,792,245	(\$38,784,029)	(\$39,323,542)	(\$539,513)	1%
TOTAL Expenditures	\$1,641,075,391	\$1,306,950,613	\$1,337,729,019	\$30,778,406	2%

(a) = 2013 actual expenditures do not include encumbrances carried forward into 2014

(b) = Active and Legacy fringe benefits are budgeted centrally in organization 1950 - Employee Fringe Benefits and then allocated to departmental budgets. These costs are budgeted in the Personal Service appropriation unit in both the departments and in Organization 1950, which includes an abatement to prevent the double-counting. For the purposes of this table, this abatement has been moved out of the Abatements appropriation unit and into the Personal Services appropriation to give a more accurate portrayal of actual costs.

(c) = In 2015, the object used to adjust for internal service charges in Org Unit 1930 is transferred from the Operation Cost to the Internal Service Charges appropriation unit. 2013 and 2014 data is re-stated for comparative purposes.

2015 Expenditure Highlights by Category

Personal Services, including the abatement related to employee/retiree fringe benefits discussed above, decline by \$3.4 million, or 1 percent, from the 2014 Adopted Budget. This change is mainly due to a reduction in the number of budgeted positions Countywide by approximately 140 FTE. Significant staffing reductions include the transition from inpatient hospital services in the Behavioral Health Division to a system of community-based care in the Behavioral Health Community Services division of the Department of Health and Human Services (BHCS), reductions in the Department of Administrative Services, and reductions in the Office of the Sheriff. Countywide reductions in staffing result in reduced salary and social security expenditures of \$4.9 million.

Gross fringe benefit costs increase by \$2.5 million, from \$189 million in 2014 to \$191.5 million. Pension costs increase by \$8.4 million, mainly because the five-year amortization period on a \$45 million award related to pension benefits expired in 2014. Health care costs decrease by \$6.2 million, mainly as a result of reduced prescription drug benefit costs, which decline by 20 percent or \$6 million to \$23.6 million. Health care benefits decline by \$3 million due to the implementation of voluntary Medicare Advantage plans for age 65+ retirees, an increase in deductibles of \$1.2 million, and an estimated surplus of nearly \$5 million on the 2014 base cost.

Operation Costs increase by \$30.7 million or 4 percent due to a variety of factors, including:

- Purchase of service contracts in the Community Services Branch of the Behavioral Health Division increase by \$11.8 million, including an \$8.8 million increase due to a change in the Medicaid billing model that allows the Community Services Branch to submit claims on behalf of the community providers operating mental health programs. An increase of \$1.4 million provides for the purchase of community slots due to the outsourcing of the Community Support Program.
- Inmate medical and mental health services provided by the House of Correction are transitioned to a fully-contracted basis in 2015, for an increase of \$5.5 million.
- Property insurance premiums budgeted in Risk Management increase by \$1 million, and workers' compensation costs increase by \$2.5 million.
- Transit expenditures increase by \$7.9 million, mainly due to the implementation of new service to business parks as required by a settlement with the Wisconsin Department of Transportation related to the Zoo Interchange project, as well as reduced fare costs for seniors and individuals with disabilities.

An additional significant increase in Operation Costs is in the House of Correction, which includes full-year funding of the contract with Armor for inmate medical and mental health services. This arrangement, replaces county-funded positions with contracted positions through attrition and results in a net increase in operating costs of approximately \$6.4 million in 2014. Another significant increase is related to the transition to community-based services for individuals with mental illnesses, which largely offset the associated staffing reductions referenced above and results in increases over 2013 of approximately \$4.8 million.

Capital Outlay increases by \$14.3 million or 18 percent over to 2014. The capital budget increases by \$10.1 million or 13 percent over 2014. This is mainly related to the creation of a \$9.2 million capital project for unspecified capital projects. Operating Capital Outlay, not including items related to Capital Outlay/Depreciation Contra (see the Non-Departmental Expenditure narrative, agency 1940, for additional detail), including funding for major maintenance, increases by \$5.1 million.

Internal Service Charges including the net total of abatements and crosscharges between County departments declines by \$539,513 or 1 percent in 2015. This figure includes a re-statement of previous years based on changing how the offset for interdepartmental charges is budgeted.

2015 Expenditure Highlights by Functional Area

Below are summaries of major changes within most departments or organizational units by Functional Area for the Operating Budget. Please review the specific organizational or capital project narrative for more detailed information. If a department is not listed it is because its expenditure budget did not change materially (less than 2 percent) from the 2014 Adopted Budget.

Legislative & Executive

Expenditures decrease by \$548,527 or 14 percent in the **Office of the County Board** mainly due to a reallocation of legacy fringe benefits due to the reduced number of budgeted positions from previous years.

Expenditures in the **Office of the County Executive** increase by \$28,496 or 2 percent as a result of cost-to-continue factors.

The expenditure increase of \$35,934 or 10 percent in the **Office of Government Affairs** is almost entirely related to the allocation of interdepartmental charges and legacy fringe benefits for the first time in 2015. It did not have such expenditures budgeted in 2014 because it was a new department.

Expenditures in the **Office of Veterans' Services** decline by \$11,673 or 4 percent mainly due to the unfunding of one vacant position.

General Government

Expenses decrease in the **Election Commission** by \$302,064 or 30 percent from the 2014 Adopted Budget, largely due to the biannual election cycle that will have less activity in an odd year.

Expenditures are increased in the **Office of the County Clerk** by \$85,807 or 7 percent mainly due to increased legacy fringe benefit costs and interdepartmental charges as a result of staffing increases implemented in 2014.

Expenses in the **Office of the Register of Deeds** decrease by \$635,245 or 15 percent mainly due to the elimination of the Redaction program, as required by State Law. Funding for this program was appropriated at \$675,000 in 2014, which was entirely offset by surcharges on real estate document recordings; in addition one position is unfunded in 2015.

Administrative

Department of Administrative Services – General Fund Programs

General Fund divisions in the Department of Administrative Services are combined into a single agency in 2015. Expenditures in the General Fund operations in the Department of Administrative Services increase by \$9 million or 24 percent in 2015. This is primarily related to the creation of a new general fund section of the Information Management Services Division (IMSD). The 2015 budget shifts all expenditures for software maintenance agreements and licenses, and for software purchases into this program area from all operating departments. The total amount of expenditures shifted in from operating departments is \$6.9 million. Additionally, expenditures in the Facilities Management Division increase by \$1.3 million, mainly due to increased internal crosscharges. A new Business Office is created that shifts in one position from the internal service fund portion of IMSD.

Department of Administrative Services – Internal Service Funds

Expenses increase in the **DAS-Risk Management Division** by \$4 million or 54 percent primarily due to Workers' Compensation costs, especially for legacy cases that occurred in late 2013 and early 2014. Total workers' compensation costs, including medical and lost time liabilities, increase by \$2.6 million or

76 percent to nearly \$6 million in 2015. It is anticipated that the utilization of a third-party administrator for workers' compensation claims will provide more robust claims management and prevention that should significantly reduce these costs in future years. In addition, the County was notified in mid-2014 that its annual premium for property insurance would increase by \$1 million to \$1.6 million.

Expenditures in the **DAS-Information Management Services Division (DAS-IMSD)**, adjusted to account for the transfer of the radio program to the Department of Emergency Management, decrease by \$500,000 or 4 percent mainly due to reduced depreciation costs.

In the **Department of Human Resources**, expenditures are increased by \$627,880 or 10 percent mainly due to the transfer in of background investigation costs from the DAS-Risk Management division in the amount of \$250,000, additional training services, and cost-to-continue factors.

In the **Civil Service Commission and Personnel Review Board**, expenditures increase by \$116,728 or 41 percent mainly due to increased funding for outside legal services.

Expenditures increase in the **Office of the Corporation Counsel** by \$324,576 or 19 percent, mainly due to the full-year implementation of a new Principal Corporation Counsel position and associated operating costs of \$30,000 intended to handle open records requests; in addition abatements related to charges for service to other County departments are reduced to reflect actual allocations.

Courts & Judiciary

Expenditures in the **Combined Court Operations (Courts)** increase by \$1.8 million or 4 percent in 2015. The 2015 budget is largely a cost-to-continue budget, with increases in personal services based on largely unchanged staffing levels, and \$305,669 in operating costs based on recent experience.

Expenditures in the **Department of Child Support Services** are increased by \$914,398 or 5 percent, mainly based on cleaning up and eliminating 2014 expenditure abatements from charges to other departments for expenditures that are not reimbursed by federal child support program revenues.

In **Courts Pre-Trial Services**, expenditures are reduced by \$467,645 or 11 percent mainly due to the expiration of a federal grant that offsets expenses for the Milwaukee County Central Liaison Unit and an expansion of testing services in the Drug Treatment Court.

Public Safety

Expenditures are increased in the **Office of the District Attorney** by \$1 million or 6 percent. The increase is mainly due to the creation of four additional investigator positions, plus training and supply costs of approximately \$500,000, to create a new violent crimes investigation unit and to expand the Victim Witness program.

A new **Department of Emergency Management** is created in 2015, with expenditures of \$11 million. The new department includes four program areas shifted in from other departments: The Emergency Management and 911 Communications/Dispatch sections are shifted in from the Office of the Sheriff, the Emergency Medical Services (EMS) section is shifted in from the Department of Health and Human Services, and the Public Safety Radio section is shifted in from DAS-IMSD. Expenditures in these program areas largely represent cost-to-continue funding, other than a reduction of \$500,000 in the budget for EMS supplies due to past over-budgeting, and the creation of a new Director of Emergency Management.

Net of programs shifted to the new Department of Emergency Management, expenditures in the **Office of the Sheriff** increase by \$6.3 million or 8 percent, mainly due to cost-to-continue factors and the funding of 17 additional Deputy Sheriff Positions.

Expenditures in the **Office of the Medical Examiner** increase by \$251,896 or 5 percent, mainly as a result of cost-to-continue factors plus operating capital outlay of approximately \$55,000 to replace outdated equipment.

Transportation

Expenditures in the **Department of Transportation (DOT) Airport Division** decrease by \$5.3 million or 6 percent from 2014. This is largely due to an increase in debt service and depreciation costs based on the recent completion of several very large capital projects, including the In-line baggage claim.

Expenditures in the **DOT-Highway Maintenance Division** increase by \$1.4 million or 7 percent from 2014. This is mainly due to increased interdepartmental charges from the Fleet Division due to vehicle and equipment maintenance, debt service and depreciation.

In the **DOT-Fleet Management Division**, expenditures increase by \$1.2 million or 12 percent over 2014. The increase is mainly due to increased debt and depreciation charges, additional repair parts expenditures based on experience, and cost-to-continue for existing staff.

Expenditures in the **DOT-Transit Division** increase by \$8 million or 7 percent from 2014. The increase is mainly from the addition of two new Metro Express routes (27X and 10/30X) funded with Congestion Mitigation and Air Quality (CMAQ) funds, and other new service funded by the Zoo Interchange litigation agreement, plus the implementation of free rides for the elderly and disabled (reduced revenues are represented as increased expenditures due to the Transit system's accounting structure).

In the **DOT-Director's Office**, expenditures increase by \$182,303, mainly due to a correction in the interdepartmental charge to DOT divisions from the 2014 budget.

Health & Human Services

In the **Department of Health and Human Services (DHHS)**, expenditures increase by \$1.2 million or 1 percent from 2014 (this figure is restated to include the shift of the Community Access to Recovery Services Division and Emergency Medical Services from this Division). The increased expenditures are primarily related to the creation of a new Crisis Resource Center in the Disabilities Services Division.

In the **Milwaukee County Mental Health Board's Behavioral Health Division (BHD)**, expenditure changes include an \$800,000 increase for medical malpractice and building reserve funds, \$5 million increase related to patient care in Crisis Services and Acute Inpatient Units, and \$8.8 million increase to reflect that the Community Services Branch will now be processing provider claims to Medicaid. These increases are offset by a \$5.2 million decrease in Wraparound Milwaukee due to decreased enrollment, and \$11 million in reductions related to the closure of long-term care facilities. Overall expenditures are essentially unchanged at \$179.6 million.

Recreation & Culture

In the **Department of Parks, Recreation, and Culture**, expenditures increase by \$3.2 million, or 7 percent over 2014. The increase is mainly due to cost-to-continue factors for personnel and increased interdepartmental charges.

Expenditures at the **Zoo** increase by \$1.7 million or 7 percent over 2014, mainly due to increased capital outlay funding of \$475,607, internal service charges of \$574,065, and cost-to-continue factors for existing staff.

Contributions to the **County Fund for Performing Arts, the Marcus Center for the Performing Arts, the War Memorial, and the Milwaukee Art Museum**, are unchanged from their 2014 contribution amounts. The contribution to the **County Historical Society** increases by \$100,000 to \$306,167 for one-time capital improvements, the contribution to the **Villa Terrace/Charles Allis Art Museums** increases by \$18,000 for facility improvements, and the contribution to the Federated Library System decreases by \$100,000 because of the expiration of a one-time funding item included in 2014.

Debt Service

Expenses for corporate purpose Debt Service decrease by \$13.3 million or 21 percent. Principal payments decrease by \$13.9 million, or 18 percent, and interest payments decline by \$1.2 million, due

primarily to the expiration of debt that was re-financed to a longer term in 2003. These reductions are partially offset by reduced interest abatement from charging other departments for interest costs of \$1.8 million.

Non-Departmental Expenditures

The **Appropriation for Contingencies** is increased by \$927,617 in 2015. This includes an increase in the unallocated contingency account for emergencies of \$1,124,077 over 2014, which is funded primarily with one-time revenues as the result of Tax Incremental Financing district closures in the City of Milwaukee. This increase is offset by a reduction in funding in the Allocated Contingency of \$196,460. Allocated Contingency items include \$1.2 million to offset the possibility that major tenants at the County Grounds will refuse to pay fire protection charges, \$350,000 for DAS-Facilities Management for major maintenance in the dispatch facility in the Safety Building, \$781,120 for fringe benefit costs for staff at the Behavioral Health Division, and \$750,000 to assist departments in absorbing the new \$1.5 million aggregate deductible for property insurance claims.

Funding for the **Litigation Reserve** increases by \$195,001 or 56 percent due mainly to ongoing increases in the use of outside legal firms related to several significant legal issues.

Chart 1 – Total Expenditures by Functional Area:

County Budget Expenditure Comparison (Capital & Operating)					
TOTAL Operating & Capital Expenditures by Functional Area	2013 Actual	2014 Budget	2015 Budget	\$ Change from 2014 Budget	% Change from 2014 Budget
Legislative & Executive(b)	\$7,437,515	\$6,190,006	\$5,694,236	(\$495,770)	-8%
Administration(b)	\$113,741,397	\$99,992,200	\$112,362,230	\$12,370,030	12%
General Government	\$12,659,333	\$15,226,322	\$14,489,763	(\$736,559)	-5%
Courts & Judiciary	\$61,635,792	\$64,467,167	\$67,617,662	\$3,150,495	5%
Public Safety	\$169,997,888	\$168,019,381	\$181,284,464	\$13,265,083	8%
Transportation & Public Works	\$311,437,069	\$261,496,763	\$280,966,710	\$19,469,947	7%
Health & Human Services	\$569,847,781	\$573,291,907	\$570,104,110	(\$3,187,797)	-1%
Recreation & Culture	\$92,680,468	\$94,512,937	\$107,291,199	\$12,778,262	14%
Debt Service	\$290,412,793	\$63,793,941	\$50,522,841	(\$13,271,100)	-21%
Non-Departmental Revenues	\$0	\$0	\$0	\$0	0%
Non-Departmental Expenditures(a)	\$11,225,354	(\$40,040,011)	(\$52,604,196)	(\$12,564,185)	31%
TOTAL	\$1,641,075,390	\$1,306,950,613	\$1,337,729,019	\$30,778,406	2%
<i>(a) = The budgets for some Non-Departmental Expenditure organizations are technical in nature and do not have actual expenditures. These budgets include 1930 - Offset to Internal Service Charges and 1985 - Capital Outlay Depreciation Contra.</i>					
<i>(b) = 2013 actual expenditures for Legislative & Executive and Administration Functional Areas have been re-stated to account for the transfer of Community Business Development Partners to the Administration Functional Area as a division within the Department of Administrative Services</i>					

Chart 2 – Operating Budget Expenditures by Functional Area

Operating Budget Expenditure Comparison					
Functional Area	2012 Actual	2014 Budget	2015 Budget	\$ Change from 2014	% Change from 2014
Legislative & Executive(b)	\$7,437,515	\$6,190,006	\$5,694,236	(\$495,770)	-8%
Administration(b)	\$71,358,641	\$73,887,117	\$86,551,372	\$12,664,255	17%
General Government	\$12,659,333	\$15,226,322	\$14,489,763	(\$736,559)	-5%
Courts & Judiciary	\$61,635,792	\$64,467,167	\$67,617,662	\$3,150,495	5%
Public Safety	\$168,988,342	\$165,527,141	\$179,987,016	\$14,459,875	9%
Transportation & Public Works	\$220,119,134	\$228,331,299	\$244,554,486	\$16,223,187	7%
Health & Human Services	\$566,905,777	\$572,843,251	\$569,093,514	(\$3,749,737)	-1%
Recreation & Culture	\$74,670,190	\$76,690,161	\$81,720,565	\$5,030,404	7%
Debt Service	\$290,412,793	\$63,793,941	\$50,522,841	(\$13,271,100)	-21%
Non-Departmental Revenues	\$0	\$0	\$0	\$0	0%
Non-Departmental Expenditures (a)	\$11,225,354	(\$40,040,011)	(\$52,604,196)	(\$12,564,185)	31%
TOTAL	\$1,485,412,871	\$1,226,916,394	\$1,247,627,259	\$20,710,865	2%
<p>(a) = The budgets for some Non-Departmental Expenditure organizations are technical in nature and do not have actual expenditures. These budgets include 1930 - Offset to Internal Service Charges and 1985 - Capital Outlay Depreciation Contra.</p>					
<p>(b) = 2013 actual expenditures for Legislative & Executive and Administration Functional Areas have been re-stated to account for the transfer of Community Business Development Partners to the Administration Functional Area as a division within the Department of Administrative Services</p>					

Chart 3 – Capital Budget Expenditures by Functional Area

Capital Budget Expenditure Comparison					
Functional Area	2012 Actual	2014 Budget	2015 Budget	\$ Change from 2014	% Change from 2014
Legislative & Executive	\$0	\$0	\$0	\$0	0%
Administration	\$42,382,756	\$26,105,083	\$25,810,858	(\$294,225)	-1%
General Government	\$0	\$0	\$0	\$0	0%
Courts & Judiciary	\$0	\$0	\$0	\$0	0%
Public Safety	\$1,009,546	\$2,492,240	\$1,297,448	(\$1,194,792)	100%
Transportation & Public Works	\$91,317,935	\$33,165,464	\$36,412,224	\$3,246,760	10%
Health & Human Services	\$2,942,004	\$448,656	\$1,010,596	\$561,940	125%
Recreation & Culture	\$18,010,278	\$17,822,776	\$25,570,634	\$7,747,858	43%
Debt Service	\$0	\$0	\$0	\$0	0%
Non-Departmental Revenues	\$0	\$0	\$0	\$0	0%
Non-Departmental Expenditures	\$0	\$0	\$0	\$0	0%
TOTAL	\$155,662,519	\$80,034,219	\$90,101,760	\$10,067,541	13%
<i>(a) = The budgets for some Non-Departmental Expenditure organizations are technical in nature and do not have actual expenditures. These budgets include 1930 - Offset to Internal Service Charges and 1985 - Capital Outlay Depreciation Contra.</i>					
<i>(b) = 2013 actual expenditures for Legislative & Executive and Administration Functional Areas have been re-stated to account for the transfer of Community Business Development Partners to the Administration Functional Area as a division within the Department of Administrative Services</i>					

Please see the Capital Budget for additional detail about 2015 budgeted capital projects.

2015 Revenue Analysis

Overview

The 2015 revenue budget is \$1,337,729,019, an increase of \$30,778,406 or 2 percent from the 2014 Adopted Budget. The 2015 revenue budget includes \$1,247,627,259 for departmental and non-departmental operations and debt service, and \$90,101,760 for capital projects. In comparison with the 2014 Adopted Budget, operating budget revenues increase by \$20,710,865 or 2 percent, and capital budget revenues increase by \$10,067,541 or 13 percent.

Revenue Projection Methodology

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

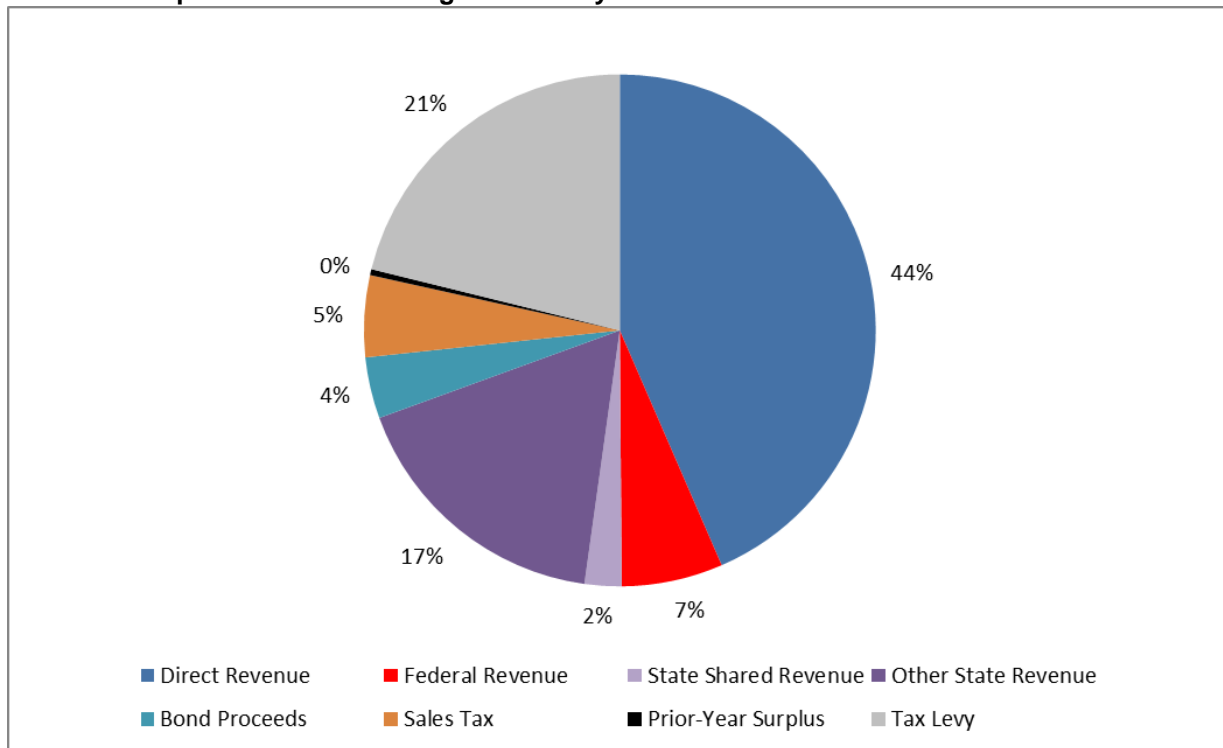
1. Informed and Expert Judgment (e.g., the advice of a department head).
2. Deterministic Technique (e.g., formula based).
3. Time Series Technique (e.g., trend analysis, rolling averages).
4. Estimates from external sources or appropriated in adopted legislation (e.g., State and Federal governments).

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

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

Forty-four percent of the County's \$1.3 billion revenue budget, or \$582 million, includes direct charges for services in 2015; this amount is re-stated in the tables at the end of the analysis to reflect a change in methodology for offsetting interdepartmental revenues to avoid double-counting. Property tax levy represents twenty-one percent of budgeted revenues at \$283 million. State Aids, including Basic Community Aids, Youth Aids, General Transportation Aids, Transit Aids, Airport funding, and other funding represent 17 percent of total revenues, or \$230.6 million; State Shared Revenue is budgeted at \$31.2 million and represents an additional two percent of total revenues, for a combined share of 19 percent from the State of Wisconsin. Federal revenues are seven percent of the total, and sales tax represents five percent. The remaining four percent, totaling \$56.7 million, includes indirect revenues, bond proceeds, and prior-year surplus (see chart next page).

Table 1 – Composition of 2014 Budgeted Countywide Revenues



2015 Revenue Highlights by Category

Direct Revenues, not including sales tax, bond proceeds, or prior-year surplus, increase by \$4.6 million or 1 percent in 2015. Significant changes to Direct Revenues include:

- The use of the Debt Service Reserve Fund to offset sales tax and property tax levy costs for debt service is decreased by \$5.8 million in 2015. Of the County’s \$22 million surplus in 2013, \$17 million was deposited into the Debt Service Reserve fund. This fund may be used, per State Law, for debt service costs, cash financing capital projects, providing cash financing for the refinancing of outstanding debt, or emergencies. The decrease in the use of the Debt Service Reserve Fund is designed to build up cash reserves to continue to improve the County’s overall fiscal situation and to help improve debt ratings. The decrease is mostly attributable to a significant decrease in debt service costs.

This results a balance in the Debt Service Reserve of approximately \$13 million upon completion of the 2015 budget process, above the County’s stated goal of maintaining a balance of at least \$10 million in the fund (see the Financial Policies section for additional detail).

- Revenue primarily from Patient Services at inpatient nursing homes in the Behavioral Health Division is reduced by \$4.4 million due to the transition away from institutionalized care and towards a community-based system.
- Total direct revenues increase at the airport by \$5.4 million, including landing and terminal space rental fees that are increased by \$1.4 million, and parking fees increase by \$1.6 million. The increase is mainly to offset increasing depreciation and debt service costs.

- Total direct revenues in the Department of Parks, Recreation and Culture are increased by \$459,756 or 3 percent due to new concession opportunities and various fee increases.
- Revenues at the zoo decline by \$580,940 million or 3 percent primarily due to correcting budget figures that were over-estimated based on recent actual collections.
- Revenues in the Register of Deeds are reduced by \$878,974 million or 18 percent. This is primarily due to the expiration, per State law, of a real estate document recording fee that was utilized for redaction of personal information from older documents. This fee was budgeted at \$695,439 in 2014. Due to weakening of the real estate and mortgage refinancing markets, general recording fees also decrease by \$480,000 or 23 percent.
- Revenue from traffic tickets and fines in the Office of the Sheriff declines by \$1 million, and commissions on executions and civil process service fees decline by a total of \$536,000.
- Other Miscellaneous Revenues increase by \$1.4 million or 15 percent to \$10.7 million, mainly due to the anticipated closure of a Tax Incremental Financing (TIF) district in the City of Wauwatosa, for which \$1.6 million is anticipated. This funding is directly related to increase cash financing in the capital budget of \$1.3 million and operating capital expenditures of \$313,000. Two TIF district closures in the City of Milwaukee are budgeted at \$480,000, which is utilized to increase the Appropriation for Contingencies.

Sales Tax revenue is increased countywide by \$2.5 million in 2015, from \$66.5 million to \$69 million, due to rising collections in 2014.

In the operating budget, sales tax revenue increases by \$2.5 million, from \$57.1 million to \$59.6 million, while \$9.3 million is provided for capital projects, a decrease of \$110,756.

State and Federal Revenues increase by a total of \$5.8 million or 2 percent in 2015. Significant changes include:

- State Shared Revenue increases by \$83,342 or less than one percent based on updated estimates from the State Department of Revenue, mainly related to utility payments.
- At the Behavioral Health Division, reductions include \$4.4 million reduced revenue due to long-term care facility closures, \$1.5 million made to Wisconsin Medicaid Cost Reporting and State Plan Amendment revenues, and \$4.9 million due to a projected reduction of youth enrollment in Wraparound Milwaukee. These are offset by \$8.8 million increased revenue to reflect that the Community Service Branch will process provider claims to Medicaid and \$4.4 million increased revenue in Crisis Services and Acute Inpatient Units.
- In the Department of Health and Human Services, changes include \$770,000 increased revenue related to Medicaid and State revenue to support the new Crisis Resource Center and \$400,000 increase in Wisconsin Medicaid Cost Reporting revenue.
- In the Department of Transportation (DOT)-Transit Division, state revenues are increased by \$4.7 million based on the Urban Mass Transit Operating Assistance Program and the settlement from the Zoo Interchange litigation.
- In the DOT-Highways Division, reimbursement for State highway maintenance is increased by \$1.3 million based on the expected 2015 maintenance agreement between the State of Wisconsin and Milwaukee County (to be released in November 2014). General Transportation Aids are essentially unchanged from the 2014 Adopted Budget level of \$3.6 million based on the 2013-2015 State Biennial Budget.

- Revenue paid by the federal government for the housing of prisoners at the Milwaukee County Jail is reduced by \$251,105 due to a reduction in the number of prisoners housed at the facility.
- Based on the 2013-2015 Wisconsin State Budget, General Purpose support for Child Support Services is increased by \$687,053, or 31 percent. However, the State Department of Children and Families has issued a draft formula for the distribution of these funds that would eliminate this increase. As a result, \$324,000 is budgeted in an allocated contingency account within the Appropriation for Contingencies to account for this possibility so that expanded service is not put in jeopardy. Federal match revenue for Child Support Services is increased by approximately \$654,400 in 2015.
- Computer exemption revenue increases by \$385,174 based on updated information provided by the State Department of Revenue.

Indirect Revenues, which are charged by County departments to other departments for services, are increased by an adjusted amount of \$9.4 million in 2015. The large increase is primarily related to increased employee and retiree fringe benefit costs of \$1.7 million, and to the centralization of information technology purchases, which results in charges for software purchases and maintenance agreements of \$5 million. Charges for Risk Management Services, especially workers' compensation costs and premiums for property insurance increase by \$4.4 million. Offsetting these increases are reduced charges for space to County departments by the Facilities Management Division of the Department of Administrative Services of approximately \$1.2 million related to the closure of City Campus and other cost reduction measures; as well as several reductions in other areas. Note that these revenues are "zeroed out" to avoid double-counting on a countywide basis in the tables below.

County Budget Revenue Comparison (Capital & Operating)

SOURCE	2013 Actual	2014 Budget	2015 Budget	\$ Change from 2014 Budget	% Change from 2014 Budget
Direct Revenue	\$646,372,186	\$577,043,843	\$581,629,437	\$4,585,594	1%
Federal Revenue	\$113,441,485	\$83,847,112	\$85,629,891	\$1,782,779	2%
State Shared Revenue	\$31,118,751	\$31,080,305	\$31,163,647	\$83,342	0%
Other State Revenue	\$241,316,908	\$226,689,320	\$230,616,254	\$3,926,934	2%
Bond Proceeds	\$278,280,268	\$37,476,557	\$51,734,665	\$14,258,108	38%
Sales Tax	\$65,487,981	\$66,492,280	\$68,970,000	\$2,477,720	4%
Prior-Year Surplus	\$5,000,000	\$5,000,000	\$5,000,000	\$0	0%
Indirect Revenue	\$59,347,933	\$0	\$0	\$0	0%
Tax Levy	\$279,321,196	\$279,321,196	\$282,985,125	\$3,663,929	1%
TOTAL	\$1,719,686,708	\$1,306,950,613	\$1,337,729,019	\$30,778,406	2%

Operating Budget Revenue Comparison

SOURCE	2013 Actual	2014 Budget	2015 Budget	\$ Change from 2014 Budget	% Change from 2014 Budget
Direct Revenue	\$593,408,729	\$568,508,668	\$576,856,073	\$8,347,405	1%
Federal Revenue	\$60,514,204	\$62,691,320	\$63,059,779	\$368,459	1%
State Shared Revenue	\$31,118,751	\$31,080,305	\$31,163,647	\$83,342	0%
Other State Revenue	\$225,881,064	\$223,762,319	\$229,394,404	\$5,632,085	3%
Bond Proceeds(b)	\$238,577,518	\$10,000	\$0	(\$10,000)	-100%
Sales Tax	\$60,086,228	\$57,055,255	\$59,643,731	\$2,588,476	5%
Prior-Year Surplus(a)	\$5,000,000	\$5,000,000	\$5,000,000	\$0	0%
Indirect Revenue	\$59,347,933	\$0	\$0	\$0	#DIV/0!
Tax Levy(a)	\$276,710,470	\$278,808,526	\$282,509,625	\$3,701,099	1%
TOTAL	\$1,550,644,897	\$1,226,916,393	\$1,247,627,259	\$20,710,866	2%

(a) = Reflects Budgeted Figures in 2013 Actuals

(b) = Mainly reflects proceeds from refunding of bonds which are booked in Agency 9960-Debt Service

Capital Budget Revenue Comparison

SOURCE	2013 Actual	2014 Budget	2015 Budget	\$ Change from 2014 Budget	% Change from 2014 Budget
Direct Revenue	\$52,963,457	\$8,535,175	\$4,773,364	(\$3,761,811)	-44%
Federal Revenue	\$52,927,281	\$21,155,792	\$22,570,112	\$1,414,320	7%
State Shared Revenue	\$0	\$0	\$0	\$0	#DIV/0!
Other State Revenue	\$15,435,844	\$2,927,001	\$1,221,850	(\$1,705,151)	-58%
Bond Proceeds(b)	\$39,702,750	\$37,466,557	\$51,734,665	\$14,268,108	38%
Sales Tax	\$5,401,753	\$9,437,025	\$9,326,269	(\$110,756)	-1%
Prior-Year Surplus	\$0	\$0	\$0	\$0	#DIV/0!
Indirect Revenue	\$0	\$0	\$0	\$0	#DIV/0!
Tax Levy(a)	\$2,610,726	\$512,670	\$475,500	(\$37,170)	-7%
TOTAL	\$169,041,811	\$80,034,220	\$90,101,760	\$10,067,540	13%

(a) = Reflects Budgeted Figures in 2013 Actuals

COMPARISON OF FUNDED FULL-TIME POSITION EQUIVALENTS

By Functional Area

Org.	Description	2011	2012	2013	2014	2015	2015/2014 CHANGE
LEGISLATIVE AND EXECUTIVE							
1000	^{12, 14} County Board	58.5	56.9	56.4	31.0	31.0	0.0
1001	¹ County Board- Audit Department	16.0	16.0	0.0	0.0	0.0	0.0
1011	County Executive-General Office	9.0	9.5	9.5	9.0	9.0	0.0
1020	¹² County Executive-Intergovernmental Relations	0.0	0.0	0.0	3.0	2.0	(1.0)
1021	County Executive-Veterans Service	6.0	6.0	5.5	5.5	5.0	(0.5)
TOTAL LEGISLATIVE AND EXECUTIVE #		89.5	88.4	71.4	48.5	47.0	(1.5)
STAFF							
1040	¹⁵ DAS-Office of Community Development Partners	6.0	6.0	7.7	8.0	0.0	(8.0)
1110	¹⁴ Civil Service Commission	5.0	5.0	5.0	5.0	0.0	(5.0)
1120	¹⁴ Personnel Review Board	7.3	7.3	7.3	7.2	12.2	5.0
1905	Ethics Board	0.8	0.8	0.8	0.8	0.8	0.0
1130	Corporation Counsel	19.7	18.8	19.0	19.0	20.0	1.0
1135	² Dept. of Labor Relations	2.8	3.5	3.0	0.0	0.0	0.0
1019	¹⁵ Dept. of Admin. Services- Office for Persons with Disabilities	4.1	4.1	4.1	4.1	0.0	(4.1)
1140	³ Dept. of Human Resources	0.0	50.6	55.8	54.9	55.2	0.3
1140	³ Dept. of Admin. Services-Human Resources	14.2	0.0	0.0	0.0	0.0	0.0
1188	³ Dept. of Admin. Services-Employee Benefits	23.0	0.0	0.0	0.0	0.0	0.0
5700	^{4,6,15} Dept. of Admin. Services-Facilities Management	0.0	154.5	163.9	176.7	0.0	(176.7)
1150	Dept. of Admin. Services- Risk Management	5.1	5.0	7.0	5.0	5.0	0.0
1151	^{1, 15} Dept. of Admin. Services- Fiscal Affairs	42.7	44.1	13.2	11.5	0.0	(11.5)
1151	^{15,16, 17} Department of Administrative Services - General Fund	0.0	0.0	0.0	0.0	169.6	169.6
1152	¹⁵ Dept. of Admin. Services- Procurement	5.5	7.5	7.5	6.7	0.0	(6.7)
1160	¹³ Dept. of Admin. Services- Information Management Services	61.3	58.0	58.9	53.0	45.0	(8.0)
1192	^{9, 15} Dept. of Admin. Services-Economic Development	0.0	9.0	8.0	8.0	0.0	(8.0)
TOTAL STAFF #		197.3	374.1	360.9	359.9	307.8	(52.1)
COURTS AND JUDICIARY							
2000	Combined Court Related Operations	284.9	285.8	284.2	288.8	289.2	0.4
2430	Department of Child Support Services	150.5	137.8	140.7	150.5	148.8	(1.7)
2900	Courts-Pre Trial Services	0.0	1.0	1.0	1.0	1.0	0.0
TOTAL COURTS AND JUDICIARY #		435.4	424.6	425.9	440.3	439.0	(1.3)
GENERAL GOVERNMENTAL SERVICES							
3010	¹⁸ Election Commission	6.5	7.4	6.7	6.5	0.0	(6.5)
3090	County Treasurer	8.5	8.5	7.5	7.5	7.5	0.0
3270	^{12, 18} County Clerk	7.1	7.0	7.0	12.0	20.1	8.1
3400	Register of Deeds	35.7	34.9	32.9	31.9	30.0	(1.9)
3700	^{1,12} Office of the Comptroller	0.0	0.0	43.0	57.0	58.7	1.7
TOTAL GENERAL GOVERNMENTAL SERVICES #		57.8	57.8	97.1	114.9	116.3	1.4
PUBLIC SAFETY							
4000	^{5,13,16} Office of the Sheriff	1,385.9	1,265.9	777.3	744.1	769.8	25.7
4300	^{5, 17} House of Correction	0.0	0.0	359.4	452.2	386.6	(65.6)
4500	¹⁰ District Attorney	155.1	148.2	150.0	158.6	160.9	2.3
4800	^{11,13} Emergency Management	0.0	0.0	0.0	0.0	66.2	66.2
4900	Medical Examiner	27.5	27.6	28.3	28.2	28.8	0.6
TOTAL PUBLIC SAFETY #		1,568.5	1,441.6	1,315.0	1,383.1	1,412.3	29.2
TRANSPORTATION AND PUBLIC WORKS ⁶							
5040	Airport	271.7	0.0	0.0	0.0	0.0	0.0
5070	Transportation Services	14.5	0.0	0.0	0.0	0.0	0.0
5080	⁴ Architectural, Engineering and Environmental Services	35.2	0.0	0.0	0.0	0.0	0.0
5100	⁷ Highway Maintenance	125.1	0.0	0.0	0.0	0.0	0.0
5300	⁸ Fleet Management	34.6	0.0	0.0	0.0	0.0	0.0
5700	⁴ Facilities Management	85.0	0.0	0.0	0.0	0.0	0.0
5800	⁹ Director's Office	13.2	0.0	0.0	0.0	0.0	0.0
TOTAL TRANSPORTATION AND PUBLIC WORKS #		579.3	0.0	0.0	0.0	0.0	0.0

<u>Org.</u>	<u>Description</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2015/2014</u> <u>CHANGE</u>
DEPARTMENT OF TRANSPORTATION ⁶							
5040	Airport	0.0	290.5	289.1	288.3	284.3	(4.0)
5100 ⁷	Highway Maintenance	0.0	128.1	136.6	135.3	138.4	3.1
5300 ⁸	Fleet Management	0.0	35.0	34.1	34.1	35.1	1.0
5800 ⁹	Director's Office	0.0	7.0	7.0	6.0	7.0	1.0
TOTAL TRANSPORTATION #		0.0	460.5	466.8	463.7	464.8	1.1
HEALTH AND HUMAN SERVICES							
6300 ¹¹	DHHS-Behavioral Health Division	843.7	837.4	801.0	577.1	607.1	30.0
7900	Department on Aging	77.0	77.2	73.0	76.0	75.7	(0.3)
7990	Department of Family Care	79.1	64.4	64.6	72.2	73.2	1.0
8000 ^{11, 17}	Department of Health and Human Services	663.1	313.8	314.6	448.8	293.1	(155.7)
TOTAL HEALTH AND HUMAN SERVICES #		1,662.9	1,292.8	1,253.2	1,174.1	1,049.1	(125.0)
PARKS, RECREATION AND CULTURE							
9000	Parks Division	487.2	458.2	391.1	363.6	371.3	7.7
9500	Zoological Department	257.5	254.3	254.7	252.7	254.4	1.7
9910	University Extension	0.8	0.8	0.8	0.8	0.8	0.0
TOTAL RECREATION AND CULTURE #		745.5	713.3	646.5	617.1	626.5	9.4
TOTAL - ALL OPERATING DEPARTMENTS #		5,336.2	4,853.1	4,636.7	4,601.6	4,461.6	(140.0)

¹ In 2013, the Office of the Comptroller was created as its own department. Positions in this department were previously budgeted in the County Board-Department of Audit and in the Central Accounting section of DAS-Fiscal Affairs.

² Prior to the 2010 Budget, Labor Relations was a division of the Department of Administrative Services. The 2010 Budget created the Department of Labor Relations. In 2014, the Department of Labor Relations is merged into the Department of Human Resources

³ The 2012 Budget created the Department of Human Resources and includes the former divisions of DAS - Employee Benefits and DAS - Human Resources. In addition, in 2010 within the DAS - Human Resources Division, 14.0 FTE Human Resource field staff were transferred to their respective Departments; the 2012 Budget reversed this initiative and transfers them back to the Department of Human Resources.

⁴ The 2012 Budget created the Department of Administrative Services - Facilities Management Division. This includes the former Department of Transportation and Public Works (DTPW) divisions of Facilities Maintenance and Architectural and Engineering. The MCAMLIS Section of the former DTPW division of Architecture and Engineering was transferred to the DAS division of Economic Development as part of the 2012 Budget.

⁵ In 2009, the Sheriff's Office took responsibility for the House of Corrections. The reorganization was first reflected in the 2010 Budget. The 2013 Budget re-created the House of Corrections as a separate entity.

⁶ The 2012 Budget reorganized all of the former divisions of DTPW into either the Department of Transportation or the Department of Administrative Services.

⁷ The 2012 Budget created the Department of Transportation and reorganizes the former DTPW division of Transportation Services and Highway Maintenance into a new Division of Highways.

⁸ The 2012 Budget created the Department of Transportation and includes the former DTPW division of Fleet Management.

⁹ The 2012 Budget created the Department of Transportation and includes the former DTPW division of Director's Office except for Real Estate Services and Economic Development, which are transferred to the DAS-Economic Development Division.

¹⁰ FTE Counts in the Office of the District Attorney include Deputy District Attorneys and Senior Assistant District Attorneys who are State Employees but who chose to retain County benefits in the 1990s. These positions are not reflected in the FTE Count in the Departmental Budget Narrative. In 2013 there was seven total positions and in 2014 there will be six total positions.

¹¹ The 2014 Budget shifted the Community Services Branch, Alcohol and Other Drug Abuse (AODA) program, Wraparound (now collectively known as Behavioral Health Community Services), and Emergency Medical Services (EMS) from the DHHS-Behavioral Health Division to the Department of Health and Human Services. The 2015 Budget shifted these programs back to the Behavioral Health Division, with the exception of EMS which was shifted to the new Department of Emergency Preparedness.

¹² The 2014 Budget contains several position changes related to 2013 Wisconsin Act 14. Two intergovernmental relations positions were shifted out of the Office of the County Board and into the Office of the County Executive. The 2014 Budget creates the County Executive-Office of Intergovernmental Relations (Org 1020), which contains 3.0 FTE positions. Additionally in 2013, 4.0 FTE committee clerk and 1.0 FTE support positions were shifted out of the Office of the County Board and into the Office of the County Clerk, and another 4.0 FTE positions were created in the Office of the Comptroller for research services.

¹³ The 2015 Budget creates the Department of Emergency Preparedness, which includes positions shifted out of the Office of the Sheriff, the Department of Health & Human Services (see footnote 11), and the Information Management Services Division of the Department of Administrative Services.

¹⁴ The 2015 Budget merges the Civil Service Commission and Personnel Review Board into a single agency.

¹⁵ The 2015 Budget merges the General Fund divisions (Persons with Disabilities, Community Business Development Partners, Facilities Management, Economic Development, Procurement, and Fiscal Affairs) of the Department of Administrative Services into a single agency.

¹⁶ The 2015 Budget transfers the Courthouse Security function from the Department of Administrative Services to the Office of the Sheriff

¹⁷ Four positions, including 1.0 FTE in the General Fund portion of DAS, 2.0 FTE in the House of Correction, and 1.0 FTE in the Department of Health and Human Services were restored through a sustained veto and are not included in the figures shown here. The impacted departments will seek funding for these departments from the Transit Division of the Department of Transportation in early 2015.

¹⁸ The 2015 Adopted Budget merged the Election Commission and the Office of the County Clerk into one departmental unit due to a change in State Statute.

¹⁹ The 2015 Adopted Budget includes (1.2) FTE related to vacancy and turnover savings in a non-departmental unit that are not reflected in the departmental totals above, but which are included in the County-wide total.

The 2015 Budget includes all reclassification and reallocation actions recommended by the Department of Human Resources up to and including the July 2014 committee cycle. The position reclassifications recommended by HR that were rejected by the County Board shall remain rejected until the Board takes affirmative action to approve the position actions. All newly created positions have been reviewed by the Department of Human Resources and are created at the budgeted pay grades and title codes.

Note that the FTE totals above include Overtime, Special Premium, Salary Adjustment, Shift Differential, and Vacancy and Turnover Adjustments

Grant-Funded Sunset Positions

Per the adopted County Financial Policies, the following positions are funded by grants, and therefore are anticipated to sunset (be abolished) on the effective date listed, unless the department identifies other non-tax levy resources to fund the position.

Department	Position	Grant Source	County File No.	Est. Sunset Date
Health & Human Services	Human Services Program Analyst	Various WRAP Sources	13-942	September 30, 2015
Health & Human Services	Program Evaluator	Healthier Wisconsin Partnership Program Grant	14-71	December 31, 2015
Aging	Dementia Care Specialist	State of Wisconsin Dept. of Health Services Aging/Disabilities Resource Center Contract	14-505	December 31, 2015

The 2015 adopted County Financial Policies also require the Office of Performance, Strategy & Budget to develop grant acceptance and management procedures that include the creation of Limited Term Employees that are not benefit eligible. In future years these positions will also be listed in this table.



Budget Policies & Structure

- **Budget Process & Calendar**
- **Financial Management Policies**
- **Basis of Budgeting**
- **Fund Balance Policy**
- **Fund Descriptions**
- **Budgeted Funds**
 - **Functional Area by Fund Type**
 - **Department by Fund**

Budget Process & Calendar

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

THE BUDGET PROCESS

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

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

Annual Budget Process:

<p>March through May</p>	<p>DAS-PSB develops budget assumptions for the upcoming fiscal year. Tax levy targets are submitted to the operating departments. Budget instructions and forms are submitted to department administrators. The County Executive also holds listening sessions to solicit input from the public.</p>
<p>Early May</p>	<p>Capital Budget requests are submitted by County agencies to the Department of Administrative Services-Facilities Management Division.</p>
<p>No later than July 15</p>	<p>Operating Budget requests and revenue estimates are submitted by County agencies to DAS-PSB.</p>
<p>June/July</p>	<p>Department Administrators present the programmatic impacts of their budgetary requests. The Department of Administrative Services and the County Executive review agency budget submittals.</p>
<p>August 15th</p>	<p>Per State Statute, DAS-PSB submits to the County Board a summary of requested budgets.</p>
<p>No Later than October 1</p>	<p>County Executive presents to the County Board the Executive Budget for the subsequent year. This is then referred to the Board's Finance, Personnel and Audit Committee for review and recommendation.</p>
<p>October 1 - to 1st Week in November</p>	<p>Finance, Personnel and Audit Committee reviews the County Executive Budget.</p>
<p>November - Not later than First Monday in the Month</p>	<p>County Board public hearing on Budget, inviting members of general public to comment on the Executive Budget and Finance, Personnel and Audit Committee changes to date.</p>
<p>Monday after First Thursday in November</p>	<p>County Board annual meeting and the adoption of the Budget and tax levies. During this meeting, the County Board acts on the amendments and recommendations submitted by the Finance, Personnel and Audit Committee relative to the County Executive's Budget as well as amendments submitted by individual County Board members.</p>
<p>January 1 of the Following Year</p>	<p>Departments translate Budget to public services.</p>

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

Operating Budget - Revenue Policy

The County relies on the property tax and has implemented the local option sales tax to fund state and local programs and services. Property taxes account for about 21 percent of total revenues. The local option sales tax provides approximately 5 percent of total revenues. State Statutes also allow for collection of a local motor vehicle registration fee. Milwaukee County has not implemented this option.

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

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

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

County staff are required to follow good billing and recording practices, and to engage in aggressive collections of outstanding debts. All such outstanding debts will be forwarded to the County's collections program as soon as possible.

The County maximizes its return on investment consistent with its investment policy as required by County Ordinance 15.215; however, the County will also follow all Internal Revenue Service policies with regards to the investment of bond proceeds. Investment income is used to reduce reliance on the property tax levy and fund capital projects. Investment return is limited due to emphasis on the safety of the principal, rather than the return on investments, and its investments reflect that policy, which is also required by State Statute. Deposits with financial institutions should either be covered by Federal depository insurance and State governmental insurance, subject to availability of funds in the State's Deposit Guarantee Fund or collateralized with government securities held in a separate financial institution in the County's name. The County's investment policy states that all securities shall be properly designated as an asset of Milwaukee County and held in safekeeping by a third-party custodial bank or other third-party custodial institution, chartered by the United States Government or the State of Wisconsin and no withdrawal of such securities, in whole or in part, shall be made from safekeeping except by the County Treasurer or a designee.

Due to strict limits placed on the County by the State regarding use of surplus funds and fund balances, one-time revenues and fund balances shall not be used to fund ongoing operating expenses, other than reducing taxpayer costs for debt service.

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

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

Sales and Use Tax revenues shall be applied toward county expenditures as follows:

- a. Pay general obligation debt service costs;
- b. Cash finance capital improvement projects;
- c. Pre-pay outstanding bonds;
- d. Pre-fund employee benefit costs or fund unanticipated or extraordinary annual increases in such costs; or
- e. Supplement the Appropriation for Contingencies

Operating Budget – Expenditure Policy

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

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

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

Land Sales & Other One-Time Revenues

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

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

1. Land sale revenue accounts for the sale of County land approved by the County Board. As in previous years, \$400,000 is budgeted in Real Estate Services to cover its operating expenditures.

This represents the first \$400,000 of unallocated land sales and is historically realized through the sale of foreclosed properties and other miscellaneous land.

2. If the revenue is from a county asset that is being sold and the asset has outstanding debt, the County will use the proceeds to defease the outstanding debt and pay all associated costs of defeasance.
3. If the Office of the Comptroller is projecting a countywide deficit at the time funds are received, the Office of Performance, Strategy and Budget may recommend that all or part of the proceeds be deposited into the Appropriation for Contingencies.
4. The remaining balance shall be utilized as follows:
 - a. Twenty-five percent (25%) shall be made available for economic development projects funded through the Economic Development Fund consistent with File Number 11-601.
 - b. Twenty-five percent (25%) shall be made available to departments on a competitive basis via the Milwaukee County Innovation Fund. The Innovation Fund shall be managed and allocations distributed using the process established in File Number 13-756. Departments that receive funds shall issue an informational report to the County Executive and the relevant policy oversight committee no more than six months after funding is made available.
 - c. Fifty percent (50%) shall be deposited into the Appropriation for Contingencies.

Grants

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

Operating Budget Forecast

The Office of the Comptroller will develop and annually update a five-year financial forecasting system, which will include projections of revenues, expenditures, future costs of current budget decisions and costs, and debt service.

Debt Management and Capital Finance

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

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

- Net present value savings for proposed refundings should total a minimum of 3 percent to 5 percent of refunded capital.

Unrestricted Fund Balance Policy

Unlike most other local governments in Wisconsin and across the Country, Milwaukee County's ability to retain unrestricted fund balance is extremely limited. Wisconsin 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 2013 must be budgeted as revenue in the 2015 budget. There are two alternatives to this requirement:

The County may, under State Statute 59.60(5)(g), place surplus funds in a "sinking fund" for the "redemption or repurchase of bonds", or for emergency needs. This sinking fund is referred to as the Debt Service Reserve Fund in Milwaukee County. In 2014, the County passed a resolution that split the 2013 surplus so that \$5 million would be applied to the 2015 budget, and the remainder deposited into the Debt Service Reserve Fund.

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

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

Debt Service Reserve

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

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

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

Risk Management

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

Information Technology

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

Budget Documents

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

The Operating Budget includes five major sections:

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

The Capital Budget includes project-by-project detail and five-year planning goals, objectives, and funding requirements. Beginning with the 2015 Capital Budget, the Office of Performance, Strategy & Budget will develop a new Capital Budget narrative that includes many of the same elements as are found in the Operating Budget.

Effective in 2015, bound paper copies of the Budget Documents will no longer be produced and the documents will be displayed on the County's website. In order to reduce energy consumption, resources and paper waste, all other interested parties should download and print the budget documents from the County website or may request a copy on CD format from the Office of Performance, Strategy & Budget.

Performance Management and Budgeting

The County's Strategic Outcomes are the components of the Mission Statement, as defined above: High-Quality, Responsive Services; enhancement of Self-Sufficiency, enhancement of Personal Safety,

enhancement of Economic Opportunity, and enhancement of Quality of Life. Based on these strategic outcomes, all Departments and Offices will:

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

Property Tax Levy Increase Limits

Enrolled 2013 Wisconsin Act 20 (2013-2015 State Budget) imposed new local tax levy increase limits for the 2012 and 2013 budgets. The law allows a County to increase its total property tax levy for the 2014 or 2015 Budgets by the percentage change in the County growth in equalized value due to net new construction between the previous year and the current year. The tax levy cap includes the following exemptions:

- the Federated Library system tax levy;
- debt service tax levy (including any debt that was refinanced or refunded);
- bridge and culvert repair aids to towns paid with County tax levy;
- an exemption provision to allow for payments of consolidated (shared) services and emergency management services (Milwaukee County utilized approximately \$3 million of this exemption, or one-half of the available amount, in the 2013 Adopted Budget);
- Unused tax levy authority up to a maximum of 1.5% of the prior year levy could be carried forward by a super majority vote of the County Board. If Milwaukee County were to use this 1.5% prior year levy, the County would be required to reduce tax levy by an amount equal to the change in pre-2005 debt. This would require a levy reduction of approximately \$20 million in 2015, as noted by the Office in the Comptroller's September 18, 2013 memo. Milwaukee County **will not** utilize this option.

Property Tax Levy Rate Limit

The 2013-15 State Budget effectively eliminated levy rate limits.

Basis of Budgeting

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

Governmental Funds

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

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

General Fund

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

Debt Service Fund

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

Capital Projects Fund

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

Proprietary Funds

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

Enterprise Funds

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

Internal Service Funds

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

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 2012 must be budgeted as revenue in the 2014 budget. There are two alternatives to this requirement:

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

Due to these statutory restrictions, the County is not able to develop an unrestricted fund balance, and therefore the County has no need to implement an unrestricted fund balance policy. The County is adopting, effective with the 2014 budget, a number of financial policies that govern the use of unanticipated revenues and funds in the Debt Service Reserve Fund. Please see the “Financial Policies” section for further detail.

Fund Descriptions

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

General Fund (Fund 0001)

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

Family Care (Fund 002)

This fund accounts for costs and revenues of the Department of Family Care, which operates the State Family Care program. This department coordinates all long-term care services, including home and community based services and institutional services for eligible elders and the disabled who require publicly-funded long-term care services.

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.

Central Services (Fund 0031)

This fund formerly accounted for operation, maintenance, and security of county-owned facilities that are under the management of the Department of Administrative Services-Facilities Management Division including the Courthouse, Jail, Safety Building, City Campus, Vel Phillips Juvenile Justice Center, and Coggs Building. This fund is essentially eliminated in 2015 as the Facilities Management Division is transferred to the General Fund in 2015.

Behavioral Health Division (Fund 0077)

This fund is used to account for the costs associated with the mental health research, patient activities and special events, and compensated absence payouts for BHD retirees.

Expendable Trust Funds (Various)

A number of expendable trust funds exist in several departments to account for and report the proceeds of specific revenue sources that are committed to expenditures for specified purposes. These funds exist for the Zoo, Department of Parks, Recreation and Culture, Office for Persons with Disabilities, Behavioral Health Division, Fleet Maintenance, Facilities Management, Airport (used for the collection of Passenger Facility Charge Revenues), and Risk Management. The Budget includes budgeted appropriations in the Zoo, Office for Persons with Disabilities, and Behavioral Health Division expendable trust funds. See the narratives for these departments for additional details.

Debt Service Fund (Fund 0016)

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

Capital Project Funds (Various)

These funds, which are separated by functional area, 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, where 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 be 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.

Internal Service Funds (Various)

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

IMSD (Fund 0026)

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

Water Utility (Fund 0029)

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

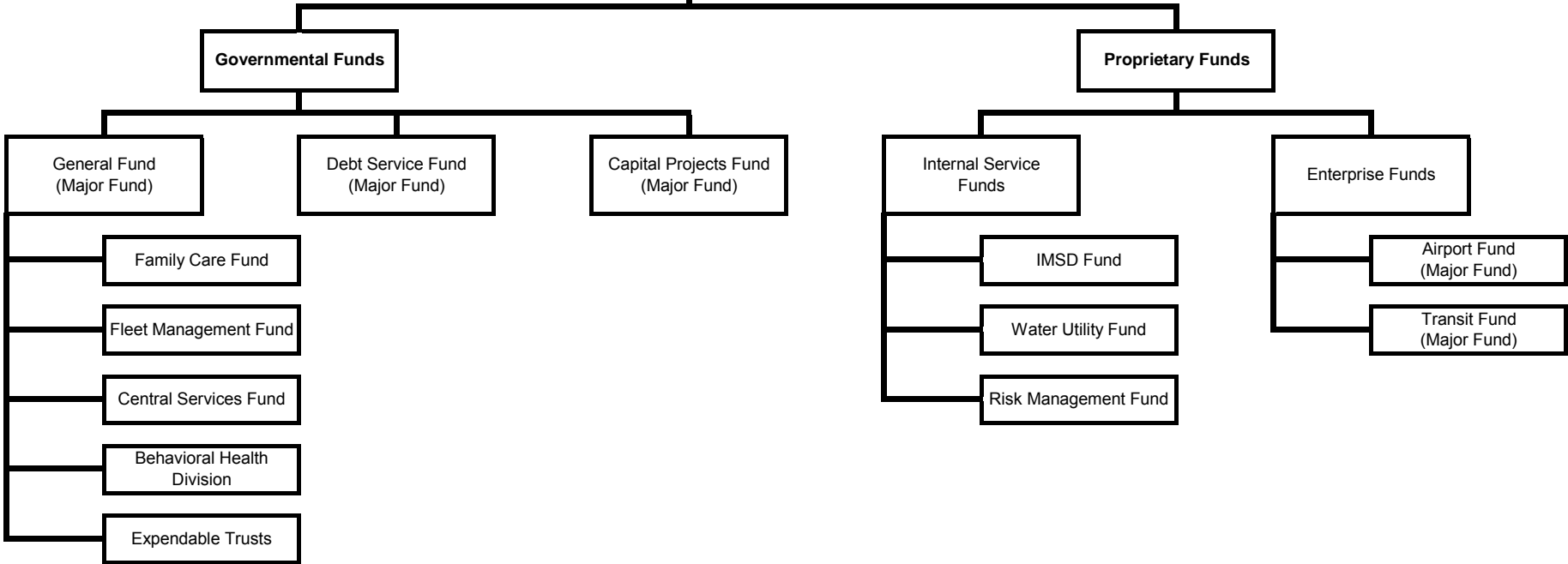
Risk Management (Fund 0040)

This fund accounts for risk financing, loss control and insurance-related activities for the County and its employees.

2015 Functional Area Summary by Fund Type

REVENUES	GENERAL FUND(a)	ENTERPRISE	INTERNAL SERVICE	DEBT	CAPITAL PROJECTS	TOTAL
Legislative & Executive Administration	\$13,000					\$13,000
General Government	\$40,384,218		\$30,092,064		\$25,435,358	\$95,911,640
Courts & Judiciary	\$9,642,489					\$9,642,489
Public Safety	\$29,579,619				\$1,297,448	\$29,579,619
Transportation & Public Works	\$26,831,540	\$190,974,409			\$36,412,224	\$28,128,988
Health & Human Services	\$33,153,698				\$1,010,596	\$260,540,331
Recreation & Culture	\$488,587,438				\$25,470,634	\$489,598,034
Debt Service	\$38,879,057			\$16,565,597		\$64,349,691
Non-Departmental Revenues	\$107,544,522					\$16,565,597
Non-Departmental Expenditures	(\$47,130,017)					\$107,544,522
TAX LEVY	\$228,534,222	\$20,018,159		\$33,957,244	\$475,500	\$282,985,125
TOTAL	\$956,019,786	\$210,992,568	\$30,092,064	\$50,522,841	\$90,101,760	\$1,337,729,019
EXPENDITURES	GENERAL FUND(a)	ENTERPRISE	INTERNAL SERVICE	DEBT	CAPITAL PROJECTS	TOTAL
Legislative & Executive Administration	\$5,694,236					\$5,694,236
General Government	\$56,459,308		\$30,092,064		\$25,810,858	\$112,362,230
Courts & Judiciary	\$14,489,763					\$14,489,763
Public Safety	\$67,617,662				\$1,297,448	\$67,617,662
Transportation & Public Works	\$179,987,016	\$210,992,568			\$36,412,224	\$181,284,464
Health & Human Services	\$33,561,918				\$1,010,596	\$280,966,710
Recreation & Culture	\$569,093,514				\$25,570,634	\$570,104,110
Debt Service	\$81,720,565			\$50,522,841		\$107,291,199
Non-Departmental Revenues	\$0					\$50,522,841
Non-Departmental Expenditures	(\$52,604,196)					\$0
TOTAL	\$956,019,786	\$210,992,568	\$30,092,064	\$50,522,841	\$90,101,760	\$1,337,729,019
<i>(a) = General fund includes subsidiary funds as noted in the Fund Descriptions section. These subsidiary funds include Family Care, Fleet Management, Central Services, Behavioral Health Division, and Expendable Trust Funds</i>						

Milwaukee County Budgetary Funds





Section 1 – Departmental Operating Narratives

By Functional Area:

- **Legislative & Executive**
- **General Government**
- **Administrative**
- **Courts & Judiciary**
- **Public Safety**
- **Transportation**
- **Health & Human Services**
- **Parks, Recreation & Culture**
- **Debt Service**
- **Non-Departmental Revenues**
- **Non-Departmental Expenditures**



Legislative & Executive Function

Agency Budget Narratives

- **County Board of Supervisors**
- **County Executive General Office**
- **County Executive – Office of Veterans’ Services**
- **County Executive – Office of Government Affairs**

COUNTY BOARD (1000) BUDGET

DEPT: County Board

UNIT NO. 1000
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$5,450,777	\$4,529,129	\$3,507,847	\$2,903,994	(\$603,853)
Operation Costs	\$447,327	\$505,124	\$111,500	\$150,235	\$38,735
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$758,336	\$763,880	\$416,265	\$432,856	\$16,591
Total Expenditures	\$6,656,440	\$5,798,133	\$4,035,612	\$3,487,085	(\$548,527)
<i>Legacy Healthcare-Pension</i>	<i>\$1,115,471</i>	<i>\$1,175,687</i>	<i>\$1,261,382</i>	<i>\$670,733</i>	<i>(\$590,649)</i>
Revenues					
Direct Revenue	\$0	\$1,581	\$0	\$0	\$0
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$0	\$1,581	\$0	\$0	\$0
Tax Levy	\$6,656,440	\$5,796,552	\$4,035,612	\$3,487,085	(\$548,527)
Personnel					
Full-Time Pos. (FTE)	56.6	56.6	30	30	0
Seas/Hourly/Pool Pos.	0	0	1	1	0
Overtime \$	\$0	\$0	\$0	\$0	\$0

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

Department Description: The Milwaukee County Board of Supervisors is a body of 18 representatives elected by residents of 18 supervisory districts in the County. Services include 18 Board members who elect from their body the Chairperson of the Board and the First and Second Vice Chairpersons, plus staff.

COUNTY BOARD (1000) BUDGET

DEPT: County Board

UNIT NO. 1000
FUND: General - 0001

Strategic Program Area 1: County Board

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Activity Data is Not Yet Tracked for this Program Area			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$6,656,440	\$5,798,133	\$4,035,612	\$3,487,085	(\$548,527)
Revenues	\$0	\$1,581	\$0	\$0	\$0
Tax Levy	\$6,656,440	\$5,796,552	\$4,035,612	\$3,487,085	(\$548,527)
FTE Positions	56.6	56.6	31	31	0

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

Strategic Implementation:

The 2015 budget continues to implement Act 14 and is the same for personnel and substantially similar to the 2014 budget in terms of expenditures. The County Board will have 8.0 FTE Legislative Assistant 3 positions with the ability to underfill the positions at Legislative Assistant 2 salary level, and two hourly positions.

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

The 2014 budget implemented provisions of 2013 Wisconsin Act 14 (Act 14), which included a number of provisions related to the structure and duties of the County Board, and provides a tax levy cap of no more than 0.4 percent of the total County tax levy, plus a number of items that are exempt from the cap: salaries and benefits of Supervisors, legacy fringe benefit costs, and facilities space charges. The 2015 budget continues to implement Act 14.

The 2015 Budget shall provide the County Board with the maximum tax levy permitted under Act 14 (see above). If changes made to the 2015 Adopted Budget result in too much tax levy in Org. 1000, the Comptroller shall prepare an appropriation transfer from the County Board to the Appropriation for Contingencies to reduce the amount of tax levy to the legal maximum. Likewise, if the 2015 Adopted Budget permits additional tax levy funding for the County Board, the Comptroller shall prepare an appropriation transfer to transfer funds from the Appropriation for Contingencies to the County Board in accordance with provisions of Act 14.

COUNTY EXECUTIVE (1011) BUDGET

DEPT: County Executive

UNIT NO. 1011
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$1,138,374	\$1,195,500	\$1,150,622	\$1,173,572	\$22,950
Operation Costs	\$29,500	\$10,296	\$115,934	\$114,541	(\$1,393)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$158,380	\$158,126	\$179,483	\$186,422	\$6,939
Total Expenditures	\$1,326,254	\$1,363,922	\$1,446,039	\$1,474,535	\$28,496
<i>Legacy Healthcare-Pension</i>	<i>\$194,579</i>	<i>\$207,094</i>	<i>\$231,629</i>	<i>\$244,982</i>	<i>\$13,353</i>
Revenues					
Direct Revenue	\$0	\$0	\$0	\$0	\$0
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,326,254	\$1,363,922	\$1,446,039	\$1,466,950	\$20,911
Personnel					
Full-Time Pos. (FTE)	9.5	9.5	9	9	0
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime \$	\$0	\$0	\$0	\$0	\$0

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

Department Description: The County Executive is the elected chief executive officer for Milwaukee County. The County Executive has the following duties and responsibilities: coordinate and direct all administrative and management functions of County government; appoint, supervise, and direct all department heads and members of boards and commissions; submit annually a recommended County budget to the County Board; communicate to the County Board the condition of the County or other matters requiring their attention; and approve or veto all resolutions or ordinances enacted by the County Board.

COUNTY EXECUTIVE (1011) BUDGET

DEPT: County Executive

UNIT NO. 1011
FUND: General - 0001

Strategic Program Area 1: General Office

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Total Executive Branch Staff*	3,395	3,080	3,059
Operating Expenditures, Executive Branch	\$1,356,107,751	\$1,063,923,924	\$1,078,628,223
Business Lines Managed	26	27	28

* =The Executive Branch staffing level for 2013 Actual represents the budget figure.

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,326,254	\$1,363,922	\$1,446,039	\$1,474,535	\$28,496
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,326,254	\$1,363,922	\$1,446,039	\$1,474,535	\$28,496
FTE Positions	9.5	9.5	9	9	0

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

Strategic Implementation:

Eight staff positions are provided in 2015 to assist the County Executive in day-to-day administrative oversight and management of the office. Operation costs decline slightly based on past experience.

VETERAN'S SERVICES (1021) BUDGET

DEPT: Veteran's Services

UNIT NO. 1021
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$231,775	\$197,135	\$239,597	\$217,761	(\$21,836)
Operation Costs	\$65,575	\$57,540	\$67,723	\$69,088	\$1,365
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$20,797	\$20,779	\$23,268	\$32,066	\$8,798
Total Expenditures	\$318,147	\$275,454	\$330,588	\$318,915	(\$11,673)
<i>Legacy Healthcare-Pension</i>	<i>\$55,665</i>	<i>\$58,401</i>	<i>\$64,134</i>	<i>\$63,687</i>	<i>(\$447)</i>
Revenues					
Direct Revenue	\$0	\$0	\$0	\$0	\$0
Intergov Revenue	\$13,000	\$13,000	\$13,000	\$13,000	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$13,000	\$13,000	\$13,000	\$13,000	\$0
Tax Levy	\$305,147	\$262,454	\$317,588	\$305,915	(\$11,673)
Personnel					
Full-Time Pos. (FTE)		3	3	2	-1
Seas/Hourly/Pool Pos.		3	3	3	0
Overtime \$		\$0	\$0	\$0	\$0

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. Throughout the year, briefings and seminars are conducted at public venues to increase the awareness of veterans programs and benefits.

VETERAN'S SERVICES (1021) BUDGET

DEPT: Veteran's Services

UNIT NO. 1021
FUND: General - 0001

Strategic Program Area 1: Veteran's Services

Service Provision: Mandated

Strategic Outcome: Self-Sufficiency

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Number of Information requests	12,000	12,000	12,000
Number of Outreach events conducted	56	60	70
Number of Veterans assisted with determining federal veterans benefit eligibility	600	600	600
Number of veterans assisted with determining state veterans benefit eligibility	520	450	450
Number of Federal applications Submitted	332	300	300
Number of State applications submitted	994	750	750
Dollar amount of approved State applications	\$482,951	\$400,000	\$400,000
Veterans Served per FTE	24,019	24,019	24,019

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$318,147	\$275,454	\$330,588	\$318,915	\$11,673
Revenues	\$13,000	\$13,000	\$13,000	\$13,000	\$0
Tax Levy	\$305,147	\$262,454	\$317,588	\$305,915	\$11,673
FTE Positions		6	6	5	-1

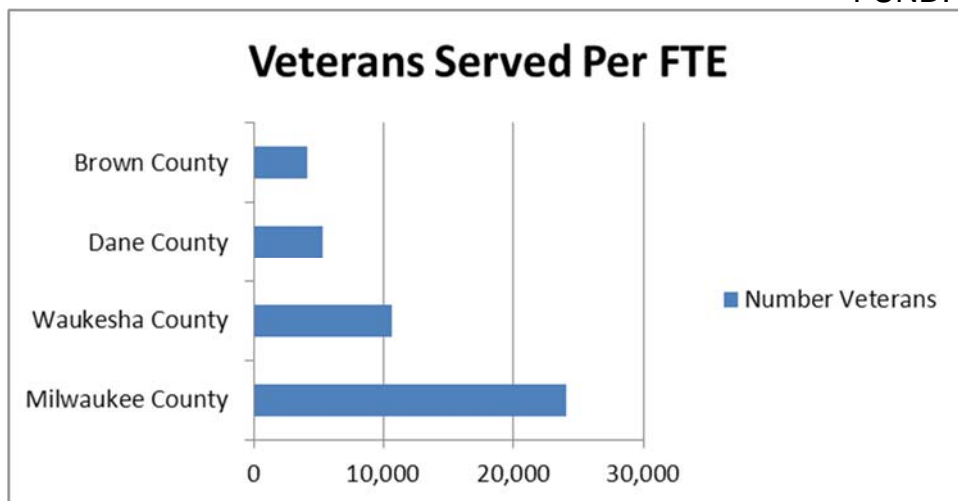
How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Number of information requests responded to within 1 business day	95%	95%	95%	95%
Percent of submitted federal applications approved	63%	75%	63%	80%
Percent of submitted federal application dollars approved*	N/A	N/A	N/A	N/A
Percent of submitted state applications approved	87%	82%	87%	87%
Percent of submitted state application dollars approved*	N/A	N/A	N/A	N/A

*The department will begin tracking these performance measures in 2014.

VETERAN'S SERVICES (1021) BUDGET

DEPT: Veteran's Services

UNIT NO. 1021
FUND: General - 0001



Strategic Implementation:

The service area is reduced, by unfunding a vacant position. The Needy Veteran's Fund is sustained at \$30,000 which provides limited emergency financial aid to veterans and/or their families, including providing, within guidelines, aid for emergency loss of income, emergency travel, burial of indigent veterans, and security deposit for homeless veterans moving into independent living.

The Director will work with IMSD to create a resource center for veterans to allow them easy and supportive access to the internet by adding computer workstation kiosks in the office of Veteran's Services. The County Executive's Office and Veteran's Service Office will pursue grant funding and other non-tax revenue sources to create this resource.

GOVERNMENT AFFAIRS (1020) BUDGET

DEPT: Government Affairs

UNIT NO. 1020
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$0	\$0	\$322,767	\$275,288	(\$47,479)
Operation Costs	\$0	\$0	\$55,000	\$115,000	\$60,000
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$0	\$0	\$0	\$23,413	\$23,413
Total Expenditures	\$0	\$0	\$377,767	\$413,701	\$35,934
<i>Legacy Healthcare-Pension</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$28,013</i>	<i>\$28,013</i>
Revenues					
Direct Revenue	\$0	\$0	\$0	\$0	\$0
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$0	\$0	\$377,767	\$413,701	\$35,934
Personnel					
Full-Time Pos. (FTE)	0	0	3	2	-1
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime \$	\$0	\$0	\$0	\$0	\$0

Department Mission: In accordance with State Statute 59.53 (24), as created by 2013 Wisconsin Act 14, 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 and building partnerships across governmental jurisdictions.

GOVERNMENT AFFAIRS (1020) BUDGET

DEPT: Government Affairs

UNIT NO. 1020
FUND: General - 0001

Strategic Program Area 1: Government Affairs

Service Provision: Discretionary

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Activity Data is not yet Tracked for this Program Area			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$0	\$0	\$377,767	\$413,701	\$35,934
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$0	\$0	\$377,767	\$413,701	\$35,934
FTE Positions	0	0	3	2	-1

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

Strategic Implementation:

Funding is provided for two full-time positions to represent the County's interests before other units and levels of government through lobbying efforts. Operating costs increase by \$70,000 mainly based on a year of experience in operating this office plus additional funding due to the anticipated higher workload related to the State of Wisconsin's 2015-2017 Biennial budget. Funding is included for the County's annual membership dues in Sister Cities and NACo. In addition, an appropriation of \$20,000 is provided for membership dues for the Center for International Health. In the past, the County provided in-kind office space, telephone and internet connection in Building C on the County Grounds. The Center will be moving into non-County space in 2015.



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**

COUNTY TREASURER (3090) BUDGET

DEPT: County Treasurer

UNIT NO. 3090
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$726,204	\$696,766	\$720,976	\$750,038	\$29,062
Operation Costs	\$895,827	\$430,214	\$800,727	\$723,772	(\$76,955)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$5,907	\$0	\$0	\$0
Interdept. Charges	\$107,128	\$105,974	\$104,178	\$131,112	\$26,934
Total Expenditures	\$1,729,159	\$1,238,861	\$1,625,881	\$1,604,922	(\$20,959)
<i>Legacy Healthcare-Pension</i>	\$160,578	\$168,969	\$172,886	\$168,516	(\$4,370)
Revenues					
Direct Revenue	\$5,116,661	\$5,758,268	\$5,116,411	\$4,826,000	(\$290,411)
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$5,116,661	\$5,758,268	\$5,116,411	\$4,826,000	(\$290,411)
Tax Levy	(\$3,387,502)	(\$4,519,407)	(\$3,490,530)	(\$3,221,078)	\$269,452
Personnel					
Full-Time Pos. (FTE)	7	7	7	7.5	0.5
Seas/Hourly/Pool Pos.	0.5	0.5	0.5	0	-0.5
Overtime \$	\$0	\$15	\$0	\$0	\$0

Department Mission: The Milwaukee County Treasurer's Office will provide prompt, high-quality services to sustain the overall operation of County government for the benefit of its citizens by efficiently carrying out the functions of cash receipt and disbursement, property tax services, and investment.

Department Description: The Office of the Treasurer has two distinct service areas.

The Banking Services and Property Tax Collection service area is responsible for banking functions, bank account and money management, and the collection of delinquent property taxes for 18 municipalities throughout the County. The County purchases delinquent tax receivables from municipalities and then collects outstanding balances and administers foreclosure proceedings.

The Investment Management service area is responsible for the short-term investment of operating funds not needed for immediate use. The County sets the investment policy, and independent contracted investment advisors directly manage the funds to maximize investment revenue.

COUNTY TREASURER (3090) BUDGET

DEPT: County Treasurer

UNIT NO. 3090
FUND: General - 0001

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

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data			
Item	2013 Actual	2014 Budget	2015 Budget
Checks Issued	78,041	100,000	100,000
Delinquent Tax Notices Processed	3,564	8,000	8,000
Unpaid Property Tax Parcels Submitted	3,359	6,000	6,000

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,469,159	\$1,001,662	\$1,365,881	\$1,344,922	(\$20,959)
Revenues	\$3,405,250	\$4,359,430	\$3,405,000	\$3,505,000	\$100,000
Tax Levy	(\$1,936,091)	(\$3,357,768)	(\$2,039,119)	(\$2,160,078)	(\$120,959)
FTE Positions	7.5	7.5	7.5	7.5	0

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

Strategic Implementation:

7.5 FTE are provided in this program area to oversee banking functions and money management. One half-time Student Intern is eliminated and one half-time Assistant Accounting Treasury is created due to workload changes. The 2015 budget for this service area maintains the same level of service. Tax levy decreases \$120,959 in 2015 primarily due to a decrease in personal property tax refunds (based on actual experience and a reduction in banking fees), and centralization of certain IT expenditures.

COUNTY TREASURER (3090) BUDGET

DEPT: County Treasurer

UNIT NO. 3090
FUND: General - 0001

Strategic Program Area 2: Investment Management

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

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

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

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

Strategic Implementation:

Based on continued low interest rates, investment income is budgeted at the same level as the 2014 Budget.

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

COUNTY CLERK (3270) BUDGET

DEPT: County Clerk

UNIT NO. 3270
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$938,514	\$995,212	\$1,314,109	\$1,153,860	(\$160,249)
Operation Costs	\$339,540	\$490,158	\$761,379	\$405,855	(\$355,524)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$198,416	\$198,225	\$196,705	\$247,311	\$50,606
Total Expenditures	\$1,476,470	\$1,683,595	\$2,272,193	\$2,055,936	(\$216,257)
<i>Legacy Healthcare-Pension</i>	\$183,107	\$192,729	\$209,289	\$248,910	\$39,621
Revenues					
Direct Revenue	\$526,075	\$552,590	\$526,895	\$522,200	(\$4,695)
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$526,075	\$552,590	\$526,895	\$522,200	(\$4,695)
Tax Levy	\$950,395	\$1,131,005	\$1,745,298	\$1,533,736	(\$211,562)
Personnel					
Full-Time Pos. (FTE)	13.5	13.5	18.2	20	1.8
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime \$	\$17,604	\$4,371	\$6,312	\$2,796	(\$3,516)

Department Mission: To support the activities of the Milwaukee County Board of Supervisors, the election activities of the Milwaukee County Election Commission, the general operations of County government, and to provide the highest quality services to the public at the lowest cost to the taxpayers.

Department Description: The independently elected County Clerk administers and records the proceedings of the County Board of Supervisors, maintains all legislative files, staffs County Board meetings and committees, updates existing ordinances and publishes new ordinances online. The County Clerk issues marriage licenses and domestic partnership declarations, registers all lobbyists and lobbying principals and reports lobbying registrations and expenditures to the County Board, County Executive, and the public. The Office of the County Clerk serves as an information clearing house by: receiving and processing claims, court summons and complaints naming Milwaukee County; maintaining the central file of county deeds, contracts, insurance policies, agreements, leases, easements, and certificates of title for all county-owned vehicles; administering oaths of office and maintaining record of such oaths; receiving and publicly opening all sealed bids for County public improvement projects; and maintaining a file of qualified public improvement contractors. The County Clerk accepts and processes passport applications, sells Milwaukee County Transit System tickets and Wisconsin Department of Natural Resources licenses and permits. The County Clerk also processes lien notices and actions against contractors performing County public improvements. The County Clerk also serves as executive director of the Milwaukee County Election Commission and provides support services to the Election Commission

COUNTY CLERK (3270) BUDGET

DEPT: County Clerk

UNIT NO. 3270
FUND: General - 0001

Strategic Program Area 1: County Clerk

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data			
Activity Data	2013 Actual	2014 Budget	2015 Budget
Marriage Licenses Issued	4,684	4,689	4,681
Duplicate Marriage License/Domestic Partnership	81	90	90
Marriage License/ Domestic Partnership Waivers	354	340	350
Domestic Partnership Declarations Issued	64	61	62
County Board Files Maintained	962	1,000	1,000
County Ordinances Published	14	25	19
County Board Proceedings Published	15	13	13
Contractor Lien Notices/Vendor Levies	29	50	25
Contractor Qualification Statements	93	150	110
Claims Processed	226	300	240
Summons and Complaints Processed	182	225	185
New Contracts Assigned to Files	55	100	55
Lobbying Registrations	50	60	55
Oaths of Office Administered	145	150	150
Wisconsin DNR Licenses Sold	387	600	400
Passport Applications Processed	1,247	1,000	1,100
Documents Notarized	5,256	5,000	5,265

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$820,518	\$893,792	\$1,279,398	\$1,365,205	\$85,807
Revenues	\$475,325	\$482,185	\$474,295	\$469,450	(\$4,845)
Tax Levy	\$345,193	\$411,607	\$805,103	\$895,755	\$90,652
FTE Positions	7	7	12	12	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Customer Satisfaction Rating	N/A	N/A	N/A	90% "Completely Satisfied" or "Excellent"

Strategic Implementation:

12 staff positions are provided in 2015 to assist the County Clerk in carrying out his required duties. Operating costs are unchanged from 2014.

COUNTY CLERK (3270) BUDGET

DEPT: County Clerk

UNIT NO. 3270
FUND: General - 0001

Strategic Program Area 2: Election Commission

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$655,952	\$789,803	\$992,795	\$690,731	(\$302,064)
Revenues	\$50,750	\$70,405	\$52,600	\$52,750	\$150
Tax Levy	\$605,202	\$719,398	\$940,195	\$637,981	(\$302,214)
FTE Positions	6.5	6.5	6.2	8.0	1.8

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

Strategic Implementation:

The Milwaukee County Election Commission is directed and guided by the Wisconsin Governmental Accountability Board – Elections Division in the administration of elections. A cooperative working relationship with State election administrators and municipal clerks within Milwaukee County is necessary in order to effectively administer elections in Milwaukee County.

Operating costs decrease in 2015 due to a reduction in the number of elections compared to 2014.

REGISTER OF DEEDS (3400) BUDGET

DEPT: Register of Deeds

UNIT NO. 3400
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$2,681,418	\$2,645,269	\$2,599,829	\$2,524,415	(\$75,414)
Operation Costs	\$1,347,637	\$1,299,878	\$1,176,480	\$267,370	(\$909,110)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$455,811	\$450,209	\$387,634	\$736,913	\$349,279
Total Expenditures	\$4,484,866	\$4,395,356	\$4,163,943	\$3,528,698	(\$635,245)
<i>Legacy Healthcare-Pension</i>	\$625,433	\$653,708	\$675,026	\$644,464	(\$30,562)
Revenues					
Direct Revenue	\$5,401,536	\$5,108,079	\$4,976,470	\$3,988,000	(\$988,470)
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$109,496	\$109,496
Total Revenues	\$5,401,536	\$5,108,079	\$4,976,470	\$4,097,496	(\$878,974)
Tax Levy	(\$916,670)	(\$712,723)	(\$812,527)	(\$568,798)	\$243,729
Personnel					
Full-Time Pos. (FTE)	30.9	30.9	29.9	29	-0.9
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime \$	\$78,984	\$116,314	\$80,280	\$50,256	(\$30,024)

Department Mission: To provide timely, secure, accurate, archival accessible and cost-effective record systems and services that are delivered in a prompt and courteous manner.

Department Description: The Register of Deeds includes the following seven program areas:

- Program Area 1: Administration provides overall management and guidance for the Register of Deeds Office.
- Program Area 2: Real Estate Services is responsible for compliance with State Statutes regarding the indexing and scanning of all public real estate indices.
- Program Area 3: Vital Statistics maintains files on birth, death and marriage records, declarations of domestic partnerships and change of name orders according to State Statute. Records are updated and changed due to legitimization and adoption.
- Program Area 4: 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; reviews Wisconsin Department of Revenue Real

REGISTER OF DEEDS (3400) BUDGET

DEPT: Register of Deeds

UNIT NO. 3400
FUND: General - 0001

Estate Transfer data; provides written and verbal explanations to title companies, lawyers and the general public as to why documents are rejected for recording; and process documents submitted electronically.

- Program Area 5: 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.
- Program Area 6: Land Records Modernization in 2014 this service area was removed from the Register of Deeds and placed in the Milwaukee County Automated Mapping and Land Information System (MCAMLIS) program in Economic Development.
- Program Area 7: Redaction; in 2014, the Redaction program has ceased to collect revenues, however it is included in this budget as it can still draw down funds that it has collected and carried over.

REGISTER OF DEEDS (3400) BUDGET

DEPT: Register of Deeds

UNIT NO. 3400
FUND: General - 0001

Strategic Program Area 1: Administration

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
DOC (WI Dept. of Commerce) Recordings	1,088	800	800

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$678,214	\$676,190	\$640,026	\$706,255	\$66,229
Revenues	\$536	\$283	\$231	\$0	(\$231)
Tax Levy	\$677,678	\$675,907	\$639,795	\$706,255	\$66,460
FTE Positions	5	5	4	4	0

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

Strategic Implementation:

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.

REGISTER OF DEEDS (3400) BUDGET

DEPT: Register of Deeds

UNIT NO. 3400
FUND: General - 0001

Strategic Program Area 2: Real Estate Services

Service Provision: Mandated

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity Data	2013 Actual	2014 Budget	2015 Budget
Real Estate Searches	366	400	400
Termination of Joint Tenancy	1,534	1,500	1,500

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,109,645	\$1,147,855	\$1,117,114	\$977,536	(\$139,578)
Revenues	\$4,050,000	\$3,819,382	\$3,862,000	\$3,570,000	(\$292,000)
Tax Levy	(\$2,940,355)	(\$2,671,527)	(\$2,744,886)	(\$2,592,464)	\$152,422
FTE Positions	7.9	7.9	7.9	6	-1.9

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

Strategic Implementation:

Real Estate Services is responsible for compliance with State Statutes regarding the indexing and scanning of all public real estate indices. One position is transferred to Cashier Services, and one vacant position is eliminated.

REGISTER OF DEEDS (3400) BUDGET

DEPT: Register of Deeds

UNIT NO. 3400
FUND: General - 0001

Strategic Program Area 3: Vital Statistics

Service Provision: Mandated

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity Data	2013 Actual	2014 Budget	2015 Budget
Vital Statistics Placed on File	28,924	30,000	30,000
Cert Copies: Birth, Death, Marriage	94,918	95,000	95,000
Vital Statistics Correct, No Fee	3,431	4,000	4,000
Vital Statistics No Fee – Veterans	228	200	200
Marriage Registration	4,454	4,500	4,500
Genealogy	459	400	400

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$794,556	\$768,742	\$780,223	\$773,894	(\$6,329)
Revenues	\$387,000	\$417,022	\$413,800	\$413,500	(\$300)
Tax Levy	\$407,556	\$351,720	\$366,423	\$360,394	(\$6,029)
FTE Positions	8	8	8	8	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Percent of time that death records and marriage records were examined and processed within 2 business days of receipt	99%	100%	100%	100%
Percent of mail requests for the purchase of vital records sent out within 2 business days of receipt	97%	100%	100%	100%

Strategic Implementation:

Vital Statistics maintains files on birth, death and marriage records, declarations of domestic partnerships and change of name orders according to State Statute. Records are updated and changed due to legitimization and adoption. Staffing levels in this program area remain unchanged from 2014.

REGISTER OF DEEDS (3400) BUDGET

DEPT: Register of Deeds

UNIT NO. 3400
FUND: General - 0001

Strategic Program Area 4: Document Examination & Cashier Services

Service Provision: Mandated

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity Data	2013 Actual	2014 Budget	2015 Budget
Recordings	131,502	137,000	137,000
Transfer Tax	10,563	9,000	9,000

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$617,428	\$597,849	\$602,838	\$643,033	\$40,195
Revenues	\$0	(\$191)	\$0	\$0	\$0
Tax Levy	\$617,428	\$598,040	\$602,838	\$643,033	\$40,195
FTE Positions	6	6	6	7	1

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Percent of time that electronic documents were recorded within 2 business days of receipt	97.6%	98%	99%	99%
Percent of time that paper documents were recorded within 2 business days of receipt	49%	48%	70%	70%

Strategic Implementation:

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; reviews Wisconsin Department of Revenue Real Estate Transfer data; provides written and verbal explanations to title companies, lawyers and the general public as to why documents are rejected for recording; and process documents submitted electronically. One position is transferred from Real Estate Services.

REGISTER OF DEEDS (3400) BUDGET

DEPT: Register of Deeds

UNIT NO. 3400
FUND: General - 0001

Strategic Program Area 5: Tax Listing Services

Service Provision: Discretionary

Strategic Outcome: Quality of Life

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$326,023	\$308,451	\$321,936	\$318,484	(\$3,452)
Revenues	\$5,000	\$5,033	\$5,000	\$4,500	(\$500)
Tax Levy	\$321,023	\$303,418	\$316,936	\$313,984	(\$2,952)
FTE Positions	3	3	3	3	0

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

Strategic Implementation:

Tax Listing Services is responsible for reviewing tax descriptions; assigning new tax key numbers due to real estate boundary changes; maintaining plat books and property records; assisting in preparation of petitions for foreclosure action and providing copies of real estate document recordings to local assessors. Staffing in this program area remains constant at 3 positions.

REGISTER OF DEEDS (3400) BUDGET

DEPT: Register of Deeds

UNIT NO. 3400
FUND: General - 0001

Strategic Program Area 6: Land Records Modernization

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$274,000	\$233,031	\$6,367	\$109,496	\$103,129
Revenues	\$274,000	\$247,800	\$0	\$109,496	\$109,496
Tax Levy	\$0	(\$14,769)	\$6,367	\$0	(\$6,367)
FTE Positions	1	1	1	1	0

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

Strategic Implementation:

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

REGISTER OF DEEDS (3400) BUDGET

DEPT: Register of Deeds

UNIT NO. 3400
FUND: General - 0001

Strategic Program Area 7: Redaction

Service Provision: Discretionary

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Number of documents redacted	235,340		

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

*Prior to the implementation of the Redaction program, the Register of Deeds received redaction revenue that was kept in a special fund until the program began. Although tax levy is shown in 2012, the department did not actually use tax levy. Funds were taken from the special fund to fund this expense. However, balance sheet account info is not shown in BRASS, resulting in tax levy being shown above.

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

Strategic Implementation:

Pursuant to Wisconsin State Statutes, Chapter 59, Section 59.43, as of 2015 a \$5 surcharge on recording fees that previously was retained by Register of Deeds for a redaction program is instead sent to the State of Wisconsin for its statewide parcel mapping project. As a result, the Register of Deeds is no longer collecting for its redaction program; however the redaction program will continue to make expenditures from funds collected in previous years with zero effect on the tax levy.

COMPTRROLLER (3700) BUDGET

DEPT: Comptroller

UNIT NO. 3700
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$4,700,758	\$4,266,811	\$5,882,639	\$6,146,862	\$264,223
Operation Costs	\$576,440	\$588,703	\$599,622	\$560,274	(\$39,348)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$501,090	\$485,978	\$682,044	\$593,071	(\$88,973)
Total Expenditures	\$5,778,288	\$5,341,492	\$7,164,305	\$7,300,207	\$135,902
<i>Legacy Healthcare-Pension</i>	\$861,889	\$917,867	\$1,236,179	\$1,132,864	(\$103,315)
Revenues					
Direct Revenue	\$74,700	\$81,531	\$174,700	\$196,793	\$22,093
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$74,700	\$81,531	\$174,700	\$196,793	\$22,093
Tax Levy	\$5,703,588	\$5,259,961	\$6,989,605	\$7,103,414	\$113,809
Personnel					
Full-Time Pos. (FTE)	43	43	57	60	3
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime \$	\$0	\$0	\$0	\$0	\$0

Department Mission: In accordance with Wisconsin Statute 59.255, the elected 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 of the Comptroller 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:

- Program Area 1: Administration/Fiscal Analysis provides management of the Office, and reviews fiscal notes and special studies.
- Program Area 2: Central Accounting is responsible for preparation of countywide monthly financial reports, publication of the Comprehensive Annual Financial Report, and maintenance of various accounting systems.
- Program Area 3: Central Payables is responsible for countywide vendor payment procedures.
- Program Area 4: Central Capital is responsible for the issuance of debt and for monitoring departmental capital programs financed with debt.
- Program Area 5: Central Payroll is responsible for countywide payroll procedures.
- Program Area 6: Audit Services is responsible for auditing the fiscal concerns of Milwaukee County, monitoring the propriety of departmental recordkeeping throughout the County, auditing, agencies receiving County funds or providing services to the County, and maintaining a hotline service to receive information regarding waste, fraud and abuse of Milwaukee County resources.

COMPTROLLER (3700) BUDGET

DEPT: Comptroller

UNIT NO. 3700
FUND: General - 0001

- Program Area 7: The Research Services Division is responsible for providing research and analysis, drafting resolutions and ordinances, and providing independent and nonpartisan research services for the County Board and the County Executive at their request.

COMPTRROLLER (3700) BUDGET

DEPT: Comptroller

UNIT NO. 3700
 FUND: General - 0001

Strategic Program Area 1: Administration

Service Provision: Mandated

Strategic Outcome: High-Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$792,797	\$773,365	\$1,094,261	\$1,152,366	\$58,105
Revenues	\$50,000	\$56,815	\$50,000	\$50,000	\$0
Tax Levy	\$742,797	\$716,550	\$1,044,261	\$1,102,366	\$58,105
FTE Positions	5	5	6	6	0

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

Strategic Implementation:

Administration & Fiscal analysis is responsible for the management and coordination of the Office of the Comptroller. Staffing levels for this service decrease to reflect the actual staff time used in this program area. Expenditures increase due to increased employee costs.

COMPTRROLLER (3700) BUDGET

DEPT: Comptroller

UNIT NO. 3700
 FUND: General - 0001

Strategic Program Area 2: Central Accounting

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$692,884	\$509,359	\$727,525	\$762,664	\$35,139
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$692,884	\$509,359	\$727,525	\$762,664	\$35,139
FTE Positions	6	6	7	7	0

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

Strategic Implementation:

Central Accounting is responsible for the timely and accurate preparation of countywide financial reports. Staffing levels for this service remain unchanged.

COMPTRROLLER (3700) BUDGET

DEPT: Comptroller

UNIT NO. 3700
 FUND: General - 0001

Strategic Program Area 3: Central Payables

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$926,019	\$925,235	\$939,675	\$956,737	\$17,062
Revenues	\$0	\$0	\$100,000	\$122,093	\$22,093
Tax Levy	\$926,019	\$925,235	\$839,675	\$834,644	(\$5,031)
FTE Positions	10	10	10	10	0

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

Strategic Implementation:

Accounts payable is responsible for establishing countywide payment procedures. Staffing levels for this service remain unchanged.

COMPTRROLLER (3700) BUDGET

DEPT: Comptroller

UNIT NO. 3700
 FUND: General - 0001

Strategic Program Area 4: Central Capital

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$277,482	\$231,782	\$275,318	\$310,888	\$35,570
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$277,482	\$231,782	\$275,318	\$310,888	\$35,570
FTE Positions	2	2	2	2	0

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

Strategic Implementation:

Capital/Debt monitoring is responsible for creating County Board resolutions for issuing debt, as well as monitoring debt financed departmental capital programs. Staffing levels for this service remain unchanged.

COMPTRROLLER (3700) BUDGET

DEPT: Comptroller

UNIT NO. 3700
FUND: General - 0001

Strategic Program Area 5: Central Payroll

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$445,082	\$476,224	\$1,070,486	\$1,032,549	(\$37,937)
Revenues	\$24,700	\$24,716	\$24,700	\$24,700	\$0
Tax Levy	\$420,382	\$451,508	\$1,045,786	\$1,007,849	(\$37,937)
FTE Positions	4	4	12	12	0

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

Strategic Implementation:

Payroll is responsible for Countywide payroll processing. Staffing levels for this area remain unchanged. Expenditures decline due mainly to a reduction in legacy fringe benefit charges.

COMPTRROLLER (3700) BUDGET

DEPT: Comptroller

UNIT NO. 3700
FUND: General - 0001

Strategic Program Area 6: Auditing Services

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$2,644,024	\$2,425,527	\$2,607,597	\$2,675,010	\$67,413
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$2,644,024	\$2,425,527	\$2,607,597	\$2,675,010	\$67,413
FTE Positions	16	16	16	19	3

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

Strategic Implementation:

Audit Services is responsible for auditing the fiscal concerns of Milwaukee County. Staffing levels for this area increase by 2 in accordance with the Living Wage Ordinance.

COMPTRROLLER (3700) BUDGET

DEPT: Comptroller

UNIT NO. 3700
FUND: General - 0001

Strategic Program Area 7: Research Services

Service Provision: Discretionary

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$0	\$0	\$449,443	\$409,993	(\$39,450)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$0	\$0	\$449,443	\$409,993	(\$39,450)
FTE Positions	0	0	4	4	0

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

Strategic Implementation:

Research Services is responsible for analyzing and drafting resolutions and ordinances. Staffing levels for this service remain unchanged. Expenditures decline mainly due to reduced legacy fringe benefit charges.



Administrative Function

Agency Budget Narratives

- **Civil Service Commission & Personnel Review Board**
- **Ethics Board**
- **Corporation Counsel**
- **Department of Human Resources**
- **Department of Administrative Services**

PERSONNEL REVIEW BOARD AND CIVIL SERVICE COMMISSION (1120) BUDGET

DEPT: Personnel Review Board and Civil Service Commission

UNIT NO. 1120
FUND: General – 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$213,025	\$196,068	\$223,460	\$239,296	\$15,836
Operation Costs	\$19,925	\$17,564	\$31,925	\$130,010	\$98,085
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$29,926	\$29,218	\$31,547	\$34,354	\$2,807
Total Expenditures	\$262,876	\$242,850	\$286,932	\$403,660	\$116,728
<i>Legacy Healthcare/Pension</i>	<i>\$28,954</i>	<i>\$30,583</i>	<i>\$38,117</i>	<i>\$43,125</i>	<i>\$5,008</i>
Revenues					
Direct Revenue	\$0	\$117	\$0	\$0	\$0
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$0	\$117	\$0	\$0	\$0
Tax Levy	\$262,876	\$242,733	\$286,932	\$403,660	\$116,728
Personnel					
Full-Time Pos. (FTE)	1.5	1.5	2.2	2.2	0
Seas/Hourly/Pool Pos.	10.8	10.8	10	10	0
Overtime \$	\$0	\$16	\$0	\$0	\$0

Department Mission: The mission of the Milwaukee County Personnel Review Board (PRB) and Civil Service Commission (CSC) is to assure fair and impartial due process hearings for the suspension, demotion, or discharge of County employees in the classified service as provided by law and serve the residents of Milwaukee County by conducting hearings and rendering decisions regarding alleged merit violations and appeals of actions taken by the Director of Human Resources. In addition, the Civil Service Commission is responsible for the adoption and amendment of rules and regulations governing the merit system.

Department Description: Chapter 63 of the Wisconsin State Statutes establishes a Civil Service Commission in Milwaukee County. The five-member Civil Service Commission conducts hearings on the merit system and, when necessary, makes recommendations to the County Board or its committees. Chapter 33 of the Milwaukee County General Ordinances shifts certain duties of the Civil Service Commission to a separate Personnel Review Board. The PRB provides a quasi-judicial forum in which to hear disciplinary suspensions, demotions, or charges for discharge from County service; acts as arbitrator by providing a final review of grievance appeals by classified civil service employees who are not currently subject to a bargaining agreement; ensures the proper execution of County

PERSONNEL REVIEW BOARD AND CIVIL SERVICE COMMISSION (1120) BUDGET

DEPT: Personnel Review Board and Civil Service
Commission

UNIT NO. 1120
FUND: General – 0001

civil service rules, policies, and procedures; and acts as an independent fact finder in determining whether violations of the Ethics Code exist in cases referred to the PRB by the Milwaukee County Ethics Board.

2015 Budget proposes consolidation of Personal Review Board and Civil Service Commission to create efficiencies.

PERSONNEL REVIEW BOARD AND CIVIL SERVICE COMMISSION (1120) BUDGET

DEPT: Personnel Review Board and Civil Service Commission

UNIT NO. 1120
FUND: General – 0001

Strategic Program Area 1: Personnel Review Board

Service Provision: Discretionary

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$247,362	\$227,698	\$271,300	\$345,197	\$73,897
Revenues	\$0	\$117	\$0	\$0	\$0
Tax Levy	\$247,362	\$227,581	\$271,300	\$345,197	\$73,897
FTE Positions	7.3	7.3	7.2	7.2	0

How Well We Do It: Performance Measures				
Performance Measure	2012	2013	2014 as of September	2015 Budget
Average Number of Days to Resolve a Case	166	170	152	120
Cases Closed in 90 Days	63 (20%)	94 (33%)	83 (45%)	140 (55%)

Strategic Implementation:

The 2015 staffing level maintains 3.0 FTE of support staff that charge 75% of their time to the PRB and 5.0 FTE PRB Member positions. Tax levy increases \$73,897 due to increased legacy costs and increased legal services required to carry out the PRB's mission.

PERSONNEL REVIEW BOARD AND CIVIL SERVICE COMMISSION (1120) BUDGET

DEPT: Personnel Review Board and Civil Service
Commission

UNIT NO. 1120
FUND: General – 0001

Increased Legal Services

An additional \$56,000 is budgeted for increased legal costs. As in 2014, 2015 will likely require additional legal services, court fees and transcripts due to outside guidance required on the law, uncertainties created in the jurisdiction of PRB by recent developments in state and municipal law and above average number of the decisions appealed to the Circuit Court for the reasons listed above.

As of April 10, 2014, the PRB no longer has jurisdiction over cases related to Behavioral Health and Development (BHD) employees, which may help relieve some of the pressure on the operation costs. However, the increase in non-BHD cases over the past several years indicates that, even without hearing BHD proceedings, the PRB is likely continue to see an increased caseload in 2015. The PRB will revisit how the removal of BHD cases from its docket affects its operating costs based on more information and data about the change.

PERSONNEL REVIEW BOARD AND CIVIL SERVICE COMMISSION (1120) BUDGET

DEPT: Personnel Review Board and Civil Service Commission

UNIT NO. 1120
FUND: General – 0001

Strategic Program Area 2: Civil Service Commission

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$15,514	\$15,152	\$15,632	\$58,463	\$42,831
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$15,514	\$15,152	\$15,632	\$58,463	\$42,831
FTE Positions	5	5	5	5	0

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

Strategic Implementation:

The 2015 Budget includes an increase of \$42,831. In 2014, through Act 203, the State of Wisconsin changed the reporting structure of the Behavioral Health Division (BHD). BHD is now governed by an independent Mental Health Board. Suspensions and/or discharges of BHD employees will now be heard before the Civil Service Commission instead of the Personnel Review Board (PRB). 2015 Budget increase due to outside counsel legal fees and temporary staffing.

ETHICS BOARD (1905) BUDGET

DEPT: Ethics Board

UNIT NO. 1905
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$59,078	\$62,032	\$62,545	\$70,108	\$7,563
Operation Costs	\$17,455	\$20,590	\$22,505	\$20,105	(\$2,400)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$983	\$727	\$809	\$3,526	\$2,717
Total Expenditures	\$77,516	\$83,349	\$85,859	\$93,739	\$7,880
<i>Legacy Healthcare/Pension</i>	<i>\$9,569</i>	<i>\$10,036</i>	<i>\$12,562</i>	<i>\$14,170</i>	<i>\$1,608</i>
Revenues					
Direct Revenue	\$0	\$0	\$0	\$0	\$0
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$77,516	\$83,349	\$85,859	\$93,739	\$7,880
Personnel					
Full-Time Pos. (FTE)	0.5	0.5	0.8	0.8	0
Seas/Hourly/Pool Pos.	0.2	0.2	0	0	0
Overtime \$	\$0	\$0	\$0	\$0	\$0

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

Department Description: The Milwaukee County Ethics Board will fulfill its Mission by acting as the primary source of interpretation of the Milwaukee County Ethics Code; responding to requests for advisory opinions regarding various activities as they pertain to the Ethics Code; assessing potential areas of risk with respect to violations of the Ethics Code; providing periodic applied ethics education relevant to the Ethics Code; examining requests for investigation and verified complaints; and enforcing the Ethics Code through the hearing and resolution process.

ETHICS BOARD (1905) BUDGET

DEPT: Ethics Board

UNIT NO. 1905
FUND: General - 0001

Strategic Program Area 1: Ethics Board

Service Provision: Discretionary

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data			
Item	2013 Actual	2014 Projected	2015 Budget
Opinion Requests – Written	22	20	25
Opinion Requests - Oral	22	Unknown	8
Meetings	4	6	4

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$77,516	\$83,349	\$85,859	\$93,739	\$7,880
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$77,516	\$83,349	\$85,859	\$93,739	\$7,880
FTE Positions	0.7	0.7	0.8	0.8	0

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

Strategic Implementation:

The 2014 Budget maintains the same level of service and includes minor cost-to-continue increases due to legacy health care and pension expenditures. This service maintains three support staff members that charge 25 percent of their time to the Ethics Board.

CORPORATION COUNSEL (1130) BUDGET

DEPT: Corporation Counsel

UNIT NO. 1130
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$2,580,611	\$2,404,691	\$2,608,070	\$2,764,497	\$156,427
Operation Costs	\$188,652	\$208,746	\$207,852	\$139,214	(\$68,638)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	(\$1,121,136)	(\$996,420)	(\$1,115,526)	(\$878,739)	\$236,787
Total Expenditures	\$1,648,127	\$1,617,017	\$1,700,396	\$2,024,972	\$324,576
<i>Legacy Healthcare/Pension</i>	<i>\$455,553</i>	<i>\$492,452</i>	<i>\$525,736</i>	<i>\$544,459</i>	<i>\$18,723</i>
Revenues					
Direct Revenue	\$120,000	\$198,355	\$150,000	\$120,000	(\$30,000)
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$120,000	\$198,355	\$150,000	\$120,000	(\$30,000)
Tax Levy	\$1,528,127	\$1,418,662	\$1,550,396	\$1,904,972	\$354,576
Personnel					
Full-Time Pos. (FTE)	19	19	20	20	0
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime \$	\$0	\$0	\$0	\$0	\$0

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

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

- Providing general legal advice
- Providing quasi-prosecutorial functions in mental health, guardianship and protective placement, and open records and public meetings
- Providing litigation defense services that are billed to the Wisconsin County Mutual Insurance Corporation.

By County ordinance, this office also serves as chief legal counsel to the Milwaukee County Employees Retirement System.

CORPORATION COUNSEL (1130) BUDGET

DEPT: Corporation Counsel

UNIT NO. 1130
FUND: General - 0001

Strategic Program Area 1: Corporation Counsel

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,648,127	\$1,617,017	\$1,700,396	\$2,024,972	\$324,576
Revenues	\$120,000	\$198,355	\$150,000	\$120,000	(\$30,000)
Tax Levy	\$1,528,127	\$1,418,662	\$1,550,396	\$1,904,972	\$354,576
FTE Positions	19	19	20	20	0

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

Strategic Implementation:

The 2015 budget maintains the same level of service as 2014. Revenues are reduced to reflect a more accurate forecast. Staffing levels remain unchanged in 2015.

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$5,880,827	\$5,308,231	\$5,710,284	\$5,982,709	\$272,425
Operation Costs	\$325,915	\$273,042	\$284,245	\$582,426	\$298,181
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$42,398	\$0	\$0	\$0
Interdept. Charges	\$675,249	\$676,640	\$543,074	\$600,348	\$57,274
Total Expenditures	\$6,881,991	\$6,300,311	\$6,537,603	\$7,165,483	\$627,880
<i>Legacy Healthcare/Pension</i>	<i>\$889,791</i>	<i>\$943,492</i>	<i>\$1,193,227</i>	<i>\$1,343,267</i>	<i>\$150,040</i>
Revenues					
Direct Revenue	\$1,483,690	\$1,294,282	\$1,427,062	\$1,452,260	\$25,198
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,483,690	\$1,294,282	\$1,427,062	\$1,452,260	\$25,198
Tax Levy	\$5,398,301	\$5,006,029	\$5,110,541	\$5,713,223	\$602,682
Personnel					
Full-Time Pos. (FTE)	51	51	57	57	0
Seas/Hourly/Pool Pos.	0	0	0.5	0	-0.5
Overtime \$	\$9,156	\$10,886	\$5,076	\$12,072	\$6,996

Department Mission: The Department of Human Resources (DHR) will provide Milwaukee County with quality HR services to attract, develop, motivate and retain a diverse workforce within a supportive, customer service driven work environment. DHR will focus on helping Milwaukee County build a fully engaged workforce, and ultimately become an “employer of choice.” We will build a total rewards environment at Milwaukee County to enhance service, quality and efficiency. This includes developing programs and practices that establish competitive compensation practices, cost-effective yet competitive employee and retiree benefits plans, encourage a healthy work-life balance, support career development, improve internal communications, and reward employees for their service and results. DHR will also build management and leadership competency across the County through training and development initiatives, to ensure leaders have both the skills and the tools necessary to effectively lead employees to success. DHR maintains an appropriate balance between employee and management rights, and strives to build a culture of accountability for leaders and employees. At all times, DHR will assure adherence to Civil Service Rules, State, Federal Laws and regulations and policies related to human resources and EEO/affirmative action.

Department Description: The Department of Human Resources consists of seven (7) service areas which include the Director’s Office; Employee Benefits; Retirement Services; Compensation and HRIS; Employment; Training, Development and Diversity; Employee Relations.

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

Strategic Program Area 1: Director's Office

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$2,455,211	\$2,703,801	\$1,031,157	\$953,803	(\$77,354)
Revenues	\$6,200	(\$247)	\$6,200	\$6,200	\$0
Tax Levy	\$2,449,011	\$2,704,047	\$1,024,957	\$947,603	(\$77,354)
FTE Positions	21	21	4.5	4.0	-0.5

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

Strategic Implementation:

The Director's Office develops and drives overall long-term vision for DHR, while ensuring effective departmental execution on a day-to-day basis in addition to administering human resources programs, leading key County initiatives, and assisting County departments in identifying strategies for training and staff development. This office partners with executive leaders on developing human capital solutions for Milwaukee County, including overall workforce planning and talent management. In addition, this office is responsible for the HR staff's achievement of goals, professional development, and overall service to the County. Managing the regular flow of visitors through the lobby, and maintenance of personnel files, are also functions of this office.

To help offset increase in operating costs, the intern position is unfunded in 2015.

Beginning in 2015, the third Monday in January, commonly celebrated as Martin Luther King Jr. Day (MLK Day), shall be observed as a major holiday. County departments, offices and institutions may be closed on this holiday.

The State Court system already requires that all local courts be closed on MLK Day. Designating MLK Day as a major holiday would permit the Courthouse, as well as other county facilities, to be fully closed. Any additional costs incurred by 24/7/365 departments to provide staff on a major holiday are anticipated to be offset with operational savings by the full closure of other facilities.

The Director of Human Resources shall submit a resolution/ordinance change to the County Board in the December 2014 cycle reflecting the new major holiday status within Chapter 17.17 of the Milwaukee Code of General Ordinances.

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

The Department of Human Resources shall complete an analysis of the County's efforts to implement and monitor its nepotism policy. The Department shall submit an informational report for review by the Committees on

Transportation, Public Works, and Transit and Finance, Personnel, and Audit during the July 2015 committee cycle.

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

Strategic Program Area 2: Employee Benefits

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$705,797	\$606,115	\$638,395	\$657,451	\$19,056
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$705,797	\$606,115	\$638,395	\$657,451	\$19,056
FTE Positions	5	5	5	5	0

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

Strategic Implementation:

The Health Benefits service area is responsible for providing administration, enrollment, and ongoing employee support for all non-pension benefit plans including, but not limited to, active and retiree medical and life insurance, dental, supplemental disability, and wellness.

Health Benefits continues to execute ongoing audits to maintain the integrity of the enrollment data. All potential savings from this program will be reflected in organization 1950 Fringe Benefits through avoided health care claims experience. The division also executed a number of key contracts in 2014, including Wellness, Medical, Pharmacy, and FSA administration. The fiscal impact of these contracts is reflected in organization 1950 Fringe Benefits.

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

Strategic Program Area 3: Retirement Services

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,477,490	\$1,281,025	\$1,420,862	\$1,446,060	\$25,198
Revenues	\$1,477,490	\$1,294,528	\$1,420,862	\$1,446,060	\$25,198
Tax Levy	\$0	(\$13,503)	\$0	\$0	\$0
FTE Positions	12	12	13	13	0

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

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

Strategic Implementation:

The Employee Retirement Services Division is responsible for transitioning active members to retirement and includes conducting individual retirement sessions, performing benefit calculations, determining eligibility, generating payments, and providing resource information and support service referrals. This service has no tax levy as the expenditures are funded with Employee Retirement System (ERS) revenue.

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

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

Strategic Program Area 4: Compensation and HRIS

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$377,931	\$390,768	\$468,159	\$656,950	\$188,791
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$377,931	\$390,768	\$468,159	\$656,950	\$188,791
FTE Positions	1	1	4	6	2

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

Strategic Implementation:

This division is responsible for developing, managing, and administering competitive, equitable, and innovative compensation programs designed to attract, engage, and retain employees. This division also manages HR Systems and confidential employee data for Milwaukee County. This service is maintained with six positions. The increase over 2014 is due to the centralization of the HRIS data entry function in Human Resources which resulted in creation of two new positions, as approved by Board action in April 2014, to ensure improved data integrity and mitigate risk by securing confidential employee data. The Division continues to execute a County-wide evaluation of all jobs including, but not limited to titles, content, descriptions, market competitive pay, internal equity, and compliance.

The Department of Human Resources (HR) continues its work on the countywide Job Analysis and Evaluation Project and reporting its recommendations to the Committee on Finance, Personnel and Audit each month. In several instances, the County Board has voted to reject the position reclassification recommendations until the entire project has been completed and the total cost of the changes calculated. The 2015 Budget includes funding

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

within affected departments for all of the proposed reclassifications, including the position actions previously rejected by the County Board.

The position reclassifications recommended by HR that were rejected by the County Board shall remain rejected until the Board takes an affirmative action to approve the position actions.

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

Strategic Program Area 5: Employment

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$722,126	\$664,762	\$748,027	\$1,111,534	\$363,507
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$722,126	\$664,762	\$748,027	\$1,111,534	\$363,507
FTE Positions	7	7	7	7	0

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

Strategic Implementation:

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

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

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

Strategic Program Area 6: Training, Development and Diversity

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Training Sessions	213 (3 programs)	200 (11 programs)	220
Training Participants	2,993	1,600	2,500

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$0	\$0	\$266,778	\$351,605	\$84,827
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$0	\$0	\$266,778	\$351,605	\$84,827
FTE Positions	0	0	3	3	0

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

Strategic Implementation:

Training and Development is committed to building a learning environment at Milwaukee County, for employees and leaders to develop their skills and abilities, paving the way for career growth and opportunity at Milwaukee County. Training and Development is responsible for designing, acquiring, and administering employee and management training and development programs, including broad training with applications to all County employees (such as Diversity, Workplace Harassment Awareness training, New Supervisor training, Customer Service training, Title VII, etc).

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

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

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

The Department of Human Resources shall complete a diversity analysis which will consist of data collection of employee and applicant demographics and a determination of whether the County underutilizes minorities and women in its workforce. If underutilization is found, the Department will develop a plan to address the underlying causes and contributing factors of the underutilization. The Department shall submit an informational report for review by the Committees on Transportation, Public Works, and Transit and Finance, Personnel, and Audit during the July 2015 committee cycle.

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

Strategic Program Area 7: Employee Relations

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,143,436	\$653,840	\$1,964,225	\$1,988,080	\$23,855
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,143,436	\$653,840	\$1,964,225	\$1,988,080	\$23,855
FTE Positions	5	5	21	19	-2

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

Strategic Implementation:

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

To help offset increase in operating costs, two positions in employee relations are unfunded in 2015.

DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 1151
FUND: Various

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$29,193,430	\$26,376,034	\$29,353,554	\$26,421,208	(\$2,932,346)
Operation Costs	\$27,461,299	\$30,244,184	\$28,689,932	\$38,516,208	\$9,826,276
Debt & Depreciation	\$1,832,320	\$1,079,686	\$1,510,184	\$1,260,237	(\$249,947)
Capital Outlay	\$1,477,883	\$1,230,282	\$2,170,419	\$2,610,610	\$440,191
Interdept. Charges	\$4,009,879	\$4,175,850	\$3,527,238	\$8,030,255	\$4,503,017
Total Expenditures	\$63,974,811	\$63,106,036	\$65,251,327	\$76,838,518	\$11,587,191
<i>Legacy Healthcare-Pension</i>	<i>\$5,192,422</i>	<i>\$5,526,282</i>	<i>\$6,433,602</i>	<i>\$6,217,688</i>	<i>(\$215,914)</i>
Revenues					
Direct Revenue	\$11,515,907	\$5,415,789	\$12,723,377	\$12,946,683	\$223,306
Intergov Revenue	\$1,304,355	\$1,354,589	\$1,495,778	\$559,580	(\$936,198)
Indirect Revenue	\$48,214,999	\$46,975,453	\$46,449,895	\$55,372,759	\$8,922,864
Total Revenues	\$61,035,261	\$53,745,831	\$60,669,050	\$68,879,022	\$8,209,972
Tax Levy					
Tax Levy	\$2,939,550	\$9,360,205	\$4,582,277	\$7,959,496	\$3,377,219
Personnel					
Full-Time Pos. (FTE)	267.5	267.5	279.8	223.5 ¹	154.3
Seas/Hourly/Pool Pos.	6.5	6.5	4.5	3.5	0
Overtime \$	\$139,048	\$689,545	\$119,328	\$115,956	\$94,776

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

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

- **Office for Persons with Disabilities (OPD):** strives to effectively employ Milwaukee County and community resources to assure that people with disabilities share equally in programs, services and

¹ The 2015 Adopted Budget includes 1.0 FTE newly created Contracts Administrator that was restored through a sustained veto. The funding for this position remains in the DOT-Transit Division. DAS-Procurement will request a fund transfer in 2015 to fund this position.

DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 1151
FUND: Various

facilities of the County. The Office will provide high quality, responsive services that enhance self-sufficiency, personal safety, economic opportunity and quality of life for all people with disabilities.

- **Community Business Development Partners (CBDP):** works to increase overall economic viability for small and disadvantaged businesses (SBEs and DBEs) in Milwaukee County.
- **Risk Management:** provides a comprehensive risk management program that minimizes liabilities to the County and to ensure the health and safety of our employees, residents, and guests utilizing County services and facilities.
- **Fiscal Affairs:** provides high quality, efficient and responsive management, financial services and administrative business functions to the County Executive, County Board and County departments to enable the delivery of financially sound and effective services to the community.
- **Procurement:** obtains goods and services for Milwaukee County departments, agencies, and institutions in a manner that enhances the quality of life in Milwaukee County and fully utilizes all segments of the business community.
- **Information Management Services Division (IMSD):** collaboratively develops and provides secure, cost effective solutions that meet the needs of Milwaukee County government and its citizens.
- **Economic Development:** provides high-quality, efficient, and responsive services to enhance economic opportunity and quality of life for all of the people in Milwaukee County.
- **Facilities Management (including Architecture, Engineering & Environmental Services (AE&ES) County Grounds Utilities):** provides asset management and preservation of County owned assets and property, and ensures that all County-owned buildings are clean, safe, user-friendly, and meet the needs of all tenants, employees and the general public as well as provide technical services to plan, design, construct, manage, operate and preserve Milwaukee County's natural resources and public facilities, in a sustainable and energy efficient manner.

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

DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 1151
FUND: Various

Strategic Program Area 1: DAS Management

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Total DAS Employees Managed	274	284	227

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	(\$168,148)	(\$181,424)	\$0	\$507,063	\$507,063
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	(\$168,148)	(\$181,424)	\$0	\$507,063	\$507,063
FTE Positions	2	2	3	3	0

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

Strategic Implementation:

This program area provides overall management and guidance for the eight divisions and 227 employees of the Department of Administrative Services (DAS) that provide the wide variety of services described below. The tax levy change in this program area because these costs will no longer be charged out to other program areas, and is offset by a corresponding decrease in tax levy in the rest of the department. Accounting for this crosscharge change, expenditures increase by \$18,701 or 3.8 percent over the 2014 Budget.

DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 1151
FUND: Various

Strategic Program Area 2: DAS Business Office

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$0	\$0	\$0	\$806,002	\$806,002
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$0	\$0	\$0	\$806,002	\$806,002
FTE Positions	0	0	0	9	9

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

Strategic Implementation:

This program area is newly created in 2015 and represents a consolidation of accounting, budget, grant management, and other administrative staff from other DAS divisions with the goal of providing the Department Director and Director of Operations a more seamless and consolidated operational view of the department. This program area will also be responsible for operating and capital budget development and monitoring for all of DAS, assisting divisions with fiscal reporting to the Office of the Comptroller, and will assist the Information Management Systems Division in transition of printer and copier leases and maintenance agreements during 2015 (see narrative on copier and printer replacement below).

Eight of the nine positions in this office are transferred in from other DAS divisions². A new position that provides graphic arts services is created. This position will support the department in creating educational tools, website items, and intranet design; and will provide graphics arts services to all interested offices and departments. The new position is offset by abolishment of vacant positions in the Facilities Management program area (see detailed narrative below).

² One Accountant 2 position (as transferred from the Facilities Management - Director’s Office program area) is abolished upon vacancy.

DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 1151
FUND: Various

Strategic Program Area 3: Procurement

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$991,668	\$828,273	\$926,788	\$918,156	(\$8,632)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$991,668	\$828,273	\$926,788	\$918,156	(\$8,632)
FTE Positions	7.5	7.5	7	7 ³	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
# of Vendors Participating in Sealed Bids (% increase over prior year)	Not Measured	Not Measured	50%	+25% over 2014 Results
Time required to process a requisition into a purchase order (PC) (in days)	Not Measured	Not Measured	3.25	1.75

Strategic Implementation:

One new position is created in 2015 to manage the new centralized e-procurement system that was started in late 2014. The new system is estimated to lead to significant purchasing savings over a three-year period, including a budgeted countywide reduction in services and commodities approximately \$400,000 in 2015.

³ The 2015 Adopted Budget includes 1.0 FTE newly created Contracts Administrator that was restored through a sustained veto. The funding for this position remains in the DOT-Transit Division. DAS-Procurement will request a fund transfer in 2015 to fund this position.

DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 1151
FUND: Various

Strategic Program Area 4: Community Business Development Partners

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,143,618	\$961,229	\$1,066,647	\$1,002,698	(\$63,949)
Revenues	\$258,236	\$118,714	\$181,392	\$0	(\$181,392)
Tax Levy	\$885,382	\$842,515	\$885,255	\$1,002,698	\$117,443
FTE Positions	8	8	8	7	-1

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

Strategic Implementation:

In 2015, CDBP will continue to develop and further execute a comprehensive business outreach program for small and disadvantaged enterprises that provides value and services. Ongoing efforts will include the promotion of the Revolving Loan Fund, and a series of educational seminars.

Tax levy increases mainly because the division cannot charge its services to capital projects based on the advice of the County's bond counsel. To help offset this increase, operating costs are reduced and one vacant position is unfunded.

DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 1151
FUND: Various

Strategic Program Area 5: Performance, Strategy & Budget

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
# of Budgets Produced	2	2	1*
Organizational Budgets	74	83	82
Total Expenditure Budget	\$1,641,075,390	\$1,306,950,613	\$1,316,311,910

* = The capital and operating budget narratives are being combined into a single narrative in 2015.

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,572,392	\$1,185,148	\$1,352,964	\$1,301,124	(\$51,840)
Revenues	\$0	\$28	\$0	\$0	\$0
Tax Levy	\$1,572,392	\$1,185,120	\$1,352,964	\$1,301,124	(\$51,840)
FTE Positions	15.9	15.9	8	7	-1

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Bond Agency Rating	Fitch IBCA: AA+ Moody's: Aa2 S&P: AA	Fitch IBCA: AA+ Moody's: Aa2 S&P: AA	Fitch IBCA: AA+ Moody's: Aa2 S&P: AA	Fitch IBCA: AA+ Moody's: Aa2 S&P: AA
Satisfaction Survey	N/A	95%	95%	95%

Strategic Implementation:

This program area will continue to provide long-range fiscal service, strategic planning and budget development for Milwaukee County and will continue to lead the County's Continuous Improvement program that is based on lean principles.

One clerical position is unfunded in 2015. Operating costs decrease slightly based on recent experience.

Overall in the Department of Administrative Services sundry appropriations increase \$35,500, from \$24,500 to \$60,000 in 2015. A portion of this increase is earmarked for professional printing of the Recommended and Adopted County Budgets for elected officials and budget support staff. Only a limited number of copies shall be printed since the budget documents are available on the County web site for public access and historical purposes⁴.

⁴ Under State Law, it is the prerogative of the County Executive to determine how the Recommended Budget is submitted to the County Board (\$59.60)

DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 1151
FUND: Various

Strategic Program Area 6: Reimbursement

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	(\$111,724)	(\$1,567)	\$144,787	\$129,975	(\$14,812)
Revenues	\$0	\$324	\$0	\$0	\$0
Tax Levy	(\$111,724)	(\$1,891)	\$144,787	\$129,975	(\$14,812)
FTE Positions	1	1	1.2	1	-0.2

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

Strategic Implementation:

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

Contracts		
Description	Vendor	Amount
Collections Services	Professional Placement Services	*\$0

* = Expenditure amount is \$0 because the contract is contingency-based, where the vendor retains a portion of collected revenue as payment.

DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 1151
FUND: Various

Strategic Program Area 7: IMSD - Administration & Business Development

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$2,610,871	\$2,336,161	\$2,508,075	\$2,578,348	\$70,273
Revenues	\$2,610,871	\$487,484	\$2,508,075	\$2,565,687	\$57,612
Tax Levy	\$0	\$1,848,677	\$0	\$12,661	\$12,661
FTE Positions	15.5	15.5	16.5	14.5	-2

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

Strategic Implementation:

This program area is responsible for IMSD business development, project management, and administrative support. This area works directly with County departments and outside agencies to build effective and productive relationships, analyzes County business needs, develops critical solutions and manages projects to successful completion in a value driven portfolio framework. Fiscal and procurement duties are transferred to the Business Office program area.

The 2015 Budget reflects transfer of one position to the DAS Business Office and elimination of one vacant position and replacement with consulting services.

DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 1151
FUND: Various

Strategic Program Area 8: IMSD - Application Development

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$2,265,863	\$2,223,211	\$2,134,965	\$2,088,504	(\$46,461)
Revenues	\$2,265,863	\$2,231,620	\$2,134,965	\$2,077,341	(\$57,624)
Tax Levy	\$0	(\$8,409)	\$0	\$11,163	\$11,163
FTE Positions	13	13	12	13	1

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

Strategic Implementation:

The IMSD Application Service team provides service for solving business needs with software applications. Responsibilities include development, implementation, maintenance, management, and support for countywide software on a variety of platforms. Application Services is also responsible for analyzing and interacting with project teams to determine business needs and provide solutions to meet critical County functions.

2015 Budget includes the transfer in of one position from Technical Services to better reflect needs of the division.

DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 1151
FUND: Various

Strategic Program Area 9: IMSD - Technical Services

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$4,439,042	\$4,106,217	\$4,558,917	\$4,132,930	(\$425,987)
Revenues	\$4,439,042	\$4,203,928	\$4,558,917	\$4,090,089	(\$468,828)
Tax Levy	\$0	(\$97,711)	\$0	\$42,841	\$42,841
FTE Positions	16	16	16	13	-3

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

Strategic Implementation:

The IMSD Technical Services program area provides research, acquisition, installation, maintenance, and support services for Countywide telecommunications/data network infrastructure, server and storage networks. This includes administering the County's voice and data communications systems and responsibility for architecture, design, planning, configuration and provisioning of the County's wide area network and local area networks (WAN/LAN), remote access services, network security/firewall management, Wi-Fi and internet services, and voice, video and conferencing services. This program area also maintains and supports the County server and storage environments.

2015 Budget reflects transfer of one position to Application Development, elimination of two vacant positions and replacement with consulting services to better reflect needs of the division.

DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 1151
FUND: Various

Strategic Program Area 10: IMSD - Personal Computer Support

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,792,418	\$2,999,297	\$1,724,238	\$1,598,794	(\$125,444)
Revenues	\$1,792,418	\$2,006,017	\$1,724,238	\$1,585,459	(\$138,779)
Tax Levy	\$0	\$993,280	\$0	\$13,335	\$13,335
FTE Positions	10	10	9	6	-3

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

Strategic Implementation:

The IMSD-Personal Computer Support program area is responsible for first and second level technical support, workstation refresh, software management (license management and electronic software distribution), and mobile device administration. The PC support team also administers County technology standards as well as IT service management standards and processes including change management, problem management, etc.

2015 Budget reflects elimination of three vacant positions and replacement with consulting services to better reflect needs of the division.

DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 1151
FUND: Various

Strategic Program Area 11: IMSD - Mainframe

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$3,275,594	\$2,979,473	\$3,171,608	\$3,207,642	\$36,034
Revenues	\$3,275,594	\$2,995,963	\$3,171,608	\$3,207,642	\$36,034
Tax Levy	\$0	(\$16,490)	\$0	\$0	\$0
FTE Positions	1	1	1	1	0

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

* = Criminal Justice Information System

Strategic Implementation:

The IMSD-Mainframe Service team oversees the Enterprise Mainframe Server and administers, maintains and supports the Criminal Justice Information System, Advantage Financial System, Juvenile Information Management System and a multitude of programmatic interfaces. Mainframe Services also includes the Operations Center which manages tape backup/recovery services for all County enterprise systems.

DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 1151
FUND: Various

Strategic Program Area 12: IMSD - Copier & Printer Management

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
# of Copiers and Printers Managed	N/A	N/A	TBD

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$0	\$0	\$0	\$531,002	\$531,002
Revenues	\$0	\$0	\$0	\$531,002	\$531,002
Tax Levy	\$0	\$0	\$0	\$0	\$0
FTE Positions	0	0	0	0	0

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

Strategic Implementation:

This program area is newly created in 2015 to centralize the costs related to printer and copier purchasing, replacement and maintenance. \$531,002 in funding is transferred into this program area from other County departments and offices in 2015. Management of copier and printer leases and maintenance agreements will transition to the DAS Business Office during 2015. The long-term goal of this centralization is to standardize the County's equipment purchases and vendor agreements, which will lead to long-term cost reductions and is in line with information technology budget practices developed by the Government Finance Officers Association.

DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 1151
FUND: Various

Strategic Program Area 13: IMSD - Software Management

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$0	\$0	\$0	\$6,852,887	\$6,852,887
Revenues	\$0	\$0	\$0	\$5,096,457	\$5,096,457
Tax Levy	\$0	\$0	\$0	\$1,756,430	\$1,756,430
FTE Positions	0	0	0	0	0

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

Strategic Implementation:

This program area is newly created in 2015 to centralize the costs related to software and hardware purchases due to the centralization of information technology in 2015. Budgets for the following items are transferred from departments into this program area:

- 6022 – Computer Access Info Services*
- 6147 – Professional Services-Data Processing*
- 6517 – DP Software Lease/Licensing (software & application maintenance agreements & licenses)*
- 6637 – R/M Computer Equipment*
- 6807 – DP Education
- 7915 – Computer Software
- 7917 – DP Supplies
- 8552 – Mach & Equip New (Capital – Dept. of Emergency Management only)
- 8557 – Computer Equip-New (Cap)
- 8558 – Computer Equip-Repl (Cap)

* = Budgets for these objects are charged back to departments in the amount that was included in the 2015 request. DAS-IMSD will manage purchases and contracts in the future with the goal of reducing these costs in future years. For objects that are not charged back to departments, DAS-IMSD will develop a process by which departments may request purchases utilizing these funds. DAS-IMSD will evaluate these requests and work with departments to utilize the most cost-effective options. Because many of these purchases are funded with tax levy, this program area is within the General Fund but is managed by DAS-IMSD.

DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 1151
FUND: Various

Strategic Program Area 14: Facilities Management - Director's Office

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$678,121	\$348,187	\$298,010	\$0	(\$298,010)
Revenues	\$678,121	\$136,586	\$298,010	\$0	(\$298,010)
Tax Levy	\$0	(\$211,601)	\$0	\$0	\$0
FTE Positions	12	12	10	2	-8

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

Strategic Implementation:

The Director's Office provides centralized budget and support functions as well as overall management and oversight of the Facilities Management division. Functions include development and management of the division's budget, revenue tracking, contract coordination, records retention, and centralized accounting.

Overall expenditures (\$703,086) net to \$0 as all costs in this program area are crosscharged within the Department of Administrative Services – Facilities Management division. The 2015 Budget transfers out six positions to the newly created DAS-Business Office program area and two positions are transferred to the Facilities Maintenance program area.

DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 1151
FUND: Various

Strategic Program Area 15: Facilities Management - Architecture & Engineering

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
# of Capital Projects Managed	117 on-going; 69 new*	165 on-going; 58 new*	TBD

*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	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$4,593,668	\$4,186,010	\$4,564,339	\$4,060,000	(\$504,339)
Revenues	\$4,795,914	\$4,355,873	\$4,923,637	\$4,940,462	\$16,825
Tax Levy	(\$202,246)	(\$169,863)	(\$359,298)	(\$880,462)	(\$521,164)
FTE Positions	32.5	32.5	30.5	30.5	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget*	2013 Actual*	2014 Budget*	2015 Budget*
At least 80% of Capital Projects Completed within 36 Months ⁵	71 projects closed out	39 projects closed out	22 projects closed out to date	TBD

*Currently the data available provides the number of projects closed out rather than the % of projects closed out within 3 years of funding being approved. Since tracking of this performance measure began in 2013, this measure will not be available until the beginning of 2016.

Strategic Implementation:

The *Architecture & Engineering* program area provides professional and technical services related to the maintenance, construction and rehabilitation of the public infrastructure and preservation of the natural resources of Milwaukee County. *Architectural Services unit* provides planning, design and construction management services for implementation of space planning, building maintenance, remodeling, additions and new construction for all County departments. *Airport Engineering unit* provides planning, design and construction management services for all major maintenance and capital projects at General Mitchell International and Lawrence J. Timmerman Airports. *Civil Engineering and Site Development unit* provides planning, design and construction management services for implementation of civil engineering public works projects and land surveying services.

Overall expenditures decrease due to reductions in Interdepartmental Charges of \$121,861, Personal Services of \$387,895, and Commodities of \$30,054. This is partially offset by an increase in Services of 35,471. Revenue increases \$16,825 in 2015 for this program area and is primarily derived from charges to capital projects and technical services provided to other County departments.

⁵ IRS regulations require the expenditure of bond proceeds within three years of issuance.

DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 1151
FUND: Various

Strategic Program Area 16: Facilities Management - Environmental Services

Service Provision: Administrative

Strategic Outcome: Quality of Life

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Number of Capital and Major Maintenance Projects Reviewed for Energy Efficiency and Sustainability	N/A	N/A	94

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,420,253	\$1,145,784	\$1,466,811	\$1,249,839	(\$216,972)
Revenues	\$622,247	\$810,541	\$609,863	\$505,930	(\$103,933)
Tax Levy	\$798,006	\$335,243	\$856,948	\$743,909	(\$113,039)
FTE Positions		5	6	6	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Review 98% of Capital and Major Maintenance Projects with the Objective of Improving Energy Efficiency and Sustainability	N/A	N/A	N/A	94 of 96 projects or 98% of projects reviewed

Strategic Implementation:

The *Environmental Services* program area provides technical guidance, management, and development of sustainability functions related to the County's building and infrastructure assets, assists in coordinating county-wide sustainability efforts and is responsible for the implementation of the County's Green Print Initiative. This program area provides technical and managerial services concerning environmental issues including sustainability to all County departments. Environmental issues addressed include the incorporation of green building concepts, environmental due-diligence for property acquisition and disposal, procurement of grant funding, stormwater management and hazardous substance control (asbestos, lead, PCBs, mercury, pesticides/herbicides, etc.). Environmental Services also assists departments county-wide to monitor underground storage tanks, landfills, air quality, recycling, solid waste, water quality and brownfields properties in regard to compliance with local, state and federal regulations.

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

DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 1151
FUND: Various

Overall expenditures decrease mainly due to reductions in Interdepartmental Charges (\$206,829) as a result of centrally budgeting the City Campus space charge in the Facilities Maintenance program area. Revenue decreases by \$103,933 due to reduced charges to capital projects, environmental services provided to other County departments and non-County agencies.

DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 1151
FUND: Various

Strategic Program Area 17: Facilities Management - Facilities Maintenance

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Number of Emergency Work Orders	N/A	N/A	1,000
Number of Preventative Maintenance Work Orders	N/A	N/A	750

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$21,698,466	\$22,032,043	\$24,405,200	\$26,683,102	\$2,277,902
Revenues	\$22,932,453	\$23,005,871	\$24,632,773	\$26,025,335	\$1,392,562
Tax Levy	(\$1,233,987)	(\$973,828)	(\$227,573)	\$657,767	\$885,340
FTE Positions	122	122	137	90	-47

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Percent of Emergency Work Orders Responded	N/A	N/A	90%	100%
Percent of Work Orders Completed	N/A	92%	90%	92%

Strategic Implementation:

Facilities Maintenance provides property management, tenant services and maintenance, housekeeping, security and skilled trades services to various private entities and County departments (comprised of over 3.9 million square feet). *Maintenance Operations* functions include daily custodial services for public areas and repair services, grounds care and snow removal, provision of centralized electrical, mechanical and engineering services, security operations, and maintenance of the various utility distribution systems. *Management Services* provides property management and lease administration functions. *Facilities Assessment Team* provides building systems condition assessment inspection services related to County-owned facilities.

Highlights of additional significant changes are follows:

Consolidated Facilities Plan Implementation

To more effectively plan for county-wide space needs and management of County assets, the 2015 Budget includes \$700,000 in funding for services related to ongoing implementation of the Consolidated Facilities Plan (CFP) and potential relocation of staff within county-owned facilities to improve operational efficiencies and reduce ongoing costs. Policymakers will receive reports on the following elements of the plan:

DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 1151
FUND: Various

Agreement with the State for Marcia P. Coggs Center

The County has agreed to a lease at the Marcia P. Coggs Center that will provide approximately the same level of rental revenue as the sum of rent payments plus information technology reimbursements in 2014. This rental revenue is budgeted in DAS-Facilities Management in the amount of \$2.5 million in 2015, a shift from the Information Management Services Division of approximately \$800,000.

Comprehensive Plan for County Grounds

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

Courthouse Complex Plan

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

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

Closing of City Campus

Current County tenants are scheduled to vacate no later than the first quarter of 2015. Accordingly, the 9-story and 5-story portions of City Campus are anticipated to be closed and current County tenants will be moved to leased office space.⁶ Lease costs (for County tenants) are budgeted centrally in the Facilities Maintenance program area. These actions result in a 2015 estimated net tax levy savings of approximately \$331,000, which includes the abolishment of five (vacant) positions in the Facilities Maintenance section.

The 2015 Capital Improvements Budget includes \$3.8 million for the demolition of City Campus (capital project WC11201).

Security

In order to provide a more efficient service, the security function will be transferred to the Office of the Sheriff in 2015.

Elevator Service Privatization

Currently, there are 61 elevators in Facilities Maintenance that are maintained by three FTE's Elevator Constructors plus additional service from a national outside elevator service firm. Due to the potential liability of operating and maintaining these elevators with County staff, the service provider agreement is expanded in 2015 to include full third party assumption of all exposures associated with the external maintenance. This action results in an estimated net tax levy savings of \$230,000 and the abolishment of three positions.⁷

⁶ Pursuant to County Board file [#14-702](#), authorization to enter into lease agreements for City Campus tenants was adopted by the County Board on a vote of 17-0. The net estimated tax levy savings of \$331,000 assumes County tenants are moved into the leased office facilities by 2014 Year-End. Projections within the (#14-702) report assumed City Campus tenants moved out by April 20, 2015, which reflected lower 2015 savings of \$229,000 as a result.

⁷ One-time unemployment compensation costs are budgeted at approximately \$29,000 for 2015.

DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 1151
FUND: Various

Housekeeping – Living Wage Impact

Housekeeping costs initially decreased by approximately \$170,000 from \$1.59 million (2014) to \$1.42 million (2015). In order to comply with the County's living wage ordinance, approximately \$357,000 was added to the \$1.42 million estimate, resulting in total housekeeping cost of \$1,780,918 for 2015 (or an overall increase of approximately \$186,500 from 2014).

Additional Position Actions

- Seven (vacant) positions are abolished for a tax levy savings of approximately \$606,800.
- One position is transferred to the newly created DAS-Business Office program area.
- Two positions are transferred in from the Director's Office program area.

DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 1151
FUND: Various

Strategic Program Area 18: Facilities Management - Water Utility

Service Provision: Discretionary

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data			
Activity*	2013 Actual	2014 Budget	2015 Budget
Cubic Feet of Water Service	53,374,595	53,360,425	42,267,551
Cubic Feet of Sewer Service	37,423,986	53,360,425	28,528,237
Cubic Feet of Storm Water Service	53,374,595	53,360,425	42,267,551

*Consumption

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$4,087,687	\$3,350,182	\$4,648,570	\$4,662,432	\$13,862
Revenues	\$4,087,687	\$2,865,560	\$4,648,506	\$4,662,432	\$13,926
Tax Levy	\$0	\$484,622	\$64	\$0	(\$64)
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Operation Cost per 1,000/CF of Water Service	\$42.00	\$35.81	\$46.50	\$56.70
Operation Cost per 1,000/CF of Sewer Service	\$18.00	\$15.05	\$21.00	\$27.87
Operation Cost per 1,000/CF of Storm Water Service	\$2.90	\$.44	\$3.20	\$2.62

Strategic Implementation:

The systems provide water, sewer, storm and fire services to County and non-County entities located on the grounds. The expenses of the Water Utility are fully funded by revenue from users, which are assessed based on each entity's share of total consumption. Consumption is metered for water usage and sewer, storm and fire are functions of that water consumption.

The 2015 Budget includes a total expenditure increase of \$13,862. Debt & Depreciation costs increase by \$371,615 and is partially offset by a reduction in Service and Other Charges of \$297,319 and Interdepartmental Charges of \$60,434.⁸ All Expenditures are offset by fees paid by users of the water system.

⁸ Utilities include water, sewer, electricity, and stormwater charges. These specific utility services are supplied and charged to Milwaukee County's Water Utility system as follows: The City of Wauwatosa charges for sewer and stormwater services; the City of Milwaukee provides water services; WE Energies provides the electrical services.

DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 1151
FUND: Various

The fire protection charge will continue to be budgeted in the Water Utility and charged out to all County Grounds users of the water system.⁹ Payment from some non-County users of the water system has been challenging. The County will continue to pursue payment for these charges.¹⁰ In light of this, approximately \$1.24 million is included in the Appropriations for Contingences Budget (Org Unit 1945) to account for potential non-payment from non-County water system users.

⁹ 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 the this charge to all user-tenants located on the County Grounds. Fire protection charges for 2015 are estimated at \$1.31 million. Approximately \$1.24 million of this cost is charged to non-County water system users with the balance (\$78,446) charged to County users.

¹⁰ Prior to the transfer of the fire protection charge to the Water Utility in 2012, DAS-Facilities Management, 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.

DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 1151
FUND: Various

Strategic Program Area 19: Risk Management

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$8,345,206	\$9,068,415	\$7,393,506	\$11,372,412	\$3,978,906
Revenues	\$8,345,206	\$8,232,237	\$7,393,506	\$11,372,412	\$3,978,906
Tax Levy	\$0	\$836,178	\$0	\$0	\$0
FTE Positions	7	7	5	5	0

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

Strategic Implementation:

The Third Party Administration of Workers' Compensation claims is a model presently used by most other Wisconsin counties and is consistent with a best practice approach to claims handling. In addition to more efficient claims management in the areas of investigation, medical cost containment, and claim closure, this initiative will address the significant reporting issues identified by the State of Wisconsin Department of Workforce Development. A significant spike in the number of workers' compensation claims occurred in the second half of 2013 that resulted in costs significantly over budget in 2014. This is anticipated to continue into 2015. As a result, workers' compensation costs (including medical, lost time, etc.) increase by \$2.6 million to \$6 million, the costs of which are charged out to County departments and offices.

Also in 2015, the County's deductible for property insurance is increased from \$200,000 in the aggregate to \$1.5 million in the aggregate, and the \$500 per claim deductible increased to a \$5,000 per claim deductibles. Because it is unknown which departments will be required to pay these deductibles, tax levy of half this amount is budgeted in the Appropriation for Contingencies. The premium for property insurance rises by \$1 million to \$1.6 million, which is allocated to County departments and offices.

Other operating costs remain largely unchanged. Insurance premiums remain static for all lines of coverage with the exception of the property coverage. Funding for pre-employment physicals and occupational health vaccinations was moved from the Risk Management budget to the Human Resources budget for more accurate process and control measures. Due to management turnover and the County's risk management actuary being unable to update cost allocation figures, charges are allocated Countywide at the same rates as the 2014 Adopted Budget. A new actuary will be retained by the County for the 2016 Budget.

DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 1151
FUND: Various

Strategic Program Area 20: Economic Development

Service Provision: Discretionary

Strategic Outcome: Economic Opportunity

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

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$392,011	\$1,013,005	\$352,312	\$303,723	(\$48,589)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$392,011	\$1,013,005	\$352,312	\$303,723	(\$48,589)
FTE Positions	2	2	1	1	0

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

Strategic Implementation:

The Economic Development program area provides management and oversight of the DAS-Economic Development division, development and administration of business and job retention/development activities focused within Milwaukee County; and continuing the County’s connection with regional economic development planning efforts.

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

In 2013, the Wisconsin Department of Children and Families (DCF) was allocated funding to oversee the Transform Milwaukee Jobs (TMJ) program. The goals of TMJ are:

1. To transition individuals into stable unsubsidized employment.
2. To increase child support payments through stable unsubsidized employment.
3. To support reunification plans with children by enhancing parental capabilities and long-term child safety through stable unsubsidized employment.

DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 1151
FUND: Various

4. To transition former foster youth into independent living through stable unsubsidized employment.

TMJ connects low-income, unemployed workers to public and private employment opportunities. The program subsidizes wages by reimbursing employers for participant's compensation up to the state minimum wage of \$7.25/hour. Participating employers can provide additional compensation according to their employment practices. TMJ participants can work in subsidized jobs for 1040 hours at a time. After the 1040 hours are completed, an employer can hire the participant without the TMJ wage subsidy. DCF partners with two community organizations, the Milwaukee Area Workforce Investment Board (MAWIB) and UMOS, which prepares eligible participants for employment opportunities.

The Director of Economic Development will assess the feasibility of the County participating in TMJ by employing individuals to complete appropriate deferred maintenance projects. The Director of Economic Development, working in collaboration with the Director of Parks, Recreation, and Culture and Facilities Maintenance staff, will identify potential deferred maintenance projects that may be appropriate for TMJ participants. The Director of Economic Development will present his/her findings and recommendations to the Board of Supervisors during the March committee cycle.

DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 1151
FUND: Various

Strategic Program Area 21: Economic Development - Real Estate

Service Provision: Discretionary

Strategic Outcome: Economic Opportunity

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

*The 2013 Actual represents actual land sale revenue and lease revenue. The 2014 and 2015 budgets only include \$400,000 in land sale proceeds (as budgeted in this program area) due to the dynamic nature of real estate negotiations involving multiple stakeholders. This conservative approach is consistent with a past budget practice. The decrease in lease revenue from 2013 to 2014 is attributable to loss of air space leases used for parking revenue due to I-794 construction.

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,439,188	\$1,036,581	\$862,863	\$978,170	\$115,307
Revenues	\$2,156,500	\$1,914,779	\$1,156,500	\$1,206,274	\$49,774
Tax Levy	(\$717,312)	(\$878,198)	(\$293,637)	(\$228,104)	\$65,533
FTE Positions	3	3	4	5	1

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

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

Strategic Implementation:

The Real Estate program area administers the leasing, acquisition and disposition of a wide variety of buildings and vacant property owned by Milwaukee County.

The 2015 Budget includes the creation of a Lease Manager to begin the process of centralizing and standardizing the lease management process for the County.

DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 1151
FUND: Various

Strategic Program Area 22: Economic Development - MCAMLIS

Service Provision: Mandated

Strategic Outcome: Economic Opportunity

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$752,080	\$904,108	\$1,074,373	\$842,000	(\$232,373)
Revenues	\$752,080	\$738,844	\$1,074,373	\$842,000	(\$232,373)
Tax Levy	\$0	\$165,264	\$0	\$0	\$0
FTE Positions	3	3	3	3	0

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

Strategic Implementation:

The Milwaukee County Automated Mapping and Land Information System (MCAMLIS) program area is the County's Land Information Office. Pursuant to Section 59.72 of the Wisconsin Statutes and County Board Resolution File 90-707(a), MCAMLIS may design, develop and implement a land information system integrating property and ownership records with U.S. Public Land Survey referenced parcel-identified boundary information; prepare boundary-referenced parcel property maps suitable for producing accurate land title or survey boundary line information; and prepare maps suitable for local planning.

Expenditures have been decreased by \$232,373 to better align the budget to actual performance results. MCAMLIS receives no tax levy as expenditures are offset by revenue generated mainly from document recording fees (\$840,000 for 2015).¹

¹ 105,000 recorded documents are estimated for the 2015 Budget.

DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES (1151) BUDGET

DEPT: DAS - Department of Administration

UNIT NO. 1151
FUND: Various

Strategic Program Area 23: Office for Persons with Disabilities

Service Provision: Discretionary

Strategic Outcome: Quality of Life



What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Transportation Accommodations – Eligibility Trips	n/a	170	170
Will-O-Way Rentals	154	150	150
Sign Language Interpreter Work Orders	96	100	100

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$888,005	\$991,897	\$1,124,167	\$1,031,278	(\$92,889)
Revenues	\$154,500	\$176,709	\$180,500	\$170,500	(\$10,000)
Tax Levy	\$733,505	\$815,188	\$943,667	\$860,778	(\$82,889)
FTE Positions	4	4	4	3	-1

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

Strategic Implementation:

Service levels remain unchanged in 2015 from 2014 budget levels. As a response to increasing costs and demand for services, day camp fees increase between 10% and 25% and operating costs are reduced within operations to better suit the needs of OPD in 2015. One position is unfunded in 2015.

The space to be vacated by Family Care in Underwood Park is expected to be occupied by Goodwill effective January 2, 2015.

DAS-OPD Expendable Trust Fund (Org. 0601)

Since 1983, the Milwaukee County Commission for Persons with Disabilities has maintained an expendable trust fund to benefit Milwaukee County residents with disabilities. Consistent with applicable Milwaukee County policy and procedure, the Commission initiates fiscal actions that require concurrence with the County Board of Supervisors and the County Executive. Through its actions, the Commission also fosters activities that support contributions to the corpus of the trust. Expenditures include support for disability-related community events. Revenues are derived from grants donations and/or advertising.

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



Courts & Judiciary Function

Agency Budget Narratives

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

COURTS (2000) BUDGET

DEPT: Combined Court Related Operations

UNIT NO. 2000
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$26,560,973	\$26,084,817	\$27,020,675	\$27,987,446	\$966,761
Operation Costs	\$8,043,977	\$8,209,973	\$8,319,003	\$8,624,672	\$305,669
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$15,750	\$14,936	\$15,000	\$26,300	\$11,300
Interdept. Charges	\$4,130,327	\$4,003,648	\$6,380,372	\$6,865,084	\$484,712
Total Expenditures	\$38,751,027	\$38,313,374	\$41,735,050	\$43,503,502	\$1,768,452
<i>Legacy Healthcare/Pension</i>	<i>\$5,518,799</i>	<i>\$5,820,370</i>	<i>\$6,378,590</i>	<i>\$6,387,386</i>	<i>\$8,796</i>
Revenues					
Direct Revenue	\$4,039,252	\$3,288,039	\$3,654,200	\$3,174,606	(\$479,594)
Intergov Revenue	\$5,181,326	\$5,576,290	\$7,946,671	\$8,117,692	\$171,021
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$9,220,578	\$8,864,329	\$11,600,871	\$11,292,298	(\$308,573)
Tax Levy	\$29,530,449	\$29,449,045	\$30,134,179	\$32,211,204	\$2,077,025
Personnel					
Full-Time Pos. (FTE)	288	288	289	289	0
Seas/Hourly/Pool Pos.	9	9	9	9	0
Overtime \$	\$1,645	\$2,448	\$0	\$0	\$0

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

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

The Criminal Division hears, tries, and determines all matters for pretrial, trial and post-conviction proceedings in felony, misdemeanor and traffic matters. Within the Criminal Division, the Misdemeanor Courts conduct proceedings on matters in which jury demands have been filed in the municipal courts in Milwaukee County. The Clerk, Criminal Court Division, consults with litigants and attorneys on procedural matters; processes the records

COURTS (2000) BUDGET

DEPT: Combined Court Related Operations

UNIT NO. 2000
FUND: General - 0001

for the court; receives cases from the municipal courts; accounts for and disperses fees and fines to the County Treasurer; prepares judgment rolls and case records; issues warrants and necessary documents for court actions including the issuance of occupational licenses in operating while intoxicated cases; and maintains records for the automated JUSTIS System.

The Children's Court Division consults with petitioners, court appointed guardians, probation officers and other officials. It exercises jurisdiction over matters involving persons under the age of 18 regarding delinquency, dependency, neglect, guardianships, detention and termination of parental rights. It directs the preparation of legal processes, court orders and vouchers and maintains and files Children's Court records, including disposition of cases. This division also processes termination of parental rights proceedings, agency adoptions and documents filed in all adoption proceedings.

The Civil Court Division adjudicates small claims, large claims, replevin, and eviction actions. The Clerk of Circuit Court, Civil Division, consults with litigants and attorneys on procedural matters; calculates costs and records judgments; maintains the central court files for civil and family matters; directs the work of the clerical staff of the court; assigns and calendars all cases in the Civil Division of the Circuit Court; and supervises the processing of civil appeals to the State Court of Appeals.

The Family Court area hears all actions affecting family. Within this area, there are three sections. General office conducts hearings for the family matters of separation, divorce, domestic abuse, and harassment. Child Support Enforcement (CSE) conducts paternity hearings and monitors the job search task for those individuals liable for child support. Family Court Mediation Services which provides family mediation services and custody studies.

The Probate Division has two sections: Probate Administration and Probate Court Support. Probate Administration manages and maintains all wills deposited for safekeeping or filed for probate, all probate records of estates, trusts, guardianships of persons and estates, conservatorship, protective placements and involuntary commitments. Probate Court Support assists the courts assigned probate jurisdiction in adjudicating matters involving probate, trusts, guardianships of persons and estates, conservatorship, protective placements, involuntary commitments, temporary restraining orders and injunctions in individuals at risk cases.

The Family Drug Treatment Grant Division is responsible for grant oversight in relation to drug treatment.

The Permanency Plan Review Division provides children in out-of-home situations 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 economic situation or access to legal services.

COURTS (2000) BUDGET

DEPT: Combined Court Related Operations

UNIT NO. 2000
FUND: General - 0001

Strategic Program Area 1: Administration

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$5,650,950	\$5,452,554	\$5,761,899	\$6,391,393	\$629,494
Revenues	\$222,058	\$51,773	\$158,620	\$46,893	(\$111,727)
Tax Levy	\$5,428,892	\$5,400,781	\$5,603,279	\$6,344,500	\$741,221
FTE Positions	39.5	39.5	39.5	39.5	0

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Performance Measures have not yet been created for this 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. One vacant clerical position is eliminated and one attorney position is added. Overall expenditures increase due to increases in crosscharges. Operating costs are largely unchanged.

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

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

COURTS (2000) BUDGET

DEPT: Combined Court Related Operations

UNIT NO. 2000
FUND: General - 0001

Strategic Program Area 2: Criminal Court

Service Provision: Mandated

Strategic Outcome: Personal Safety

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$9,857,484	\$9,421,994	\$9,578,917	\$9,994,819	415,902
Revenues	\$2,804,819	\$2,568,044	\$2,420,002	\$2,260,349	(\$159,653)
Tax Levy	\$7,052,665	\$6,853,950	\$7,158,915	\$7,734,470	\$575,555
FTE Positions	86.5	86.5	84	84	0

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Performance Measures have not yet been created for this 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 courtrooms, including 14 felony, seven misdemeanor, two intake, and one preliminary courtroom.

Services continue to be provided by 84.0 FTE. Expenditures increase in 2015 due increases in crosscharges and psychiatrist fees based on recent history.

COURTS (2000) BUDGET

DEPT: Combined Court Related Operations

UNIT NO. 2000
FUND: General - 0001

Strategic Program Area 3: Children's Court

Service Provision: Mandated

Strategic Outcome: Quality of Life

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$7,904,364	\$7,548,927	\$7,896,660	\$7,776,940	(\$119,720)
Revenues	\$1,134,894	\$1,142,417	\$1,227,981	\$1,132,437	(\$95,544)
Tax Levy	\$6,769,470	\$6,406,510	\$6,668,679	\$6,644,503	(\$24,176)
FTE Positions	34.5	34.5	34.5	34	-0.5

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

Strategic Implementation:

This program area is responsible for matters involving persons under the age of eighteen and is responsible for 11 total courtrooms.

Services continue to be provided by 34.0 FTEs. Adversary counsel fees increase based on recent trends, while state grant revenue decreases due to projected decreases in payments from the State of Wisconsin.

COURTS (2000) BUDGET

DEPT: Combined Court Related Operations

UNIT NO. 2000
FUND: General - 0001

Strategic Program Area 4: Civil Court

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$8,397,387	\$8,442,833	\$9,331,002	\$9,607,472	\$276,470
Revenues	\$3,023,118	\$2,739,365	\$3,574,610	\$3,395,606	(\$179,004)
Tax Levy	\$5,374,269	\$5,703,468	\$5,756,392	\$6,211,866	\$455,474
FTE Positions	75	75	81	79	-2

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Performance Measures have not yet been created for this 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 9 civil, 5 small claims, and 2 probate courtrooms.

Services continue to be provided by 79.0 FTEs in this program area. Two vacant clerical positions are eliminated. Expenditures increase due to increased crosscharges. Revenues decrease to a lower number of anticipated foreclosure filings.

COURTS (2000) BUDGET

DEPT: Combined Court Related Operations

UNIT NO. 2000
FUND: General - 0001

Strategic Program Area 5: Family Court

Service Provision: Mandated

Strategic Outcome: Quality of Life

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$3,316,906	\$3,316,204	\$5,081,791	\$5,363,692	\$281,901
Revenues	\$785,760	\$745,361	\$2,668,720	\$2,884,185	\$215,465
Tax Levy	\$2,531,146	\$2,570,843	\$2,413,071	\$2,479,507	\$66,436
FTE Positions	33	33	32	33	1

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Performance Measures have not yet been created for this 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 Family Court Mediation Services costs which are entirely offset with revenues collected from filing fees, user fees, and from a portion of marriage license fees for no tax impact. If, during 2015, the actual revenue received from these sources exceeds actual expenditures, the State mandates that the excess revenue be set-aside in a reserve account to offset future operating costs in this section. For 2015, a contribution of \$66,436 from the reserve is budgeted. As of December 31, 2013, the total balance in the reserve account was \$337,326. One clerical position is added in 2015.

COURTS (2000) BUDGET

DEPT: Combined Court Related Operations

UNIT NO. 2000
FUND: General - 0001

Strategic Program Area 6: Probate

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$2,652,001	\$2,693,845	\$2,747,542	\$2,950,405	\$202,863
Revenues	\$419,656	\$366,480	\$366,755	\$373,262	\$6,507
Tax Levy	\$2,232,345	\$2,327,365	\$2,380,787	\$2,577,143	\$196,356
FTE Positions	20	20	21	21	0

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

Strategic Implementation:

This program area is responsible for all probate records filed with the Courts. Services continue to be provided by 21.0 FTEs. Operating costs increase due to increased Guardian ad Litem fees to be consistent with other program area attorney fees.

COURTS (2000) BUDGET

DEPT: Combined Court Related Operations

UNIT NO. 2000
FUND: General - 0001

Strategic Program Area 7: Family Drug Treatment Court

Service Provision: Mandated

Strategic Outcome: Quality of Life

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$216,000	\$219,977	\$220,953	\$218,000	(\$2,953)
Revenues	\$216,000	\$241,529	\$218,000	\$218,000	\$0
Tax Levy	\$0	(\$21,552)	\$2,953	\$0	(\$2,953)
FTE Positions	0	0	0	0	0

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

Strategic Implementation:

This program area is primarily responsible for the Family Drug Treatment Court Grant administration. This area has no staff dedicated to it. Operating costs remain unchanged.

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

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

COURTS (2000) BUDGET

DEPT: Combined Court Related Operations

UNIT NO. 2000
FUND: General - 0001

Strategic Program Area 8: Permanency Plan Review

Service Provision: Mandated

Strategic Outcome: Quality of Life

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$614,273	\$596,214	\$605,183	\$620,421	\$15,238
Revenues	\$614,273	\$648,360	\$605,183	\$620,421	\$15,238
Tax Levy	\$0	(\$52,146)	\$0	\$0	\$0
FTE Positions	5	5	5	5.5	0.5

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

Strategic Implementation:

This program area is responsible for the Permanency Plan Review Grant. The grant has a total expenditure authority of \$615,701, which is offset by matching State revenues. This grant project provides children in an out-of-home situation with reviews every six months by the court. Revenue from the Bureau of Milwaukee Child Welfare funds all of the staff dedicated to this program area. 5.5 FTEs are provided to oversee the grant and provide services.

COURTS (2000) BUDGET

DEPT: Combined Court Related Operations

UNIT NO. 2000
FUND: General - 0001

Strategic Program Area 9: Self Help Services

Service Provision: Discretionary

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$141,662	\$620,826	\$511,103	\$580,360	\$69,257
Revenues	\$0	\$361,000	\$361,000	\$361,145	\$145
Tax Levy	\$141,662	\$259,826	\$150,103	\$219,215	\$69,112
FTE Positions	1	1	1	2	1

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Performance Measures have not yet been created for this 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. This program area is also responsible for the Foreclosure Mediation project. The Department of Justice is anticipated to continue to award this pass-through grant, and Metro Milwaukee Foreclosure Mediation Services, Inc. is the vendor awarded through the grant process. There is no tax levy involved with the foreclosure mediation project. One position is transferred from another service area. In 2015, one clerical position is added.

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

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

PRE-TRIAL SERVICES (2900) BUDGET

DEPT: Pre-Trial Services

UNIT NO. 2900
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$120,104	\$116,896	\$125,427	\$139,232	\$13,805
Operation Costs	\$4,765,911	\$4,022,880	\$3,779,498	\$4,212,181	\$432,683
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$18,920	\$0	\$0	\$0
Interdept. Charges	\$185,649	\$172,292	\$371,364	\$392,521	\$21,157
Total Expenditures	\$5,071,664	\$4,330,988	\$4,276,289	\$4,743,934	\$467,645
<i>Legacy Healthcare/Pension</i>	<i>\$7,417</i>	<i>\$7,966</i>	<i>\$17,786</i>	<i>\$27,955</i>	<i>\$10,169</i>
Revenues					
Direct Revenue	\$0	\$0	\$0	\$0	\$0
Intergov Revenue	\$598,101	\$602,142	\$542,378	\$717,289	\$174,911
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$598,101	\$602,142	\$542,378	\$717,289	\$174,911
Tax Levy	\$4,473,563	\$3,728,846	\$3,733,911	\$4,026,645	\$292,734
Personnel					
Full-Time Pos. (FTE)	1	1	1	1	0
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime \$	\$0	\$0	\$0	\$0	\$0

Department Mission: The mission of 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 Review Coordinator are responsible for operation, fiscal management and monitoring of all pretrial contracts, programs and program outcomes. In addition, the Pretrial Services Advisory Board will continue to meet to review program activity, outcomes and recommendations regarding program development and annual budgets.

PRE-TRIAL SERVICES (2900) BUDGET

DEPT: Pre-Trial Services

UNIT NO. 2900
FUND: General - 0001

Strategic Program Area 1: Pre-Trial Services

Service Provision: Discretionary

Strategic Outcome: Self-Sufficiency

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Activity Data is in the Process of Being Tracked.			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$5,071,664	\$4,330,988	\$4,276,289	\$4,743,934	\$467,645
Revenues	\$598,101	\$602,142	\$542,378	\$717,289	\$174,911
Tax Levy	\$4,473,563	\$3,728,846	\$3,733,911	\$4,026,645	\$292,734
FTE Positions		1	1	1	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Performance Measures Have Been Created. Data is in the Process of Being Collected.				

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.

Tax levy for 2014 is reduced by \$739,652 to \$3,733,911 from the \$4,473,563 in 2013. Personal Services expenditures are largely unchanged from the 2013 Adopted Budget with an increase of \$5,323 related to cost of living increase for the Judicial Review Coordinator position. Operating costs are reduced by \$986,413 due to the shifting of the Day Reporting Center administration and management to the House of Correction. All expenses and contracts correlated with the Day Reporting Center will now be in under the House of Correction. Total revenue is reduced by \$55,723 primarily due to the expiration of the Bureau of Justice Assistance Drug Grant in the amount of \$60,000 for 2014. Cross charges for various County Departments are increased by \$185,715, which includes a \$52,000 charge for the 2014 maintenance of the new Milwaukee County Pretrial Services Case Management System by IMSD, and an increase of \$90,946 for IMSD charges related to mainframe maintenance. The development process for the new Case Management System began in 2013 with surplus funds. This software system will allow for the Department to track activity and Performance Measure data, which they hope to provide in the 2015 budget.

PRE-TRIAL SERVICES (2900) BUDGET

DEPT: Pre-Trial Services

UNIT NO. 2900
 FUND: General - 0001

The following contracts are included in the 2014 Budget in lieu of separate review and approval from the County Board during the fiscal year.

Contracts		
Description	Vendor	Amount
Universal Screening	Justice Point	\$1,024,432
TAD Grant Operating	Justice Point	\$371,200
Drug Treatment Court Coordinator	Justice Point	\$102,230
OWI/Scram Program	Wisconsin Community Services	\$432,599
Pre-Trial Drug Testing	Wisconsin Community Services	\$170,500
GPS Monitoring/Release Preparation	Justice Point	\$1,692,256
Early Interventions Central Liaison Unit	Justice Point	\$300,000
BJA DTC Grant-Trauma Informed Care/CBT	Justice Point	\$93,273
BJA DTC Grant-Trauma Informed Care/CBT	UW-Milwaukee	\$24,116

CHILD SUPPORT SERVICES (2430) BUDGET

DEPT: Child Support Services

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

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$12,914,407	\$11,905,387	\$13,333,063	\$13,463,892	\$130,829
Operation Costs	\$3,153,891	\$2,759,735	\$2,975,273	\$3,168,381	\$193,108
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$28,850	\$1,885	\$28,850	\$12,264	(\$16,586)
Interdept. Charges	\$4,231,753	\$4,324,380	\$2,118,642	\$2,725,689	\$607,048
Total Expenditures	\$20,328,901	\$18,991,387	\$18,455,828	\$19,370,226	\$914,398
<i>Legacy Healthcare/Pension</i>	<i>\$2,683,105</i>	<i>\$2,823,441</i>	<i>\$3,126,808</i>	<i>\$3,115,123</i>	<i>(\$11,685)</i>
Revenues					
Direct Revenue	\$911,375	\$852,385	\$777,275	\$775,846	(\$1,429)
Intergov Revenue	\$18,088,904	\$17,144,879	\$16,475,714	\$16,794,186	\$318,472
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$19,000,279	\$17,997,264	\$17,252,989	\$17,570,032	\$317,043
Tax Levy	\$1,328,622	\$994,123	\$1,202,839	\$1,800,194	\$597,355
Personnel					
Full-Time Pos. (FTE)	140.5	140.5	150	145	-5
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime \$	\$1,623	\$8,928	\$24,996	\$0	(\$24,996)

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: CSS implements the Child Support Enforcement Act pursuant to Title IV-D of the Federal Social Security Act and Sections 49.22 and 59.53(5) of the Wisconsin Statutes, under contract with Wisconsin's Department of Children and Families. State-managed public assistance programs refer cases for child support services when a custodial parent or child is eligible for benefits. Parents or custodians who do not receive public benefits may also apply for federally funded child support services. Individuals choosing not to apply for services may receive limited child support services funded by County tax levy and fees for services. CSS works cooperatively with State agencies and other County departments to comply with Federal and State IV-D program mandates, including providing parent location services, establishing paternity and establishing and enforcing child and medical support orders in local and interstate cases.

CHILD SUPPORT SERVICES (2430) BUDGET

DEPT: Child Support Services

UNIT NO. 2430
FUND: General - 0001

Strategic Program Area 1: Child Support Services

Service Provision: Mandated

Strategic Outcome: Self Sufficiency

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Total IV-D Cases	123,578	124,000	125,000
Court Orders Established	10,148	9,100	9,400
Paternities Established	8,812	8,900	9,100
Cost Efficiency Measure*	145	116	140
Call Volume to Call Center	120,135	120,000	135,000
Office Walk-Ins	30,457	31,000	31,500
Case Load Per FTE Employee	879	890	822

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$20,328,901	\$18,991,387	\$18,455,828	\$19,370,226	\$914,399
Revenues	\$19,000,279	\$17,997,264	\$17,252,989	\$17,570,032	\$317,043
Tax Levy	\$1,328,622	\$994,123	\$1,202,838	\$1,800,194	\$597,356
FTE Positions	140.5	140.5	150	145	-5

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Paternity Establishment Rate	93.75%	95.29%	94.00%	80.00+%
Order Establishment Rate**	80.75%	81.00%	81.00%	80.00+%
Support Collection Rate	57.00%	57.25%	57.25%	60.00%
Arrears Collection Rate	49.00%	49.25%	49.25%	50.90%

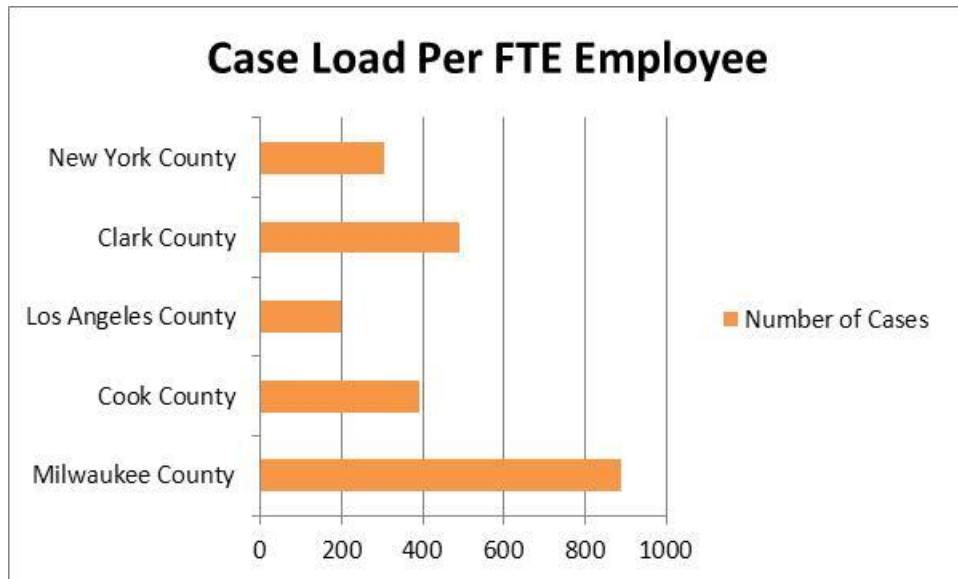
* Measures number of paternitys and court orders established per FTE.

** Measures the percent of cases where child support has been ordered by the Courts. Order establishment is the process of obtaining an order for child support and medical support from a parent who is not living with and not directly supporting his/her child.

CHILD SUPPORT SERVICES (2430) BUDGET

DEPT: Child Support Services

UNIT NO. 2430
FUND: General - 0001



Strategic Implementation:

Beginning in 2015, Trust Fund call center operations will be provided by the Wisconsin State Child Support Trust Fund; call center positions will be reallocated to providing more high-value Child Support services, while five vacant positions are eliminated.

Due to changes in performance funding by the State of Wisconsin, Department of Children & Families, revenue is reduced \$361,308, or 9% to \$3,828,929.



Public Safety Function

Agency Budget Narratives

- **Office of the Sheriff**
- **House of Correction**
- **Office of the District Attorney**
- **Office of Emergency Management**
- **Medical Examiner**

SHERIFF (4000) BUDGET

DEPT: Sheriff

UNIT NO. 4000
FUND: General - 0001

Budget Summary

Category	2013 Budget ¹	2013 Actual ¹	2014 Budget ¹	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$69,631,924	\$69,851,970	\$65,360,132	\$71,484,930	\$6,124,798
Operation Costs	\$5,349,388	\$4,552,117	\$4,730,022	\$3,738,440	(\$991,582)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$96,000	\$232,885	\$166,267	\$992,810	\$826,543
Interdept. Charges	\$5,200,234	\$4,553,311	\$4,155,723	\$4,478,926	\$323,203
Total Expenditures	\$80,277,546	\$79,190,283	\$74,412,144	\$80,695,106	\$6,282,962
<i>Legacy Healthcare-Pension</i>	<i>\$13,879,869</i>	<i>\$14,400,769</i>	<i>\$15,556,639</i>	<i>\$15,214,169</i>	<i>(\$342,470)</i>
Revenues					
Direct Revenue	\$6,020,581	\$5,605,074	\$5,988,123	\$5,103,250	(\$884,873)
Intergov Revenue	\$5,893,273	\$5,875,779	\$5,555,223	\$4,805,349	(\$1,257,465)
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$11,913,854	\$11,480,853	\$11,543,346	\$9,908,599	(\$2,142,338)
Tax Levy	\$68,363,692	\$67,709,430	\$62,868,798	\$70,786,507	\$7,917,709
Personnel					
Full-Time Pos. (FTE)	678	678	637	687	21
Seas/Hourly/Pool Pos.	23.7	23.7	7.2	7.2	0
Overtime \$	\$3,361,344	\$5,884,8456	\$4,017,864	\$4,213,452	\$195,588

Department Mission: The Office of the Sheriff exists to serve the public. The Office of the Sheriff is committed to creating a culture of service that views the citizens as customers whose satisfaction is absolutely essential to their success. Public safety is a priority for the protection of citizens. Performance matters.

Department Description: The Office of the Sheriff is comprised of state mandated and discretionary functions. Mandated functions include the county jail, court security and expressway patrol.

2015 Budget Summary

The 2015 Budget for the Office of the Sheriff is provided as a “lump sum” amount to acknowledge the Sheriff’s constitutional and statutory authority to deploy resources as the Office sees fit. It is anticipated and expected that the Office of the Sheriff will manage its staffing and expenditures within this allocated amount. The Comptroller shall have responsibility to ensure that the Sheriff complies with this expenditure authority, as approved by the County

¹ Figures for the 2013 Budget, 2013 Actual, and 2014 Budget have been re-stated for comparative purposes to reflect the transfer of 911 Communications & Dispatch and Emergency Management to the newly created Department of Emergency Preparedness

SHERIFF (4000) BUDGET

DEPT: Sheriff

UNIT NO. 4000
FUND: General - 0001

Board and County Executive. The Sheriff is also encouraged to share data on his Office's activity and performance in order to help shape future allocations to the department.

The Sheriff chose to fill a significant number of management and administrative positions for which no funding was provided, resulting in a significant deficit in 2014. Therefore, effective January 1, 2015, all unfunded positions in the Office of the Sheriff are abolished, unless otherwise stated. The following positions are not abolished and remain unfunded.

- 1.0 FTE Facility Administrator
- 3.0 FTE Bureau Director
- 7.0 FTE Captain
- 15.0 FTE Deputy Sheriff

Other changes in the Office of the Sheriff include:

Emergency Management and 911 Communications

Emergency Management and 911 Communications/Dispatch programs are transferred to the new Department of Emergency Management to consolidate similar services, including Emergency Medical Services and radio communications, and enhance the County's ability to collaborate with municipalities to provide more effective emergency services.

This structure is used around the country, as well as locally by counties such as Waukesha, Brown, Dane, where the Emergency Management Coordinator is responsible for 911 communications, public safety agency dispatch, and emergency preparedness services.

This transfer will ensure efficient and effective management of the existing facility and equipment, enabling policymakers to base decisions on accurate data that should be, but has not been made readily available. Furthermore, this consolidation will lead to more cooperation with municipalities and other County public safety agencies with the goal of improving efficiency and service quality. Please see the narrative for the Department of Emergency Management (Agency 4800) for further detail.

Park Patrol

The 2015 budget maintains the Park Patrol and Tactical Enforcement Unit (TEU) to provide sworn officer support for local law enforcement efforts. The Sheriff will require members of the TEU to attend a 40-hour Crisis Intervention Team (CIT) training session in the first quarter of 2015 provided by the National Alliance on Mental Illness (NAMI). An appropriation of \$2,250 is provided for CIT training for the TEU. In addition, \$15,000 is appropriated to equip all members of the TEU with body cameras. The Sheriff shall develop procedures and guidelines for the use of the body cameras that shall be provided in an informational report to the Committee on Judiciary, Safety, and General Services in the May 2015 cycle. To support this new initiative, one position is created effective July 1, 2015, at a personal service and fringe benefit cost of \$29,500 for the remainder of 2015. The Sheriff shall explore opportunities to partner with other local municipalities to procure the equipment at the best possible cost.

County Grounds

Law enforcement services in the County Grounds Security unit, including the County Zoo, are maintained at the current level of service

Courthouse Security

In 2015, 32 positions are transferred from DAS-Facilities Management to the Office of the Sheriff. The Sheriff is responsible for oversight of the in-house security team.

SHERIFF (4000) BUDGET

DEPT: Sheriff

UNIT NO. 4000
 FUND: General - 0001

2015 Office of the Sheriff - Funded Positions	
Title	Funded Positions
Accountant 2	1.0
Accountant 3	1.0
Accounting-Manager	1.0
Adm Asst	2.0
Adm Asst 4-Facil Mgmt	1.0
Adm Asst NR	5.0
Clerical Asst 1	4.0
Clerical Asst 2	35.0
Clerical Asst 2 Hrly	3.7
Clerical Asst 2 Nr	1.0
Clerical Spec Sheriff	3.0
Corr Manager	4.0
Corr Offcr 1 DOT	2.0
Corr Offcr 1 Sheriff	260.0
Corr Offcr Lt	15.0
Dep Sheriff 1	259.0
Dep Sheriff 1 BI Sp	3.0
Dep Sheriff Lt	9.0
Dep Sheriff Sgt	14.0
Exdir1-Sheriffdepburdir	2.0
Exdir2-Sherdeptadmstrt	1.0
Facilities Wrkr Secur	31.0
Fiscal Asst 1	6.0
Fiscal Asst 2	1.0
Fiscal Spec	2.0
Investigator Hr	2.4
Office Coord Sheriff	1.0
Overtime	83.5
Parking Checker Hrly	1.2
Public Safety Fis Admin	1.0
Public Safety Fisc Anls	2.0
-RC-Fiscal Asst 1	2.0
Sheriff	1.0
Sheriff Sales Coordinator	1.0
Sheriffs Dept Captain	4.0
Shift Differential	3.7
Special Premium	15.6
Stores Clerk 1 Sheriff	9.0
Stores Clerk 2	1.0
Stores Clerk 3	1.0
Training Academy Assistant	1.0
Vacancy & Turnover	(27.2)
Grand Total	769.8

HOUSE OF CORRECTION (4300) BUDGET

DEPT: House of Correction

UNIT NO. 4300
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$45,214,713	\$43,059,470	\$41,283,002	\$35,280,545	(\$6,002,457)
Operation Costs	\$11,270,335	\$15,835,682	\$19,547,696	\$25,179,189	\$5,631,493
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$233,205	\$1,782,785	\$435,175	\$395,175	(\$40,000)
Interdept. Charges	\$1,585,342	\$2,866,983	\$2,644,329	\$3,197,790	\$553,461
Total Expenditures	\$58,303,595	\$63,544,920	\$63,910,202	\$64,052,699	\$123,222
<i>Legacy Healthcare/Pension</i>	<i>\$10,358,129</i>	<i>\$10,878,254</i>	<i>\$11,092,021</i>	<i>\$9,886,547</i>	<i>(\$1,205,474)</i>
Revenues					
Direct Revenue	\$3,185,957	\$4,785,519	\$3,377,851	\$4,043,550	\$665,699
Intergov Revenue	\$1,859,507	\$2,013,765	\$1,859,507	\$2,400,000	\$540,493
Indirect Revenue	\$50,000	\$66,178	\$0	\$0	\$0
Total Revenues	\$5,095,464	\$6,865,462	\$5,237,358	\$6,443,550	\$1,206,192
Tax Levy	\$53,208,131	\$56,679,458	\$58,672,844	\$57,609,149	(\$1,063,695)
Personnel					
Full-Time Pos. (FTE)	446.5	446.5	416.8	365	-51.8
Seas/Hourly/Pool Pos.	5.8	5.8	5.8	0	-5.8
Overtime \$	\$940,980	\$3,935,590	\$939,444	\$1,203,528	\$264,084

Department Mission: The Milwaukee County House of Correction is dedicated to providing a safe and secure environment for staff, the community and inmates. The House of Correction is an honorable organization of committed staff with the integrity to adapt, overcome and achieve. The House of Correction will maintain and ensure a safe and secure environment that consists of correctional programs to rehabilitate and reintroduce our citizens back into the community. The Milwaukee House of Correction will meet the daily challenges, assuring that all persons are treated fairly with dignity and respect, while afforded the opportunity and encouragement to reach their full potential.

Department Description: The functions of the House of Correction (HOC) are defined in Chapters 302, 303, 304 and 973 of the Wisconsin Statutes. This institution receives and maintains custody of all sentenced inmates in Milwaukee County committed by authorized courts for periods not exceeding one year and from other jurisdictions as authorized by County ordinance; provides programs of work release, rehabilitation, education, work, recreation and training; provides medical, dental and other necessary services in conjunction with the Detention branch of the Sheriff's Department; and releases inmates upon expiration of sentence, upon orders of the courts or other recognized authorities. Section 302.315 of the Wisconsin Statutes permits, but does not require, this institution to

HOUSE OF CORRECTION (4300) BUDGET

DEPT: House of Correction

UNIT NO. 4300

FUND: General - 0001

receive and maintain custody of pretrial inmates at the request of the Milwaukee County Sheriff. The department also operates a program of home detention using electronic surveillance equipment and other systems of control.

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

The Administration program area consists of Central Administration and Business Office and is responsible for the day to day functions of the Department and finance, accounting, and budgeting.

The HOC includes the dog handler unit (K9 unit), dormitories, infirmary beds, food service, canteen, warehouse, maintenance, and the power plant. The State of Wisconsin Department of Corrections approved rated inmate capacity for the HOC is 1,810; actual housing or bed capacity is 2,112 – and consists of: 82 segregation beds/cells, 12 infirmary beds and 548 dormitory beds in the North building (ACC-North); 1,170 dormitory beds in the South building (ACC-South); and 300 dormitory beds in the Franklin Lotter building. The 2015 budget is based on an inmate average daily population (ADP) of 1,600 inmates housed at the HOC Correctional Facilities.

Inmate Medical and Mental Health consists of the Medical Unit and Psychiatric Services.

The HOC Inmate Programming program area includes Industries Administration, Laundry, Graphics Shop, and the Day Reporting Center. Inmate industries provide basic vocational training and meaningful work experience in business and industrial operations for inmates, offsetting expenses with revenues produced by providing useful products and services to public and not-for-profit agencies. The Day Reporting Center has been relocated to the HOC (from the Department of Pretrial Services) in order to give the HOC an expanded role in inmate programming. As the HOC begins to implement new inmate programming, it will begin to track individuals participating in programming, and will eventually be able to report the impact of inmate programming by partnering with the Combined Courts Department and Pretrial Services Department.

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

HOUSE OF CORRECTION (4300) BUDGET

DEPT: House of Correction

UNIT NO. 4300
FUND: General - 0001

Strategic Program Area 1: Administration

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$3,229,887	\$3,697,270	\$4,065,756	\$4,663,764	\$598,008
Revenues	\$408,792	\$58,148	\$408,792	\$352,150	(\$56,642)
Tax Levy	\$2,821,095	\$3,639,122	\$3,656,964	\$4,311,614	\$654,650
FTE Positions	28.2	28.2	28.2	28	-0.2

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

Strategic Implementation:

The Administrative Division of the House of Correction (HOC) is responsible for the day to day operation and management of the facility including the finance, accounting, and budgeting for the HOC. This division also handles the monetary transactions and expenses in each inmate’s account. This area is further responsible for inmate food and medical services and oversight for the contract for food and medical services at the County Jail and HOC.

28.0 FTEs are provided to oversight and management of the House of Correction. An hourly position is eliminated while a professional position is added but not funded.

HOUSE OF CORRECTION (4300) BUDGET

DEPT: House of Correction

UNIT NO. 4300
FUND: General - 0001

Strategic Program Area 2: House of Correction

Service Provision: Discretionary

Strategic Outcome: Personal Safety

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Daily Population	1,572	1,600	1,600
Number of Preventive Maintenance Work Orders*	N/A	N/A	N/A
Total Number of Work Order Performed*	N/A	N/A	N/A

*A new work order system is in the process of installation. Work order activity data will be tracked in future years

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$41,703,668	\$39,135,383	\$34,259,128	\$35,056,131	\$797,003
Revenues	\$4,563,172	\$6,699,462	\$4,183,066	\$4,096,400	(\$86,666)
Tax Levy	\$37,140,496	\$32,435,921	\$30,076,062	\$30,959,731	\$883,669
FTE Positions	289	289	258	291	33

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

Strategic Implementation:

This Division 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 K9 unit.

The 2015 budget provides an increase of Corrections Officers in this area. In previous years, the House of Correction was understaffed and relied on overtime to provide services. In 2013, overtime costs exceeded \$3.5 million. In 2015, overtime in this program area is budgeted at \$1,037,220. 3 mechanical positions are added and one position is transferred to another service area. 73 vacant and unfunded positions are abolished. These positions are not needed and there is no fiscal impact.

HOUSE OF CORRECTION (4300) BUDGET

DEPT: House of Correction

UNIT NO. 4300
FUND: General - 0001

Strategic Program Area 3: Inmate Medical & Mental Health

Service Provision: Mandated

Strategic Outcome: Personal Safety

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Daily patient population (CJF and HOC)	2,505	2,400	2,400
Number of Intake Screenings	NA	39,770	40,000
Number of Psychiatric Visits	NA	30,502	31,000

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$12,218,372	\$18,909,537	\$20,359,794	\$18,661,552	(\$1,698,242)
Revenues	\$40,000	\$1,185	\$40,000	\$33,000	(\$7,000)
Tax Levy	\$12,178,372	\$18,908,352	\$20,319,794	\$18,628,552	(\$1,691,242)
FTE Positions	121.1	121.1	91.3	0	-91.4

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Patients served within 10 minutes*	N/A	N/A	N/A
Number of inmate movements	N/A	2,500	1,300

*Tracking mechanism is under development with the new CORE EMR system

Strategic Implementation:

This Division is responsible for the medical and mental health of the inmates at both the HOC and the County Jail.

In 2015, services are provided by contracting with Armor Correctional Services to provide inmate medical and mental health services. 91 positions are eliminated while overall expenditures decrease by approximately \$1.7 million while providing the same level of service.

HOUSE OF CORRECTION (4300) BUDGET

DEPT: House of Correction

UNIT NO. 4300
FUND: General - 0001

Strategic Program Area 4: HOC Inmate Programming

Service Provision: Discretionary

Strategic Outcome: Self-Sufficiency

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Average daily usage of Huber Program	199	200	250
Average daily participation at in-house work programs	371	339	375
Average daily inmates on electronic monitoring	207	338	340

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,151,668	\$1,802,730	\$5,225,524	\$5,671,252	\$445,728
Revenues	\$83,500	\$106,667	\$605,500	\$1,962,000	\$1,356,500
Tax Levy	\$1,068,168	\$1,696,063	\$4,620,024	\$3,709,252	(\$910,772)
FTE Positions	14	14	45	46	1

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Eligible offender education programs completed (GED, High School, etc.)	244	100	150
Career and technical training certificates earned	0	100	200
Substance abuse treatment courses completed	42	50	150
GPS and SCRAM Compliance rate	99.7%	99.8%	99.9%

Strategic Implementation:

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

In 2015, one position is eliminated and two positions are added for a net increase of two funded positions. Another position is created, but not funded. Huber revenues increase based on actual revenue collections.

DISTRICT ATTORNEY (4500) BUDGET

DEPT: District Attorney

UNIT NO. 4500
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$13,187,341	\$12,556,268	\$13,529,941	\$13,991,424	\$461,483
Operation Costs	\$3,338,968	\$2,905,870	\$2,884,280	\$3,286,805	\$402,525
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$53,475	\$60,909	\$54,180	\$81,435	\$27,255
Interdept. Charges	\$1,802,452	\$1,750,241	\$1,605,396	\$1,762,591	\$157,196
Total Expenditures	\$18,382,236	\$17,273,288	\$18,073,796	\$19,122,255	\$1,048,458
<i>Legacy Healthcare/Pension</i>	<i>\$2,811,979</i>	<i>\$2,957,040</i>	<i>\$3,189,676</i>	<i>\$3,176,003</i>	<i>(\$13,673)</i>
Revenues					
Direct Revenue	\$73,750	\$84,263	\$75,750	\$61,600	(\$14,150)
Intergov Revenue	\$6,245,923	\$5,871,014	\$5,746,655	\$6,083,100	\$336,445
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$6,319,673	\$5,955,277	\$5,822,405	\$6,144,700	\$322,295
Tax Levy	\$12,062,563	\$11,318,011	\$12,251,391	\$12,997,555	\$726,164
Personnel					
Full-Time Pos. (FTE)	145	145	149.5	152.5	3.0
Seas/Hourly/Pool Pos.	5.4	5.4	8.9	8.5	-0.4
Overtime \$	\$145,224	\$120,140	\$160,272	\$160,272	\$0

Department Mission: The mission of the Milwaukee County District Attorney’s Office is to promote public peace and safety by just and vigorous prosecution; to seek and do impartial justice by ensuring that the guilty are punished and the innocent go free; to protect the health and welfare of children who are victims of child abuse and neglect; and to safeguard the rule of law and promote citizens’ participation in law enforcement by treating all persons who come in contact with the criminal justice system with fairness, dignity and respect.

Department Description:

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

Chief Deputy District Attorney Functions: The chief deputy district attorney is responsible for the following duties: supervision of all division functions and oversight of the implementation of all departmental policies and procedures; supervision of liaisons with other county officials and departments, city, state, federal officials, law enforcement agencies and community groups; serving as office liaison to the legislature and initiation and review of proposals for criminal and juvenile law legislation; supervision of the homicide and public integrity units; the

DISTRICT ATTORNEY (4500) BUDGET

DEPT: District Attorney

UNIT NO. 4500

FUND: General - 0001

extradition of defendants from other states on felony charges; and proceedings related to the extradition of uncooperative witnesses on felony cases to or from Milwaukee County.

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

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

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

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

Administrative and Investigations Divisions: The investigation division, which is headed by the chief investigator, supervises district attorney investigators, who investigate police shootings of civilians and deaths in police custody, public corruption, major multi-jurisdictional crimes, industrial deaths and injuries, as well as providing post-charging investigation on major crimes, and maintain office security. The investigators also run the witness protection program which seeks to insure that witnesses who are threatened or intimidated are able to safely appear and testify in court by focusing enforcement efforts on prosecuting offenders and offering specialized security services to victims and witnesses. The division is divided into a witness protection unit and a special investigations unit that are each supervised directly by a deputy chief investigator. The special investigations unit has the capability to perform criminal intelligence analysis and forensic computer and cell phone analysis in support of investigations and charged criminal cases. The special investigations unit includes two investigators who provide direct law enforcement / investigative support to the Department of Child Support Services and to the assistant district attorney who is assigned to that mission. The chief investigator also assists the deputy district attorney in charge of administration with long range planning, all phases of internal management including the administration of discipline, and the preparation of the county budget.

DISTRICT ATTORNEY (4500) BUDGET

DEPT: District Attorney

UNIT NO. 4500
FUND: General - 0001

The administrative division also administers the department's state and county budgets and fiscal systems, develops and coordinates grants and revenues, and controls the expenditure of funds. The division also supervises the criminal child support unit, and supervises internal management, including inventory, purchasing systems and procedures, record management and statistics as well as organizing, staffing, directing and coordinating clerical functions. The division is also responsible for long-range planning, and maintaining liaison with the administrative and fiscal personnel of the state, Milwaukee County, law enforcement agencies and other governmental organizations.

Administrative and Investigations Divisions:

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

Investigator Division Personnel	
Chief Investigator	1
County Staff	16

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

Deputy District Attorney	1
County Staff	26.5
Assistant District Attorneys	40

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

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

DISTRICT ATTORNEY (4500) BUDGET

DEPT: District Attorney

UNIT NO. 4500
FUND: General - 0001

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

Information Technology Personnel	
IT Director	1
County Staff	2

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

Victim/Witness Personnel	
Victim/Witness Coordinator	1
County Staff	42

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

DISTRICT ATTORNEY (4500) BUDGET

DEPT: District Attorney

UNIT NO. 4500
FUND: General - 0001

Strategic Program Area 1: Investigations & Criminal Prosecutions

Strategic Outcome: Personal Safety

What We Do: Activity Data			
Activity	2012 Actual	2013 Budget	2014 Budget
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$18,382,236	\$17,273,288	\$18,073,796	\$19,122,255	\$1,048,459
Revenues	\$6,319,673	\$5,955,277	\$5,822,405	\$6,144,700	\$322,295
Tax Levy	\$12,062,563	\$11,318,011	\$12,251,391	\$12,977,555	\$726,164
FTE Positions	150.4	150.4	158.5	161	2.5

How Well We Do It: Performance Measures			
Performance Measure	2012 Actual	2013 Budget	2014 Budget
Performance Measures have not yet been created for this program area			

Strategic Implementation:

The 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 2015 budget continues to prioritize the reduction of crime by coordinating efforts of the community prosecution, general crimes, and violent crimes units by assigning each general crimes and violent crimes teams to one or more Milwaukee Police Districts and adjoining suburbs to promote accountability and facilitate investigation and prosecution of criminal gangs and violent offenders. The District Attorney's Office is committed to maintaining at least the current service levels in both quantity and quality.

The 2015 budget provides a net increase of 2.5 positions. One paralegal is added while 2.5 clerical positions are eliminated. Two investigative positions are provided in the newly created Violent Crimes Task Force and two additional investigative positions are added to the Witness Protection Unit.

EMERGENCY MANAGEMENT (4800) BUDGET

DEPT: Emergency Management

UNIT NO. 4800
FUND: General - 0001

Budget Summary

Category	2013 Budget ¹	2013 Actual ¹	2014 Budget ¹	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$5,320,371	\$5,342,007	\$5,268,435	\$5,703,355	\$434,920
Operation Costs	\$5,161,935	\$4,817,560	\$4,652,198	\$3,491,045	(\$1,161,153)
Debt & Depreciation	\$547,830	\$332,022	\$412,913	\$330,285	(\$82,628)
Capital Outlay	\$30,000	\$11,252	\$30,000	\$91,500	\$61,500
Interdept. Charges	\$2,170,762	\$1,811,971	\$1,767,726	\$1,417,371	(\$350,355)
Total Expenditures	\$13,230,898	\$12,314,812	\$12,131,272	\$11,033,556	(\$1,097,716)
<i>Legacy Healthcare/Pension</i>	<i>\$1,172,243</i>	<i>\$1,233,517</i>	<i>\$1,274,413</i>	<i>\$1,216,332</i>	(\$58,091)
Revenues					
Direct Revenue	\$543,752	\$372,609	\$393,752	\$344,943	(\$48,809)
Intergov Revenue	\$536,687	\$506,268	\$507,591	\$592,311	\$84,720
Indirect Revenue	\$1,542,352	\$1,324,923	\$1,472,187	\$1,231,612	(\$240,575)
Total Revenues	\$2,622,791	\$2,203,800	\$2,373,530	\$2,168,866	(\$204,664)
Tax Levy	\$10,608,107	\$10,111,012	\$9,757,742	\$8,864,690	(\$893,052)
Personnel					
Full-Time Pos. (FTE)	60.2	60.2	60.5	65.5	5
Seas/Hourly/Pool Pos.	6.5	6.5	6.5	6.5	0
Overtime \$	\$77,136	\$176,550	\$81,024	\$177,684	\$96,660

Department Mission: The mission of the Department of Emergency Management is to provide a comprehensive and integrated emergency management system that coordinates County and municipal resources to ensure Management and proper response in natural and man-made disasters. This Department will coordinate and assist the municipalities and various County departments in preparation of emergency plans, as well as the management of public safety communications for Milwaukee County.

¹ The 2013 Budget, 2013 Actual, and 2014 Budget fiscal and position data have been restated for comparative purposes.

EMERGENCY MANAGEMENT (4800) BUDGET

DEPT: Emergency Management

UNIT NO. 4800
FUND: General - 0001

Department Description: The Department of Emergency Management includes four program areas: Emergency Preparedness, Communications, Radio Services, and Emergency Medical Services. Emergency Management provides direction and guidance to all County and municipal agencies, as well as the private sector, in the development of individual emergency plans. This Department also coordinates efforts during any natural or man-made disaster in the County. They are responsible for monitoring of severe weather watches, warnings and special statements issued by the National Weather Service and provide this information to other local government departments including public safety and public works agencies. Communications handles cellular 911 phone calls except for calls originating in the City of Milwaukee and some municipalities. This area also is responsible for dispatch services for the Sheriff's Department, House of Correction, and District Attorney's Law Enforcement Unit.

The 2014 budget transfers the emergency management and communications service areas from the Office of the Sheriff to a newly created Department of Emergency Management, in keeping with best practices across the State and Country. This transfer achieves significant goals. First, it will ensure efficient and effective management of the existing facility and equipment, enabling policymakers to base decisions on accurate data that should be made readily available. The department will also work cooperatively with municipalities and other County public safety agencies to seek shared or consolidated services where opportunities exist, which will improve efficiency and service quality, and to save taxpayer dollars. A consolidated department will also be able to work more collaboratively with other County departments in coordinating responses to large events.

EMERGENCY MANAGEMENT (4800) BUDGET

DEPT: Emergency Management

UNIT NO. 4800
FUND: General - 0001

Strategic Program Area 1: Emergency Preparedness

Service Provision: Mandated

Strategic Outcome: Personal Safety

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
911 Phone Calls	323,754	Not Available	Not Available

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$944,990	\$880,213	\$950,792	\$901,935	(\$48,857)
Revenues	\$536,687	\$506,468	\$507,591	\$592,311	\$84,720
Tax Levy	\$408,303	\$373,745	\$443,201	\$309,624	(\$133,577)
FTE Positions	6	6	6	7	1

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

Strategic Implementation:

This program area is responsible for providing direction and guidance to all County and municipal agencies, and the private sector, in the development of individual emergency plans. This service area has been moved from the Office of the Sheriff to the newly created Department of Emergency Management in an effort to broaden and expand the roles of Emergency Management in the County. This program area will work towards a cooperative relationship across County departments, other local government entities and private entities to be the main contact in any emergency situation, especially those situations where there is a need for shared resources and collaboration.

In 2015, six positions are transferred from the Office of the Sheriff and one Director position is created to oversee the day-to-day operation of the Communications program area and manage the long-term goals of the service area.

EMERGENCY MANAGEMENT (4800) BUDGET

DEPT: Emergency Management

UNIT NO. 4800
FUND: General - 0001

Strategic Program Area 2: 911 Communications

Service Provision: Mandated

Strategic Outcome: Personal Safety

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$3,646,613	\$3,508,204	\$3,348,703	\$3,663,558	\$314,855
Revenues	\$0	\$2,040	\$0	\$0	\$0
Tax Levy	\$3,646,613	\$3,506,164	\$3,348,703	\$3,663,558	\$314,855
FTE Positions	24	24	23	26	3

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

Strategic Implementation:

This program area is responsible for handling cellular 911 phone calls, except for calls originating in the City of Milwaukee and some municipalities, and provides dispatch services for the Office of the Sheriff, House of Correction, and District Attorney’s Law Enforcement Unit. This service area is moved into the newly created Department of Emergency Management from the Office of the Sheriff.

This service area will focus on updating outdated equipment and software over the next few years. Funding has been provided for this focus in past budgets, but has been moved. It is the goal of the Communications program area to market their dispatch services to local municipalities in Milwaukee County. More effective and efficient services for communications in Milwaukee County will be offered through potential expansion of their services into local municipalities via a contract for service.

In 2015, 23 positions are transferred from the Office of the Sheriff, two dispatch positions are created, and one position is created to provide administrative oversight.

EMERGENCY MANAGEMENT (4800) BUDGET

DEPT: Emergency Management

UNIT NO. 4800
FUND: General - 0001

Strategic Program Area 3: Radio Services

Service Provision: Mandated

Strategic Outcome: Personal Safety

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,542,352	\$1,327,915	\$1,472,187	\$902,126	(\$570,860)
Revenues	\$1,542,352	\$1,324,923	\$1,472,187	\$1,231,612	(\$240,575)
Tax Levy	\$0	\$2,992	\$0	(\$329,486)	(330,285)
FTE Positions	1	1	1	1	0

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

Strategic Implementation:

This program area is responsible for managing the county-wide 800 MHz radio system and network. The system currently has 9 towers supporting law enforcement, fire department, and EMS (Emergency Medical Services) for 17 municipalities, and other county, state, and municipal agencies. This program area, and one position, is moved into the newly created Department of Emergency Management from the Department of Administrative Services – Information Management Services Division (DAS-IMSD). All operating costs continue to be charged to user departments. Revenues exceed expenditures due to an abatement for depreciation costs, as this program is transitioned from an internal service fund to a general fund operation.

EMERGENCY MANAGEMENT (4800) BUDGET

DEPT: Emergency Management

UNIT NO. 4800
FUND: General - 0001

Strategic Program Area 4: Emergency Medical Services

Service Provision: Committed

Strategic Outcome: Personal Safety

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Total Communications Center Contacts	78,457	80,205	82,611
Milwaukee County EMS Vehicle Communication Contacts	62,291	63,805	65,719
Students Enrolled in Initial Paramedic Training Courses	28	29	42
Number of American Heart Association (AHA) Classes Taught by Milwaukee County EMS Education Center Staff	140*	75	150*
Number of EMS Continuing Education Classes Held	170	170	170
Transfer Students Enrolled in Paramedics Course	51	20	50
Number of EMS System Field Evaluation Sessions Conducted by Quality Management Staff	Not captured	25	50

*Certification lasts for two years so class volumes fluctuate every other year.

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$7,096,943	\$6,598,479	\$6,359,590	\$5,565,937	(\$793,653)
Revenues	\$543,752	\$370,369	\$393,752	\$344,943	(\$48,809)
Tax Levy	\$6,553,191	\$6,228,110	\$5,965,838	\$5,220,994	(\$744,844)
FTE Positions	29.2	29.2	30.5	31.5	1.0

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Percent of Total Number of Data Elements Corrected in Patient Care Records	0.130%	0.125%	0.128%
Number of Treatment Timelines Tracked for Confirmed Heart Attack Patients	289	300	320
Number of Treatment Timelines Tracked for Acute Stroke Patients	288	290	300

Strategic Implementation:

31.5 FTE provide education, communications and operations of pre-hospital emergency medical care. \$1.5 million EMS subsidy is budgeted for the Milwaukee County municipalities in 2015 as a part the four-year EMS agreement. One position is created to provide fiscal support for the department. The expenditure reduction reflects a correction in the budget for medical supplies based on history. There is no change to the EMS operational model as a result of the transition to the Department of Emergency Management.

MEDICAL EXAMINER (4900) BUDGET

DEPT: Medical Examiner

UNIT NO. 4900
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$3,470,072	\$3,308,990	\$3,537,754	\$3,731,100	\$193,346
Operation Costs	\$755,557	\$719,857	\$850,626	\$764,310	(\$86,316)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$2,600	\$62,543	\$0	\$60,700	\$60,700
Interdept. Charges	\$436,048	\$442,542	\$443,124	\$527,290	\$84,166
Total Expenditures	\$4,664,277	\$4,533,932	\$4,831,504	\$5,083,400	\$251,896
<i>Legacy Healthcare/Pension</i>	<i>\$612,682</i>	<i>\$657,732</i>	<i>\$717,469</i>	<i>\$742,958</i>	<i>\$25,489</i>
Revenues					
Direct Revenue	\$1,771,535	\$1,692,639	\$2,051,211	\$2,158,325	\$107,114
Intergov Revenue	\$8,500	\$58,438	\$7,257	\$7,500	\$243
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,780,035	\$1,751,077	\$2,058,468	\$2,165,825	\$107,357
Tax Levy	\$2,884,242	\$2,782,855	\$2,773,036	\$2,917,575	\$144,539
Personnel					
Full-Time Pos. (FTE)	28	28	28.1	27.5	-0.6
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime \$	\$89,892	\$75,249	\$50,232	\$73,188	\$22,956

Department Mission: The mission of the Milwaukee County Medical Examiner’s Office is to promote and maintain the highest professional standards in the field of death investigation; to provide a timely, accurate and legally defensible determination of the cause and manner of death; to enhance public health and safety through reducing the incidence of preventable deaths; to foster public awareness and support the advancement of professional, medical, and legal education; and to protect the interests of deceased individuals, their loved ones, and the communities it serves.

Department Description: The Milwaukee County Medical Examiner’s Office is charged with investigating and determining the cause, circumstances and manner in each case of sudden, unexpected or unusual deaths. The Medical Examiner also provides services in the areas of public health and safety, including, detecting tuberculosis, hepatitis, meningitis and other infectious diseases and taking the proper precautions against the spread of disease, coordinating with other public health and safety organizations and entities to reduce the incidence of preventable deaths, issuing death certificates for deaths investigated by this office, conducting cremation investigations for all Milwaukee County deaths in which cremation is selected as a means of disposition, maintaining a forensics toxicology laboratory for testing blood and body fluid specimens for the presence of drugs, poisons or other toxic agents, and hosting an annual two-day seminar designed to educate pathologists, coroners, attorneys, law enforcement officers, and other health professionals on a variety of topics relating to forensics science.

MEDICAL EXAMINER (4900) BUDGET

DEPT: Medical Examiner

UNIT NO. 4900
FUND: General - 0001

Strategic Program Area 1: Medical Examiner

Service Provision: Mandated

Strategic Outcome: Personal Safety

What We Do: Activity			
Activity	2013 Actual	2014 Budget	2015 Budget
Autopsies	1,280	1,150	1,200
Referral Autopsies	312	260	300
Death Certificates	1,639	1,800	1,800
Cremations Permits	3,834	4,000	4,300
Deaths Investigated	5,698	6,000	6,000

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$4,664,277	\$4,533,932	\$4,831,504	\$5,083,400	\$251,896
Revenues	\$1,780,035	\$1,751,077	\$2,058,468	\$2,165,825	\$107,357
Tax Levy	\$2,884,242	\$2,782,855	\$2,773,036	\$2,917,575	\$144,539
FTE Positions	28	28	28.1	27.5	-0.6

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Pass Rate for Forensics Board	100%	100%	100%	100%
Accreditation by the National Association of Medical Examiners	Achieved	Achieved	Achieved	Achieved
Accreditation by the Accreditation Council for Graduate Medical Education	Achieved	Achieved	Achieved	Achieved

Strategic Implementation:

The Milwaukee County Medical Examiner’s Office strives to meet and exceed the public’s expectations with respect to accurate, timely, comprehensive, and compassionate death investigations and ensure full and effective cooperation with law enforcement, District Attorney, and other interested parties while maintaining the role of impartial participant in the criminal justice process.

The 2015 budget provides 25.5 FTEs to continue performing services. Operating costs are reduced by \$71,316 from 2014 mainly due to the centralization of information technology.



Transportation Function

Agency Budget Narratives

- **Airport**
- **Highway Maintenance**
- **Fleet Management**
- **Transit System**
- **DOT Director's Office**

DOT-AIRPORT (5040) BUDGET

DEPT: DOT-Airport

UNIT NO. 5040
FUND: Enterprise - 0076

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$26,090,206	\$26,223,773	\$26,496,078	\$26,802,307	\$306,229
Operation Costs	\$25,728,710	\$22,991,241	\$26,851,541	\$27,289,255	\$437,714
Debt & Depreciation	\$23,703,500	\$23,039,511	\$20,013,072	\$23,767,309	\$3,754,237
Capital Outlay	\$536,000	(\$367,968)	\$655,325	\$536,000	(\$119,325)
Interdept. Charges	\$10,939,400	\$10,209,672	\$10,181,652	\$11,136,952	\$955,300
Total Expenditures	\$86,997,816	\$82,096,229	\$84,197,668	\$89,531,823	\$5,334,155
<i>Legacy Healthcare/Pension</i>	<i>\$4,989,000</i>	<i>\$5,242,391</i>	<i>\$5,866,430</i>	<i>\$5,949,551</i>	<i>\$83,121</i>
Revenues					
Direct Revenue	\$86,475,596	\$81,395,660*	\$83,623,268	\$89,025,973	\$5,402,705
Intergov Revenue	\$125,000	\$235,412	\$175,000	\$145,000	(\$30,000)
Indirect Revenue	\$397,220	\$465,157	\$399,400	\$360,850	(\$38,550)
Total Revenues	\$86,997,816	\$82,096,229	\$84,197,668	\$89,531,823	\$5,334,155
Tax Levy	\$0	\$0	\$0	\$0	\$0
Personnel					
Full-Time Pos. (FTE)	272.3	272.3	273.6	269.6	-4
Seas/Hourly/Pool Pos.	5.7	5.7	5.7	5.7	0
Overtime \$	\$819,432	\$1,088,021	\$823,752	\$932,544	\$108,792

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

Department Mission: The Airport Division will plan, enhance, operate and maintain efficient, cost-effective air transportation facilities that meet the current and future needs of the region, airlines and tenants while remaining responsive to the concerns of the Airport's neighboring residents.

Department Description: The Airport Division provides the administrative services and manages all activities necessary for the efficient, day-to-day operation of General Mitchell International Airport (GMIA) and Lawrence J. Timmerman Field (LJT). In support of this program, operations are divided into the following service areas of responsibility: GMIA, MKE Regional Business Park (the former 440th Air Force Base), and Lawrence J. Timmerman Airport.

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

DOT-AIRPORT (5040) BUDGET

DEPT: DOT-Airport

UNIT NO. 5040
FUND: Enterprise - 0076

Strategic Program Area 1: General Mitchell International Airport

Service Provision: Discretionary

Strategic Outcome: Economic Opportunity

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Enplanements	3,266,306	3,156,000	3,340,612
Total Passengers	6,525,181	6,312,000	6,681,224
Landed Weight (total) 000 lb unit	4,522,952	4,320,863	4,533,899

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$84,750,439	\$80,289,744	\$82,281,613	\$87,643,078	\$5,361,465
Revenues	\$85,982,066	\$88,084,394	\$83,126,590	\$88,424,775	\$5,298,185
Tax Levy	(\$1,231,627)	(\$7,794,650)	(\$844,977)	(\$781,697)	\$63,280
FTE Positions	277	277	276.3	272.3	-4

Although tax levy is shown in this program area, no tax levy is actually received. This amount reflects the subsidy paid by airport users to operate the Lawrence J. Timmerman Airport and the MKE Business Park. Any surplus or deficit is settled annually with the airlines per the terms of the airline lease agreements resulting in an overall \$0 property tax levy for the County's airport system.

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Airport Cost Per Enplanement	\$22.60	\$25.14	\$26.68	\$27.53
Customer Satisfaction Survey	4.02	4.02	4.02	4.00
Non-Airline revenue as a % of Airport Revenue	59.9%	63.3%	61.7%	61.3%

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

DOT-AIRPORT (5040) BUDGET

DEPT: DOT-Airport

UNIT NO. 5040
FUND: Enterprise - 0076

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

SECTION PROGRAM DESCRIPTION:

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

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

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

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



Photo courtesy of Harold Mester, GMIA

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

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

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

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

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

DOT-AIRPORT (5040) BUDGET

DEPT: DOT-Airport

UNIT NO. 5040
FUND: Enterprise - 0076

Strategic Implementation:

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

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

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

Revenue enhancements:

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

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

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

Expenditure reduction initiatives for 2015:

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

Five (5) funded positions are eliminated - 1.0 FTE Airport Marketing Research Analyst, 1.0 FTE Airport Operations Coordinator 2, 1.0 FTE Clerical Assistant 2, 1.0 FTE Contract Specialist Airport, and 1.0 FTE Airport Maintenance Worker are abolished upon vacancy. 1.0 FTE Airport Maintenance Assistant Superintendent is created.

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

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

DOT-AIRPORT (5040) BUDGET

DEPT: DOT-Airport

UNIT NO. 5040
FUND: Enterprise - 0076

Strategic Program Area 2: MKE Regional Business Park

Service Provision: Committed

Strategic Outcome: Economic Opportunity

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,792,703	\$1,223,929	\$1,430,153	\$1,338,809	(\$91,344)
Revenues	\$800,000	\$737,541	\$825,000	\$856,545	\$31,545
Tax Levy	\$992,703	\$486,388	\$605,153	\$482,264	(\$122,889)
FTE Positions	1	1	1	1	0

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

Strategic Implementation: The MKE Regional Business Park service area is responsible for the rental of existing buildings for aviation and business purposes and maintains the buildings and property to that purpose. Overall tax levy in this service area is reduced by \$122,889 due to a reduction in costs of \$91,344 related to the repair, maintenance, and operation of MKE Regional Business Park facilities. The operating costs in this budget are for the oversight and management of the Business Park and one-time costs of bringing older vacant buildings up to standards so they are rentable. The expenditures are partially offset by an increase in building rental revenue of \$31,545. This revenue is expected to continue to increase over the next several years as more buildings become occupied.

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

DOT-AIRPORT (5040) BUDGET

DEPT: DOT-Airport

UNIT NO. 5040
FUND: Enterprise - 0076

Strategic Program Area 3: LJ Timmerman General Aviation

Service Provision: Committed

Strategic Outcome: Economic Opportunity

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$454,673	\$582,556	\$485,902	\$549,936	\$64,034
Revenues	\$215,750	\$244,243	\$246,078	\$250,503	\$4,425
Tax Levy	\$238,923	\$338,313	\$239,824	\$299,433	\$59,609
FTE Positions	2	2	2	2	0

Performance Measure	2013 Actual	2014 Budget	2015 Budget
Aircraft operations	30,494	30,500	30,500



Photo courtesy of Harold Mester, GMIA

Strategic Implementation: The Lawrence J. Timmerman Airport is located on the northwest side of Milwaukee and is the general aviation reliever airport in the County’s airport system. Revenues and expenditures associated with the operation of LJT are governed by the terms of the airline lease agreements. Revenue increases by \$4,425, which can be attributed to an increase in Fixed Base Operator revenue.

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

DOT-HIGHWAY MAINTENANCE (5100) BUDGET

DEPT: DOT-Highway Maintenance

UNIT NO. 5100
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$12,202,743	\$11,678,134	\$12,041,260	\$12,473,603	\$432,343
Operation Costs	\$2,171,019	\$1,839,456	\$2,367,559	\$2,533,137	\$165,578
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$47,064	\$45,308	\$20,900	\$110,400	\$89,500
Interdept. Charges	\$6,543,016	\$6,362,911	\$6,298,325	\$7,055,689	\$757,364
Total Expenditures	\$20,963,842	\$19,925,809	\$20,728,044	\$22,172,829	\$1,444,785
<i>Legacy Healthcare/Pension</i>	<i>\$2,394,308</i>	<i>\$2,521,816</i>	<i>\$2,737,362</i>	<i>\$2,725,058</i>	<i>(\$12,304)</i>
Revenues					
Direct Revenue	\$207,600	\$184,447	\$247,600	\$216,300	(\$31,300)
Intergov Revenue	\$17,924,831	\$17,978,507	\$17,554,798	\$18,996,445	\$1,441,647
Indirect Revenue	\$1,746,388	\$1,290,065	\$1,702,486	\$1,697,289	(\$5,197)
Total Revenues	\$19,878,819	\$19,453,019	\$19,504,884	\$20,910,034	\$1,405,150
Tax Levy	\$1,085,023	\$472,790	\$1,223,160	\$1,262,795	\$39,635
Personnel					
Full-Time Pos. (FTE)	126.8	126.8	128.1	127.4	-0.7
Seas/Hourly/Pool Pos.	0.5	0.5	0.5	0.5	0
Overtime \$	\$412,008	\$600,779	\$412,368	\$425,016	\$12,648

Department Mission: The Highway Division will strive to provide the highest level of service and maintenance on expressways and State and County trunk highways within Milwaukee County so that motorists have access to safe, functional roadways at the lowest possible cost, as well as provide cost-effective planning, design and implementation services necessary to maintain and enhance the safety and efficiency of the County's highways, bridges, and traffic control facilities.

Department Description: As part of the Department of Transportation, the Highway Division is comprised of the Highway Maintenance and Transportation Services sections.

DOT-HIGHWAY MAINTENANCE (5100) BUDGET

DEPT: DOT-Highway Maintenance

UNIT NO. 5100
FUND: General - 0001

Strategic Program Area 1: Highway Maintenance

Service Provision: Mandated

Strategic Outcome: Personal Safety

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
This Service Does Not Have Activity Data			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$18,876,707	\$18,548,513	\$18,754,571	\$20,123,435	\$1,368,864
Revenues	\$18,044,022	\$18,172,395	\$17,714,076	\$19,144,723	\$1,430,647
Tax Levy	\$832,685	\$376,118	\$1,040,495	\$978,712	(\$61,783)
FTE Positions	114.3	114.3	116.5	116.9	0.4

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

Strategic Implementation:

The Highway Maintenance service area is responsible for providing State and County Highway maintenance. State Highway maintenance provides general and winter maintenance on the expressways and state trunk highways within Milwaukee County. All costs related to state highway maintenance are 100 percent offset by state reimbursement revenue. The reimbursement program is based on actual labor, including incidental labor costs,



Photo courtesy of Andre Simms, DAS

machinery allowances as specified in the current Wisconsin Highway Maintenance Manual's actual cost provision, and material purchases authorized by the Wisconsin Department of Transportation. County Highway Maintenance provides general and winter maintenance on the County Trunk Highway (CTH) system. This includes pavement repair and resurfacing, shoulder maintenance, vegetation control, safety appurtenances, road drainage, litter pickup, bridge maintenance, snow and ice control, traffic signal maintenance, highway signing and pavement marking.

The section includes 116.9 FTE to provide these services. This is an increase over 2014 of 0.4 FTE which is a result of increasing the funding for 13 Highway Maintenance Worker 1 Temporary Appointments (TA) by

DOT-HIGHWAY MAINTENANCE (5100) BUDGET

DEPT: DOT-Highway Maintenance

UNIT NO. 5100
FUND: General - 0001

0.07 FTE each and 15 Park Highway Maintenance Workers for winter season work by 0.03 FTE each. The increased funding will align the budget with the actual weeks worked by these positions. The Highway Maintenance Worker I TA positions will be funded for 22 weeks (up from the 2014 level at 19 weeks). The Park Highway Maintenance Workers will be funded for 20 weeks (up from the 2014 level at 19 weeks).

Overall expenditures are higher in 2015 when compared to the prior budget year. Expenditure increases occur in a few major areas. Costs for employee fringe benefits increase by \$234,701 due primarily to increases for active healthcare and pension. Interdepartmental Charges from other County departments providing services to Highway Maintenance increase \$751,385 primarily due to an increase in charges from Fleet Management to fund debt service on equipment previously purchased for highway purposes as well as to cover expected costs for parts and staffing to service the equipment. Charges from Risk Management and for Central Services allocation also increase by \$189,888 and \$112,308 respectively. Other smaller general expenditure increases occur within the Highway Maintenance budget to cover the purchase of roadway salt, roadway repair materials, and fuel.

Increased costs are offset with an additional \$1,374,246 of state highway maintenance revenue which is increased from \$15,655,856 to \$17,030,102. This revenue is based upon the expected 2015 Routine Maintenance Agreement (RMA) between Milwaukee County and the State of Wisconsin which covers the increased costs for work completed on State Trunk Highways and Expressways. The final amount of the RMA is not available as of the publishing date of this document, but it will be released by the State and will set forth service levels. Should the State reduce reimbursable costs, the Highway Maintenance Section staff will take corrective action and reduce maintenance expenditures on State Trunk Highways and Expressways to match State funding levels. Additional revenue increases totaling \$56,401 are a result of changes in General Transportation Aids and the recovery of accident proceeds.

General Transportation Aids (GTA) revenue is estimated at \$1,960,321¹, representing a four percent increase over the prior year based upon the state budget for 2015.

¹ The final GTA amount for 2015 was received after the 2015 budget was adopted. It indicates a slight increase from the budgeted amount (approx. 0.9%).

DOT-HIGHWAY MAINTENANCE (5100) BUDGET

DEPT: DOT-Highway Maintenance

UNIT NO. 5100
FUND: General - 0001

Strategic Program Area 2: Transportation Engineering

Service Provision: Administrative

Strategic Outcome: Personal Safety

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
This Service Does Not Have Activity Data			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$2,087,135	\$1,377,296	\$1,973,473	\$2,049,394	\$75,921
Revenues	\$1,834,797	\$1,280,624	\$1,790,808	\$1,765,311	(\$25,497)
Tax Levy	\$252,338	\$96,672	\$182,665	\$284,083	\$101,418
FTE Positions	13	13	12	11	-1

Performance Measure	2013 Actual	2014 Budget	2015 Budget
Pavement Sufficiency Ratings	N/A	N/A	N/A
Bridge Sufficiency Ratings	N/A	N/A	N/A

Strategic Implementation:

The Transportation services area provides planning, design, and construction management for capital projects on County Trunk Highways (CTH) and County-owned bridges. Highway Engineering provides planning, design, and construction activities for Highway Capital Improvement Projects, County Highway Action Program Projects, and Local Road Improvement Projects as required by state law. Bridge Engineering provides planning, design, and construction of new bridges and the rehabilitation of existing County-owned bridges. As mandated by state law, Bridge Engineering oversees the biennial bridge inspections of all County-owned bridges and administers the Local Bridge Program for all municipality-owned bridges in Milwaukee County. Traffic Engineering provides planning, design, and implementation of projects needed to maintain and improve the safety, operational efficiency, and functional integrity of the County's highway network, including projects in the Congestion Mitigation and Air Quality Program and Highway Safety Improvement Program. Traffic Engineering is also responsible for the implementation of the sign inventory program and the use of mitigation funds. Construction Engineering is responsible for field inspection, construction management, and contract administration of highway, bridge, and traffic projects.

Staffing is reduced by unfunding one vacant position. Overall expenditures increase \$75,921 primarily due to increases in employee salaries and wages. An additional \$60,000 is provided for outside professional service costs to continue meeting the requirements for state mandated bridge inspections and reporting.

Interdepartmental charges are increased \$35,061. This includes an increase of \$33,227 in professional services crosscharges that are abated. The abatement offsets an internal crosscharge within the department that is used to track tax levy funded projects through the work authorization process. The request includes increased professional service costs for project planning, staff training, and capital budget development.

DOT-FLEET MAINTENANCE (5300) BUDGET

DEPT: DOT-Fleet Maintenance

UNIT NO. 5300
FUND: General - 0030

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$2,850,317	\$2,880,328	\$2,860,887	\$3,181,416	\$320,529
Operation Costs	\$2,053,952	\$2,377,407	\$1,900,994	\$2,172,312	\$271,318
Debt & Depreciation	\$2,875,000	\$2,875,000	\$3,615,000	\$3,985,000	\$370,000
Capital Outlay	\$143,631	\$182,006	\$151,003	\$227,499	\$76,496
Interdept. Charges	\$1,615,837	\$1,438,559	\$1,388,532	\$1,582,862	\$194,330
Total Expenditures	\$9,538,737	\$9,753,300	\$9,916,416	\$11,149,089	\$1,232,673
<i>Legacy Healthcare/Pension</i>	<i>\$657,484</i>	<i>\$691,213</i>	<i>\$737,312</i>	<i>\$733,314</i>	<i>(\$3,998)</i>
Revenues					
Direct Revenue	\$211,067	\$193,353*	\$195,662	\$115,200	(\$80,462)
Intergov Revenue	\$17,000	\$17,316	\$15,500	\$15,500	\$0
Indirect Revenue	\$10,547,498	\$10,537,742	\$10,682,238	\$11,872,964	\$1,190,726
Total Revenues	\$10,775,565	\$10,748,411	\$10,893,400	\$12,003,664	\$1,110,264
Tax Levy	(\$1,236,828)	(\$995,111)	(\$976,984)	(\$854,575)	\$122,409
Personnel					
Full-Time Pos. (FTE)	34	34	34	34	0
Seas/Hourly/Pool Pos.	0.5	0.5	0.5	0.5	0
Overtime \$	\$70,284	\$20,544	\$69,828	\$69,624	(\$204)

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

Department Mission: Fleet Management is committed to providing a comprehensive fleet management program, including a structured purchasing and preventive maintenance program that provides cost-effective customer service to all County departments.

Department Description: The Fleet Management Division purchases and maintains vehicles and equipment used by Milwaukee County departments. Keys to this program include minimizing vehicle and equipment downtime, providing a preventative maintenance program, and educating users on safe operation and daily maintenance. This department consists of three functions: Equipment Repairs, Inventory Management, and Equipment Coordination.

Equipment Repairs maintains and manages approximately 1,875 vehicles and pieces of equipment ranging from fairway mowers and squad cars to wheel loaders and tandem axle patrol trucks.

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

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

DOT-FLEET MAINTENANCE (5300) BUDGET

DEPT: DOT-Fleet Maintenance

UNIT NO. 5300
FUND: General - 0030

Strategic Program Area 1: County Fleet Maintenance

Service Provision: Administrative, Discretionary

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Cost per mile of equipment	\$0.7842	N/A	N/A*
Average cost per unit mileage equipment	\$8,283.53	N/A	N/A*
Cost per hour of equipment	\$10.1096	N/A	N/A*
Average cost per unit hourly equipment	\$9,958.08	N/A	N/A*

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$9,538,737	\$9,753,297	\$9,916,416	\$11,149,089	\$1,232,673
Revenues	\$10,775,565	\$5,601,648	\$10,893,400	\$12,003,664	\$1,110,264
Tax Levy	(\$1,236,828)	\$4,151,649	(\$976,984)	(\$854,575)	\$122,409
FTE Positions	34.5	34.5	34.5	34.5	0

Performance Measure	2013 Actual	2014 Budget	2015 Budget
Vehicles Underutilized ¹	160	N/A	N/A*
Vehicles Exceeding Replacement Criteria	207	N/A	N/A*

*The department began to track performance measure data in 2014 and record it in future budgets.



Photo courtesy of Andre Simms, DAS

Strategic Implementation:

This service is provided with 34.5 FTE. Operating costs increase \$271,318 from \$1,900,994 to \$2,172,312, which can be attributed to an increase in estimated utility costs of \$70,000 as a result of replacing steam heat with natural gas; an increase in outside service repair costs of \$50,000 from \$250,000 to \$300,000; and an increase in repair parts of \$205,550 from \$1,140,000 to \$1,345,550. Debt service on vehicles is increased by \$370,000 from \$3,615,000 to \$3,985,000. This amount reflects the debt repayment for equipment previously purchased. Auction revenue within Fleet Management decreases \$75,000 from \$175,000 to \$100,000 because as the equipment purchased under the new purchasing program is replaced, the individual user departments receive the revenue.

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

DOT-FLEET MAINTENANCE (5300) BUDGET

DEPT: DOT-Fleet Maintenance

UNIT NO. 5300
FUND: General - 0030

2015 VEHICLE ROLLING STOCK ON & OFF ROAD ALLOTMENT PER DEPARTMENT	
DEPARTMENT	TOTAL
Behavioral Health Division (BHD)	8
Coggs	9
District Attorney (DA)	13
Department of Health and Human Services (DHHS)	2
Environmental & Energy	1
Information management Services Division (IMSD)	3
Facilities **	43
House of Correction (HOC)	49
MCDOT – Directors Office	2
MCDOT – Fleet Management ***	20
MCDOT - Highway	142
MCDOT – Transportation Services	3
Medical Examiner	3
Office for Persons with Disabilities	1
Parks *	535
Sheriff	165
Zoo	26
TOTAL	1046

* These numbers include all mowing equipment

** Includes vehicles for the Architectural & Engineering division

*** Fleet Management also maintains motor pool vehicles



Photo courtesy of Andre Simms, DAS



Photo courtesy of Andre Simms, DAS

DOT-TRANSIT (5600) BUDGET

DEPT: DOT-Transit

UNIT NO. 5600
FUND: Enterprise - 0083

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operation Costs	\$158,520,001	\$146,868,510	\$154,205,814	\$160,182,288	\$5,976,474
Debt & Depreciation	\$2,424,376	\$2,185,692	\$2,424,376	\$2,437,503	\$13,127
Capital Outlay	\$487,500	\$365,792	\$460,000	\$320,000	(\$140,000)
Interdept. Charges	\$2,478,091	\$2,645,696	\$2,416,284	\$2,434,954	\$18,670
Total Expenditures	\$163,909,968	\$152,065,690	\$159,506,474	\$165,374,745	\$5,868,271
Revenues					
Direct Revenue	\$50,131,508	\$48,992,026	\$49,865,902	\$49,534,651	(\$331,251)
Intergov Revenue	\$94,899,600	\$88,107,098	\$91,121,855	\$95,821,935	\$4,700,080
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$145,031,108	\$137,099,124	\$140,987,757	\$145,356,586	\$4,368,829
Tax Levy	\$18,878,860	\$14,966,566	\$18,518,717	\$20,018,159	\$1,499,442
Personnel					
Full-Time Pos. (FTE)	0	0	0	0	0
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime \$	\$0	\$0	\$0	\$0	\$0

* The Personnel table above represents Milwaukee County employees. Transit staff are currently employees of a private company, Milwaukee Transport Services (MTS), Inc., which operates the transit system under contract to Milwaukee County.

Department Mission: The Milwaukee County Transit System (MCTS) exists to provide reliable, convenient and safe public transportation services that efficiently and effectively meet the varied travel needs of the community and contribute to its quality of life.

Department Description: A private company, Milwaukee Transport Services, Inc. (MTS), continues to manage and operate the Milwaukee County Transit System (MCTS) under an extension of its contract through the end of 2014. However, in accordance with 2014 Budget Amendment 1A040, it is the policy of Milwaukee County to bring management and operation of transit in-house. Subsequent to the 2014 Budget Amendment 1A040, County Board Resolution File No. 14-312 directed Corporation Counsel and the Comptroller to examine alternatives to a fully insourced transit management model and to instead develop and submit for Federal Transit Administration (FTA) approval a “blended” transit management model. This blended model would in essence provide for continued transit management under a restructured relationship between the County and MTS as a not-for-profit private transit operator. A letter has been submitted to the FTA, and the County is currently awaiting a response. Administration will work with the County Board to devise a contingency plan if a timely response is not received from the FTA.

Per discussion with the Comptroller, the structure of this budget has been prepared assuming in 2015 the County will continue the financial purchasing of transit services in the same manner as prior years.

DOT-TRANSIT (5600) BUDGET

DEPT: DOT-Transit

UNIT NO. 5600
FUND: Enterprise - 0083

Strategic Program Area 1: Paratransit

Service Provision: Mandated

Strategic Outcome: Quality of Life

What We Do: Activity			
Activity*	2013 Actual	2014 Budget	2015 Budget
Van Trips per Hour	1.94	1.98	1.95
Ridership	544,357	569,400	555,500
Cost Per Ride	\$28.69	\$28.55	\$30.32

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$18,958,132	\$15,709,686	\$16,338,384	\$17,073,810	\$735,426
Revenues	\$17,618,932	\$18,112,540	\$14,132,802	\$15,964,264	\$1,831,462
Tax Levy	\$1,339,200	(\$2,402,854)	\$2,205,582	\$1,109,546	(\$1,096,036)
FTE Positions	0	0	0	0	0

Performance Measure	2013 Actual	2014 Budget	2015 Budget
Cost per Trip by Mode			
Van	\$31.25	\$31.44	\$32.98
Agency	\$14.13	\$14.36	\$15.32
Taxi	\$18.62	\$18.92	\$19.43

* Van Trips per Hour represent productivity of contractors providing paratransit van services. Contractors are paid an hourly rate and retain passenger fares, which creates an incentive for increased productivity. Decreases in ride demand diminish opportunities to optimize efficiency of service schedules therein reducing productivity.

Strategic Implementation:

Paratransit operations include the provision of demand-responsive transportation and orientation to transportation services. These services provide a complement to the fixed-route services of MCTS and are available to those who are Americans with Disabilities Act (ADA) Paratransit-eligible. Paratransit will continue to maintain Milwaukee County border-to-border service.

Overall tax levy in this area is decreased \$1,096,036 and can be attributed to an increase in program revenues of \$1,831,462, partially offset by an increase in costs of \$735,426. The increase in expenditures is the result of contract increases for purchased transportation expense, partially offset by a slight decrease in the number of trips. The paratransit cash fare for 2015 remains \$3.50 per one-way trip, the same as 2014.

The trip subsidy paid by Managed Care Organizations (MCO) will increase¹.

In 2015, MCTS will continue to coordinate with the Office for Persons with Disabilities and other County agencies to provide free rides on the fixed route system for eligible persons with disabilities through the New Freedom Initiative, with the goal of expanding mobility and reducing the need for paratransit service.

¹ The trip subsidy rises \$4.00 from \$12.55 to \$16.55 in 2015. The Paratransit Program Area of the Transit System has additional tax levy support due to a revenue reduction of \$331,398 resulting from amendment/veto actions during the budget process. This will be addressed via fund transfer in 2015.

DOT-TRANSIT (5600) BUDGET

DEPT: DOT-Transit

UNIT NO. 5600
FUND: Enterprise - 0083

Strategic Program Area 2: Fixed Route

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Buses in Fleet	396	391	391
Buses Operated in Peak Hour	322	341	341
Annual Bus Miles	17,244,868	17,277,703	18,313,725
Annual Bus Hours	1,328,034	1,324,206	1,410,679
Revenue Passengers	36,451,283	38,550,000	37,600,00
Total Passengers	43,008,924	45,410,000	44,291,000
Cost per Mile	\$7.51	\$7.81	\$7.57
Cost per Revenue Passenger	\$3.55	\$3.50	\$3.69
Revenue per Revenue Psgr.	\$1.10	\$1.10	\$1.10

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$144,951,836	\$136,536,004	\$143,168,090	\$148,300,935	\$5,132,845
Revenues	\$127,412,176	\$118,986,583	\$126,854,955	\$129,392,322	\$2,537,367
Tax Levy	\$17,539,660	\$17,369,421	\$16,313,135	\$18,908,613	\$2,595,478
FTE Positions		0	0	0	0

Performance Measure**	2013 Actual	2014 Budget	2015 Budget
Fare box Recovery Ratio	30.86%	31.41%	29.73%
Passengers per Bus Hour	32.38	34.29	31.40
Cost per Bus Hour	\$102.67	\$108.12	\$104.93
On-Time Performance		90%	90%

**** Definitions:**

- Fare box recovery ratio represents the portion of total expenditures that are covered by fare revenues. Decreases in the fare box recovery ratio are a result of decreases in revenue coupled with increases in expenses.

- Passengers per bus hour (PBH) represent total passenger rides with respect to total annual bus hours of service. PBH is a common transit efficiency measure that decreases as ridership decreases or as bus hours are increased at a faster rate than ridership increases. The passenger component of this measure in previous budgets used revenue passengers; this measure now reflects total PBH, which more accurately depicts passenger demand and the supply of service needed to meet that demand.

- Cost per bus hour represents total transit expenditures with respect to total annual bus hours of service. Cost per bus hour decreases when annual bus hours increase at a faster rate than the increase in annual expenses; in 2015 there is administrative capacity for additional bus hours, hence a decrease in cost per bus hour. The cost component of this measure in previous budgets reflected costs that excluded Milwaukee County expenses and cross-charges; costs now used in this measure include total transit expenditures that reflect the fully loaded cost to Milwaukee County.

-On time performance represents the portion of buses that are on-time with respect to their scheduled locations. This is an indicator of service reliability in terms of schedule adherence. To be on time a bus cannot arrive more than 2 minutes early or 5 minutes late to a timepoint. A new methodology for measuring the statistic enabled by a software upgrade has been used since January 2014.

DOT-TRANSIT (5600) BUDGET

DEPT: DOT-Transit

UNIT NO. 5600

FUND: Enterprise - 0083

Strategic Implementation:

The 2015 Fixed-Route service levels are increasing by 1,036,022 miles (6 percent) and 86,473 hours (6.5 percent). This service increase includes the addition of two new Metro Express routes (27X and 10/30X) funded with Congestion Mitigation and Air Quality (CMAQ) funds, and other new service funded by the Zoo Interchange litigation agreement. Operations costs increase \$5,132,845 from \$143,168,090 to \$148,300,006 primarily due to the additional service being provided. Passenger fare revenues decrease \$2,117,000 from \$42,410,000 to \$40,293,000 based on current ridership trends and the addition of two special fare programs outlined later in the narrative. CMAQ funds in the amount of \$5.7 million per year from 2015 through 2017 are available to cover the costs of the two new Metro Express routes. Zoo Interchange litigation funds in the amount of \$2.6 million per year from 2015 through 2018 are available to provide new traffic mitigation service.

The Milwaukee County Department of Transportation (MCDOT) typically enters into various mitigation contracts with the Wisconsin Department of Transportation (WisDOT) each year. These contracts provide for increased transit services to lessen any negative impact to the traveling public of temporary routing detours, delays, etc. that are often a result of construction related activities. In 2015, MCDOT is authorized to enter into transit mitigation contracts, which are fully reimbursed by WisDOT, in an amount not to exceed \$500,000 and for administrative appropriation transfers to be processed to reflect each contract.

Funding of \$250,000 for a feasibility study to convert MCTS buses and facilities to Compressed Natural Gas (CNG) and other alternative, renewable fuel options is provided. CNG can potentially provide reduced fuel costs and fewer emissions.

The budget includes \$80,000 to construct a structured query language (SQL) server style database system that will provide MCDOT with real time access to MTS financial and statistical information. This project will improve fiscal monitoring capabilities and enhance County access to its transit data.

Special Fare Programs²

Two new special fare programs will begin in 2015. The first program, the GO Pass, allows seniors and persons with disabilities to travel for free beginning April 1, 2015. Free senior fare programs have been successfully implemented in metropolitan areas similar and larger in size than Milwaukee, such as Pittsburgh and Houston. The second program, Summer Youth Jobs Fare, is a pilot project for 2015. MCTS will explore securing private funding to continue the Summer Youth Jobs Fare beyond 2015. In addition, the County will explore expanding the program to a larger population of employed, 14-21 years-old students during future summers.

Growing Opportunities (GO Pass) Fare

Persons 65 years of age or older or persons with disabilities that present a Milwaukee County Transit System photo I.D. or a valid Medicare card to bus operators are eligible for free fares. MCTS will evaluate the benefits and costs of distributing a unique ID for participants. MCTS will present its findings and recommendations to the Board of Supervisors during the January 2015 committee cycle. If MCTS, with the approval of the Board of Supervisors, decides to pursue the distribution of participant IDs, it will work with the Department on Aging and DAS- Office for Persons with Disabilities to determine the best method for issuing said IDs.

The Federal Transit Administration requires a Fare Equity Analysis prior to the implementation of this fare program. The Southeastern Wisconsin Regional Planning Commission (SEWRPC), with the assistance of MCTS, will complete the analysis to determine if there is potential for a disparate impact on minority populations or a disproportionate burden on low-income populations if free fares are offered to seniors and persons with disabilities. SEWRPC will present the study's findings to the Board of Supervisors during the December 2014 committee cycle.

²Fares collected from fixed route transit services are budgeted as negative abatements not revenue within the County's budget. The fare abatements offset expenditures from operating the transit program. When fares decrease, the abatement amount decreases and less money can be used to offset expenditures, thus causing expenditures to increase.

DOT-TRANSIT (5600) BUDGET

DEPT: DOT-Transit

UNIT NO. 5600
FUND: Enterprise - 0083

Summer Youth Jobs Fare

Youth participants in the Milwaukee Area Workforce Investments Boards (MAWIB) Earn & Learn Summer Youth Employment program are eligible to receive discounted fares for eight weeks during their summer employment. MAWIB students who choose to participate will be offered two 31-day adult passes. The County will cover 50 percent of the cost, the student's employer will cover 25 percent, and students will pay the remaining 25 percent. Participating employers will be given the option to opt-in to the program. MCTS will work with MAWIB to implement the program.

Route Changes

Services will be expanded to Brown Deer and Oak Creek with the extension and creation of Route 80 and Route 276, respectively. Service for these routes will begin before the end of March.

Route 80 Extension

Route 80 will be extended to provide service to the future Drexel Town Square and increase the frequency of Route 80's current trips from MATC's South Campus through the business park along S. 6th Street and then east along W. Drexel Avenue. The route's extension will travel south to provide service to Woodman's, Target, and Kohl's, in addition to other businesses and residences in the vicinity. The Route 80 extension will operate from 5 a.m. to 10 p.m. every day at a service frequency of 60 minutes.

Route 276 Creation

Route 276 is created and will provide service from the intersection of N. 60th Street and W. Brown Deer Road through industrial and office facilities northeast of that intersection, and then north on N. Green Bay Road to the businesses on W. Schroeder Drive. Route 276 will provide service 5 a.m. to 10 p.m. weekdays and 5 a.m. to 7 p.m. on weekends.

DOT-TRANSIT (5600) BUDGET

DEPT: DOT-Transit

UNIT NO. 5600
FUND: Enterprise - 0083

PROPOSED FARE NAME	CURRENT FARE	PROPOSED FARE	COMMENT
Cash Fares			
Adult	\$2.25	\$2.25	No change from current fare
Premium	\$3.25	\$3.25	No change from current fare
Concession (Half-Fare)	\$1.10	\$1.10	No change from current fare
Advance Purchase Fares			
Adult Tickets	10/\$17.50	\$1.75	Value deduction smart card; replaces paper tickets
Premium Tickets	10/\$23.50	\$2.35	Value deduction smart card; replaces paper tickets
Concession (Half-Fare) Tickets	10/\$11.00	\$1.10	Value deduction smart card; replaces paper tickets
Pass Fares			
1-Day Adult Pass	New Product	\$4.00	Purchased in advance at ready fare outlet
1-Day Adult Pass	New Product	\$5.00	Loaded on existing smartcard at fare box
1-Day Premium Pass	New Product	\$6.00	Purchased in advance at ready fare outlet or loaded
1-Day Concession Pass	New Product	\$2.00	Purchased in advance at ready fare outlet
1-Day Concession Pass	New Product	\$3.00	Loaded on existing smartcard at fare box
3-Day Adult Pass	New Product	\$12.00	Purchased at ready fare outlet
3-Day Premium Pass	New Product	\$18.00	Purchased at ready fare outlet
3-Day Concession Pass	New Product	\$6.00	Purchased at ready fare outlet
3-Day Concession Premium Pass	New Product	\$9.00	Purchased at ready fare outlet
7-Day Adult Pass	\$17.50	\$17.50	Replaces paper calendar based pass. Purchased at ready fare outlet or on-line
7-Day Premium Pass	New Product	\$24.00	Purchased at ready fare outlet or on-line
7-Day Concession Pass	New Product	\$11.00	Purchased at ready fare outlet or on-line
31-Day Adult Pass	\$64.00	\$64.00	Replaces paper calendar based pass. Purchased at ready fare outlet or on-line
31-Day Premium Pass	New Product	\$85.00	Purchased at ready fare outlet or on-line
31-Day Concession Pass	New Product	\$32.00	Purchased at ready fare outlet or on-line
Other Special Fares			
Student Pass	\$16.50	\$16.50	Valid weekdays, available to schools only
U-PASS	\$45.00	\$45.00	Per semester
Commuter Value Pass	\$201.00	\$201.00	Per quarter
New Freedom Pass	Free	Free	Free to eligible paratransit clients
Go Pass	New Product	Free	Free to persons 65 years of age or older or persons with disabilities that present a Milwaukee County Transit System photo I.D. or valid Medicare card
Transfer	Free	Free	When paying cash, transfer encoded on passenger's smartcard
Paratransit Fare	\$3.50	\$3.50	Per one way trip

DOT-DIRECTOR'S OFFICE (5800) BUDGET

DEPT: DOT-Director's Office

UNIT NO. 5800
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$993,352	\$862,149	\$901,640	\$1,052,099	\$150,459
Operation Costs	\$33,662	\$12,492	\$38,517	\$49,392	\$10,875
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$10,800	\$0	(\$10,800)
Interdept. Charges	(\$886,795)	(\$886,225)	(\$893,260)	(\$861,491)	\$31,769
Total Expenditures	\$140,219	(\$11,584)	\$57,697	\$240,000	\$182,303
<i>Legacy Healthcare/Pension</i>	<i>\$182,166</i>	<i>\$195,514</i>	<i>\$201,820</i>	<i>\$191,075</i>	<i>(\$10,745)</i>
Revenues					
Direct Revenue	\$269,180	\$227,548	\$174,825	\$240,000	\$65,175
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$269,180	\$227,548	\$174,825	\$240,000	\$65,175
Tax Levy	(\$128,961)	(\$239,132)	(\$117,128)	\$0	\$117,128
Personnel					
Full-Time Pos. (FTE)	7	7	6	7	1
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime \$	\$0	\$4,765	\$0	\$0	\$0

Department Mission: The mission of the Department of Transportation (DOT) - Director's Office is to provide essential management and support services to DOT divisions through oversight, coordination and technical assistance.

Department Description: The DOT- Director's Office is responsible for the management of DOT's administrative functions and transportation planning. Administrative functions include establishment and implementation of department policies and procedures, personnel administration, accounting, budgeting, safety and training and general public information services. The DOT consists of the following divisions: Transit/Paratransit, Fleet Management, Airport, and Highway.

The Transportation Planning section provides technical and professional expertise for multimodal and transit planning and coordination, as well as transit system development and oversight. The Transportation Planning section aggressively identifies, applies for, and professionally manages state and federal grant funds that reduce tax levy support for County transportation projects.

DOT-DIRECTOR'S OFFICE (5800) BUDGET

DEPT: DOT-Director's Office

UNIT NO. 5800
FUND: General - 0001

Strategic Program Area 1: Director of Transp. & Pub Works

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$140,219	(\$11,584)	\$57,697	\$240,000	\$182,303
Revenues	\$269,180	\$227,548	\$174,825	\$240,000	\$65,175
Tax Levy	(\$128,961)	(\$239,132)	(\$117,128)	\$0	\$117,128
FTE Positions	7	7	6	7	1

Performance Measure	2013 Actual	2014 Budget	2015 Budget
Performance Measures have not yet been created for this service			

Strategic Implementation:

In 2015, the Director's Office will continue efforts to create a coordinated Safety and Emergency Management Program across all DOT divisions. The goal of this program is to provide a uniform approach to safety and emergency management across the divisions within the department.

The DOT- Director's Office continues the best practice of charging the DOT Divisions for the net cost of operating the Director's Office after applying non-county revenue received for administration of the towing program.



Health & Human Services Function

Agency Budget Narratives

- **Department of Health & Human Services**
- **DHHS – Behavioral Health Division**
- **Department on Aging**
- **Department of Family Care**

Budget Summary

Category	2013 Budget ¹	2013 Actual ¹	2014 Budget ¹	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$28,681,245	\$27,255,363	\$27,237,941	\$27,339,467	\$101,526
Operation Costs	\$43,077,689	\$40,437,394	\$43,201,673	\$44,569,371	\$1,367,698
Debt & Depreciation	-	-	-	\$0	-
Capital Outlay	\$345,456	\$155,753	\$90,120	\$95,000	\$4,880
Net Crosschrg/Abatemnt	\$13,276,238	\$13,629,840	\$13,552,069	\$14,277,020	\$724,951
Total Expenditures	\$85,380,628	81,448,351	84,081,803	\$86,280,858	\$2,199,055
<i>Legacy Healthcare/Pension</i>	\$6,289,822	\$6,593,217	\$6,684,989	\$6,492,131	(\$192,858)
Revenues					
Direct Revenue	\$3,688,095	\$5,562,972	\$2,828,218	\$4,336,980	\$1,508,762
Intergov Revenue	\$59,927,295	\$61,393,976	\$59,329,971	\$61,638,720	\$2,308,749
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$63,615,390	\$66,956,948	\$62,158,189	\$65,975,700	\$3,817,511
Tax Levy	\$21,765,238	\$14,491,403	\$21,923,613	\$20,305,158	(\$1,618,455)
Personnel					
Full-Time Pos. (FTE)	318.1	281.0	293.8	292.3 ²	-1.5
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime \$	\$551,136	\$1,001,979	\$584,988	\$584,952	(\$36)

Department Mission:

The mission of the Milwaukee County Department of Health and Human Services (DHHS) is to secure human services for individuals and families who need assistance in living a healthy, independent life in our community.

Department Description:

The Department of Health and Human Services (DHHS) includes the following program areas: Director's Office & Management Services, Delinquency and Court Services, Disabilities Services, Housing and Emergency Medical Services.

For 2015, the Community Services Branch and Wraparound Milwaukee are transferred back to department 6300 as the Community Access to Recovery Services Division (CARSD). Emergency Medical Services is transferred to the Department of Emergency Management, org unit 4800.

¹ Prior year financials have been restated to remove org 8600 – Emergency Medical Services and org unit 8700 – CARSD. For fiscal history of these departments, please see org 4800 – Emergency Preparedness for Emergency Medical Services and 6300 for CARSD.

² The 2015 Adopted Budget includes 1.0 FTE newly created Quality Assurance Specialist that was restored through a sustained veto. The funding for this position remains in the DOT-Transit Division. DHHS will request a fund transfer in 2015 to fund this position.

DHHS (8000) BUDGET

DEPT: DHHS

UNIT NO. 8000
FUND: General – 0001

Strategic Program Area 1: Director's Office & Management Services

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Home Energy			
Households Applied	62,191	62,000	62,000
211-Impact			
Customer Contacts	202,008	210,000	210,000

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$5,707,368	\$6,401,817	\$3,245,279	\$3,874,476	\$629,197
Revenues	\$5,449,292	\$6,376,973	\$2,915,523	\$3,392,008	\$476,485
Tax Levy	\$258,076	\$24,844	\$329,756	\$482,468	\$152,712
FTE Positions	36.0	29.0	22.0	21.3 ³	-0.7

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Fiscal & Budget Staff/FTE	3.6%	3.1%	3.2%
Revenue dollars/fiscal staff	\$6,792,138	\$6,255,194	\$6,489,077
Contract dollars spent/ contract management staff	\$3,927,929	\$4,124,587	\$3,239,719

Strategic Implementation:

The Director's Office and Management Services provide administrative guidance, accounting support, and contract oversight to all DHHS program areas. The 2015 budget creates a new Quality Assurance organizational unit within the DHHS Management Services Division to enhance capacity and develop a more proactive and standardized approach to quality assurance and quality improvement practices across the department.

Expenditures increase \$629,197 primarily due to increased crosscharges.

Revenues increase \$476,485 due to enhanced audit recoveries.

Two positions are created. One position is eliminated in April, 2015. One position is transferred to the Behavioral Health Division.

³ The 2015 Adopted Budget includes 1.0 FTE newly created Quality Assurance Specialist that was restored through a sustained veto. The funding for this position remains in the DOT-Transit Division. DHHS will request a fund transfer in 2015 to fund this position.

DHHS (8000) BUDGET

DEPT: DHHS

UNIT NO. 8000
FUND: General – 0001

Strategic Program Area 2: Delinquency & Court Services

Service Provision: Mandated

Strategic Outcome: Personal Safety

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Number of New Referrals Received	2,175	2,500	2,350
Number of Youth Committed to DOC	130	140	140
Average Daily Population for Juvenile Correctional Institution (DOC)	128.2	146.2	135.0
Average Daily Population for Child Caring Institution (DOC)	10.6	11.0	11.0
Community-Based Alternative Programming Enrollees	3,814	4,147	4,400
Number of Youth Brought to Juvenile Detention Center	3,093	3,211	3,200
Number of Admissions to Juvenile Detention Center	2,518	2,774	2,400

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$40,092,338	\$37,560,645	\$40,290,779	\$40,605,585	\$314,806
Revenues	\$24,633,146	\$28,827,561	\$25,848,320	\$27,656,951	\$1,808,631
Tax Levy	\$15,459,192	\$8,733,084	\$14,442,459	\$12,948,634	(\$1,493,825)
FTE Positions	178.6	158.0	171.6	173.0	1.4

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Youth Successfully Completing the First Time Juvenile Offender Program	78%	75%	75%
Youth Successfully Completing pre-dispositional Programs	68%	70%	70%
Youth Successfully Completing post-Dispositional (Non-correctional alternative) Programs	62%	65%	70%
Youth Successfully Completing the Milwaukee County Accountability Program (MCAP)	23%	50%	50%

DHHS (8000) BUDGET

DEPT: DHHS

UNIT NO. 8000
FUND: General – 0001

Strategic Implementation:

Delinquency & Court Services (DCSD) consists of Administration, Community-based Alternative Programming, and the Juvenile Detention Center. Administration provides administrative oversight, clerical support, grant coordination and quality assurance to all DCSD program areas. Community-based Alternative Programming administers a variety of services and programs intended to divert youth from court and provide them the opportunity to become more productive citizens of their communities. The Juvenile Detention Center is a 120-bed juvenile detention facility.

In 2015, DCSD plans to fully implement the Juvenile Justice Reform and Reinvestment Initiative started in 2012. This initiative has no tax levy impact.

DCSD will continue in the statewide collaboration with the Juvenile Detention Alternative Initiative (JDAI) through the system reform effort with Annie E. Casey Foundation and the Department of Justice. Through DCSD's work with the JDAI, new programs and initiatives are being implemented that will assist with meeting the needs of the youth, families and community safety while working to decrease the use of secure detention and correctional placements.

DCSD is increasing the rate for group homes based on actual costs of operation and service utilization. DCSD is also expanding the funding for the Court/Capias Abatement Project to assist youth with attending their intake inquiries and initial court appearances. Overall, there is a \$500,000 increase in expenditures related to these programs.

DCSD will continue to participate in the Juvenile Accountability Block Grant which supports the Targeted Monitoring Program to provide an alternative to traditional correctional placement for higher risk youth referred on firearm offenses or other serious chronic offending behavior. There is a 10 percent (\$4,806) local funding match associated with this grant revenue.

Revenue is increased by \$1,808,631. This is due to an increase in Youth Aids revenue of \$1,600,000.

Position changes include two positions created as 2014 current-year actions, one full-time and one part-time position created in 2015. Two vacant positions are eliminated.

DHHS (8000) BUDGET

DEPT: DHHS

UNIT NO. 8000
FUND: General – 0001

Strategic Program Area 3: Disabilities Services Division

Service Provision: Mandated

Strategic Outcome: Self-Sufficiency

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Children's Long Term Support Waiver Enrollees	776	795	743
Birth-3 Early Intervention Enrollees	3,152	3,778	3,554
Family Support Enrollees	544	539	561
Clients in Community Living Support Services	146	358	199
Clients in Work, Day and Employment Services (Adult)	27	38	30
Information and Assistance Phone Calls	25,208	25,416	26,488
Number of Disability Resource Center Referrals Processed	3,314	5,346	3,630
Family Care Enrollments Completed	1,918	1,833	2,036
Number of IDAP cases processed	1,083	1,200	1,124

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$17,478,659	\$15,803,241	\$17,370,018	\$18,443,270	\$1,073,252
Revenues	\$14,235,750	\$14,745,347	\$14,431,761	\$15,761,357	\$1,329,596
Tax Levy	\$3,242,909	\$1,057,894	\$2,938,257	\$2,681,913	(\$256,344)
FTE Positions	70.5	63.0	70.0	68.0	(2.0)

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Average Monthly Clients - CLTS Autism	431	450	431
Average Monthly Clients - CLTS Non-Autism	229	250	216
DHS FSP Allocation Expenditure	\$625,037	\$786,000	\$774,180
MA Match Rate Disability Resource Center	48.86%	50.0%	48.43%
Respite Home Average Length of Stay (Days)	47	60	47

DHHS (8000) BUDGET

DEPT: DHHS

UNIT NO. 8000
FUND: General – 0001

Strategic Implementation:

The Disabilities Services Division consists of Administration, Children's Services, and Adult Services. Children's Services includes early intervention, Birth to Three, Family Support and Children's Long-Term Support (CLTS) Medicaid Waiver programs including the intensive autism benefit. Adult Services includes services provided by the Disability Resource Center such as information and assistance, service access and prevention, disability benefits specialist services, options counseling and Family Care enrollment.

Expenditures increase \$1,073,252 and revenues increase \$1,329,596. This is primarily related to the following programs:

An appropriation of \$1,300,000 for a new Crisis Resource Center (CRC) for individuals with Intellectual/Developmental Disabilities (ID/DD) and a co-occurring mental illness. This expenditure is offset by Medicaid revenue of \$120,000, \$400,000 in State revenue, a one-time carryover of \$250,000 in revenue from 2014, a one-time use of \$250,000 in reserve funds and \$280,000 in tax levy. In addition, the implementation of the CRC is contingent upon the receipt of \$400,000 from the State or an alternative funding source.

The \$154,544 contract for the Community Consultation Team for individuals with ID/DD is moved to CSB in org 6300 from DSD to more accurately reflect the service being provided.

The Disabilities Services Division will continue to operate the General Burial Assistance Program with an appropriation of \$310,000.

The budget increases Wisconsin Medicaid Cost Reporting (WIMCR) revenue by \$400,000 to reflect actual experience. Medicaid revenue generated through Targeted Case Management is also increased by \$100,000 based on prior year experience. \$100,000 increase is related to an increase in Medicaid Waiver funding related to a purchase of service contract with United Cerebral Palsy.

The Department is exploring the possibility of having a community organization assume full program oversight and management of the Interim Disability Assistance Program.

Position actions include unfunding four positions and creating two.

DHHS (8000) BUDGET

DEPT: DHHS

UNIT NO. 8000
FUND: General – 0001

Strategic Program Area 4: Housing Division

Service Provision: Committed / Discretionary

Strategic Outcome: Self-Sufficiency / Quality of Life

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Number Supportive Housing Units Placed in Service	446	491	529
Number of Families Receiving Rent Assistance	1,730	1,760	1,765
Number of households served by construction services	38	55	55
Number of Individuals Placed by Community Intervention Specialist	n/a	100	150

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$22,102,263	\$21,682,649	\$23,175,726	\$23,357,527	\$181,801
Revenues	\$19,297,202	\$17,007,067	\$18,962,585	\$19,165,384	\$202,799
Tax Levy	\$2,805,061	\$4,675,581	\$4,213,141	\$4,192,143	(\$20,998)
FTE Positions	33.0	31.0	30.2	30.0	(0.2)

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Occupancy Rate of Pathways to Permanent Housing	100%	90%	95%
Individuals Exiting to Permanent Housing in Pathways Program	61%	70%	70%
Individuals Maintaining Permanent Housing in Shelter Plus Care	98%	88%	88%
Families on Housing Voucher Waitlist	600	540	525

Strategic Implementation:

The Housing Division strives to provide Milwaukee County residents in need with a safety net, decent and safe affordable housing, and a connection to opportunities to improve their quality of life using available funding sources in a targeted, efficient manner. The division administers the following programs utilizing approximately 30 FTEs: Special Needs Housing, Housing Choice Voucher Program, Community Development Block Grant (CDBG), and HOME/Home Repair loans.

Expenditure changes include the implementation of the Harm Reduction Housing model at a cost of \$300,000 to assist individuals with severe alcohol addictions who have not been successfully served in current treatment models

DHHS (8000) BUDGET

DEPT: DHHS

UNIT NO. 8000
FUND: General – 0001

for housing. Other expenditure increases include \$55,000 for the Safe Haven program, and \$20,000 for Mercy housing Development. Interdepartmental charges are reduced by \$143,434. Other operating accounts are realigned to actual experience.

A one-time appropriation of \$100,000 is split evenly between the Guest House of Milwaukee to provide case management services for homeless individuals and Impact 211 for the implementation of a Coordinated Entry system to better manage shelter placement. The increased funding will help the shelters transition towards sustainability in a time of reduced federal funding. In addition, an appropriation of \$300,000 is provided for Shelter Task Force emergency shelter services for the homeless.

It is the policy of the County to use e-payments when possible to reduce or eliminate the use of paper checks. The Housing Division shall work cooperatively with the Office of the Comptroller and Treasurer to use electronic payments for payments within the division. The Department shall provide an informational report to the County Board by the May 2015 meeting cycle on the progress of eliminating paper checks for recipients of County Housing funds.

Revenue is increased by \$202,799. This is primarily related to an increase of \$450,000 in Comprehensive Community Services revenue. State grant revenue and miscellaneous revenue is aligned with actual experience.

Position actions include creating one position and eliminating one position.

DHHS - BEHAVIORAL HEALTH DIVISION (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General – 0077

Budget Summary

Category	2013 Budget	2013 Actual ¹	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$75,737,832	\$72,759,275	\$71,051,105	\$63,170,918	(\$7,880,187)
Operation Costs	\$97,764,772	\$107,681,607	\$112,548,386	\$116,137,394	\$3,589,008
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$446,875	\$480,701	\$642,839	\$576,500	(\$66,339)
Net Crosscharge/Abatement	(\$4,043,421)	(\$4,308,313)	(\$4,448,681)	(\$289,232)	\$4,159,449
Total Expenditures	\$169,906,458	\$176,613,270	\$179,793,649	\$179,595,580	\$(198,069)
<i>Legacy Healthcare/Pension</i>	<i>\$15,334,428</i>	<i>\$15,755,562</i>	<i>\$17,463,489</i>	<i>\$15,700,213</i>	<i>\$(2,000,469)</i>
Revenues					
Direct Revenue	\$59,012,384	\$74,102,447	\$65,786,401	\$66,840,693	\$1,054,292
Intergov Revenue	\$54,364,995	\$57,825,026	\$56,533,125	\$53,655,546	(\$2,877,579)
Total Revenues	\$113,377,379	\$131,928,038	\$122,319,526	\$120,496,239	\$(1,823,287)
Tax Levy					
Tax Levy	\$56,529,079	\$44,685,232	\$57,474,123	\$59,099,341	\$1,625,218
Personnel					
Full-Time Pos. (FTE)	801	747	670.5	585.3	(85.2)
Seas/Hourly/Pool Pos.	29.9	24.5	26.0	31.0	5.0
Overtime \$	\$3,114,576	\$3,568,114	\$2,695,080	\$1,188,504	(\$1,506,576)

Department Mission: The Milwaukee County Department of Health and Human Services – Behavioral Health Division will be a Center of Excellence for person-centered, high-quality best practice-based mental health services in collaboration with community partners.

Wisconsin Act 203: Wisconsin Act 203 (Wis. Stats 51.41) transferred all control of mental health functions from the Milwaukee County Board of Supervisors to a newly-created, Milwaukee County Mental Health Board (MCMHB).

The Behavioral Health Division Budget represents the policy changes and funding levels adopted by the Milwaukee County Mental Health Board, with exception of the fringe benefit, employee compensation and internal service (crosscharge) costs due to their countywide nature.

Department Description: The Behavioral Health Division (BHD) consists of Management and Support Services, Adult Crisis Services, Adult and Child Acute Inpatient Services, Rehab Central Nursing Facility, Community Services Branch, and Wraparound Milwaukee. The Hilltop Nursing Facility will close in late 2014.

¹ 2013 Actuals have been restated to show that Emergency Preparedness Services has been moved to Org 4800 – Emergency Management.

DHHS - BEHAVIORAL HEALTH DIVISION (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General – 0077

In this budget, the Community Services Branch and Wraparound Milwaukee are transferred to department 6300 as the Community Access to Recovery Services Division (CARSD). This structure is consistent with Wisconsin Act 203. For 2015, Emergency Medical Services is transferred to the new Department of Emergency Management.

In this budget, the Community Services Branch and Wraparound Milwaukee are now transferred back to department 6300 as the Community Access to Recovery Services Division (CARSD). This structure is consistent with Wisconsin Act 203. For 2015, Emergency Medical Services is transferred to 4800 - Emergency Management.

DHHS - BEHAVIORAL HEALTH DIVISION (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General – 0077

Strategic Program Area 1: Management & Support Services

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures	\$1,292,227	\$1,277,300	\$1,987,920	\$3,490,151	\$1,502,231
Revenues	\$3,998,629	\$14,313,917	\$3,245,324	\$1,666,137	(\$1,579,187)
Tax Levy	(\$2,706,402)	(\$13,046,634)	(\$1,257,404)	\$1,824,014	\$3,081,418
FTE Positions	175.3	131.4	151.7	143.6	(8.1)

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Overtime Costs / Personal Services Costs	4%	3%	2%
Revenue dollars / fiscal staff	\$4,750,735	\$4,217,915	\$4,081,429
Patient revenue collected / Billed revenue	44.7%	38.2%	43.3%

Strategic Implementation:

Management and Support Services provides fiscal management, compliance, administration, patient accounts and admissions, management information systems, dietary and medical records, and environment of care for the entire facility.

Expenditures in the department are increased due to the establishment of a medical malpractice reserve of \$400,000, the BHD building reserve fund of \$400,000, and \$245,571 in increased Electronic Medical Records support. Other changes include an increase in crosscharges and a decreases in service charges based on actual experience.

Revenues are decreased by \$1,579,187, primarily due to adjustments made to Wisconsin Medicaid Cost Reporting and State Plan Amendment revenues for 2015.

Due to the recent redesign efforts at BHD, including the complete closure of the long-term care facilities, 18.9 FTE are eliminated Jan 1, 2015, 1.0 FTE is eliminated July 1, 2015, and 0.2 FTE is eliminated Nov 1, 2015.

One full-time position is created, one position is funded and 1.2 FTE seasonal positions are created. One position is transferred from the Department of Health and Human Services.

DHHS - BEHAVIORAL HEALTH DIVISION (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General – 0077

Strategic Program Area 2: Adult Crisis Services

Service Provision: Mandated

Strategic Outcome: Self-sufficiency

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
<i>Psychiatric Crisis Services</i>			
Admissions	11,464	11,068	10,681
<i>Access Clinic</i>			
Number of Clients Served	6,978	6,576	6,576
<i>Crisis Mobile</i>			
Number of Mobiles Completed	1,716	1,642	1,806
Number of Mobiles Requested by Law Enforcement	291	370	463

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$20,200,965	\$20,470,356	\$21,155,153	\$23,663,850	\$2,508,697
Revenues	\$11,340,126	\$11,967,188	\$10,711,680	\$11,522,653	\$810,973
Tax Levy	\$8,860,839	\$8,503,168	\$10,443,473	\$12,141,197	\$1,697,724
FTE Positions	106.2	128.9	110	118	8

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Percent of clients returning to PCS within 90 days	33%	27%	27%
Percent of Time on Waitlist Status	1%	5%	5%
Clients transferred to private facilities from PCS	16%	23%	23%

Strategic Implementation:

Adult Crisis Services operates the Psychiatric Crisis Service Emergency Room, Access Clinic, Crisis Line, Crisis Mobile Team, and Crisis Stabilization Centers.

Expenditures are increased by \$2,508,697 due to increases in personnel costs and administrative overhead crosscharges within BHD.

9.2 FTE's Nursing Asst 1 and 2.0 FTEs RN1 are created related to a new staffing model. 3.2 FTE are transferred to other areas within BHD. The goal of this staffing model is to decrease the mandatory and non-mandatory overtime burden on employees, improve safety and quality of care for clients and employees, as well as decrease overtime costs. Overtime is correspondingly reduced by 4.7 FTEs.

Patient revenues are increased by \$810,973.

DHHS - BEHAVIORAL HEALTH DIVISION (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General – 0077

Strategic Program Area 3: Inpatient Services (Adult and Children)

Service Provision: Mandated

Strategic Outcome: Self-sufficiency

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
<i>Acute Adult Inpatient</i>			
Average Daily Census	59	54	60
Number of Admissions	1,456	1,200	1,142
Number of Patient Days	21,363	20,000	21,900
Average Length of Stay (Days)	14.7	14.0	16.4
<i>Child and Adolescent Inpatient Services</i>			
Average Daily Census	8	6	11
Number of Admissions	829	1,250	1,005
Number of Patient Days	2,930	2,500	4,380
Average length of Stay (Days)	3.5	2	3.4

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$36,746,719	\$33,661,635	\$33,696,594	\$36,374,950	\$2,678,356
Revenues	\$10,718,143	\$11,585,066	\$10,968,733	\$14,606,010	\$3,637,277
Tax Levy	\$26,028,576	\$22,076,569	\$22,727,861	\$21,768,940	(\$958,921)
FTE Positions	187.3	202.1	183.7	202.8	19.1

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
<i>Acute Adult Inpatient</i>			
Percent of clients returning to Acute Adult within 90 days	24%	19%	18%
Patients Responding Positively to Satisfaction Survey	72%	72%	72%
<i>Child and Adolescent Inpatient Services</i>			
Percent of children who return to CAIS within 90 days	19%	17%	15%
Patients Responding Positively to Satisfaction Survey	78%	75%	75%

DHHS - BEHAVIORAL HEALTH DIVISION (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General – 0077

Strategic Implementation:

Inpatient Services provides four licensed psychiatric hospital units with three specialized programs for adults and one specialized unit for children and adolescents.

Average daily census projections for both the Child and Adult units were increased temporarily to reflect the unexpected closing of acute beds at several private hospitals. Furthermore, recent trends have shown that patients that are admitted to BHD have been higher acuity and require a longer period of time for their symptoms to stabilize.

A demand capacity analysis completed by the Human Services Research Institute, in collaboration with the Public Policy Forum, determined that an average daily census of between 54 to 60 acute inpatient beds are adequate at BHD in the short-term to meet the current demand of the community. BHD will continue to closely monitor acute-bed capacity in the community. As capacity is created within the private health system and further community-based services are expanded, additional bed reductions may occur.

Expenditures increase by \$2,678,356. Prescription medication expenditures are increased by \$633,998 increases to reflect actual experience. Professional service contracts are increased \$891,602 for contract and temporary staff.

Revenue increases by \$3,637,277 to account for the budgeted increase of inpatient beds from 54 in 2014 to 60 in 2015. The budget also assumes \$250,000 increased revenue related to the Affordable Care Act wherein previously uninsured individuals will be provided coverage.

19.6 FTEs Nursing Asst 1 and 2.2 FTE's RN1 are created related to implement a new staffing model. 2.7 FTE are transferred to other areas within BHD. The goal of this staffing model is to decrease the mandatory and non-mandatory overtime burden on employees, improve safety and quality of care for clients and employees, as well as decrease overtime costs. Overtime is reduced by 7.4 FTEs to partially cover the staffing increase.

DHHS - BEHAVIORAL HEALTH DIVISION (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General – 0077

Strategic Program Area 4: Inpatient Services - Nursing Facilities Hilltop and Central

Service Provision: Discretionary

Strategic Outcome: Self-sufficiency

What We Do: Activity Data			
Activity – Rehab Central	2013 Actual	2014 Budget	2015 Budget
Average Daily Census	56	56	14
Number of Patient Days	20,497	20,440	4,513

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$26,595,480	\$28,244,961	\$21,590,283	\$10,527,332	(\$11,062,951)
Revenues	\$10,269,809	\$9,033,879	\$6,283,577	\$1,818,678	(\$4,464,899)
Tax Levy	\$16,325,670	\$19,211,082	\$15,306,706	\$8,708,654	(\$6,598,052)
FTE Positions	165.2	155.6	116.1	50.3	(65.8)

Strategic Implementation:

Furthering an initiative that started in 2014, the Rehabilitation Center-Central is budgeted to close in November 2015 by transitioning current residents to community-based settings.

The closure will result in an expenditure reduction of \$11,062,951 including personnel, dietary, pharmacy, security and other patient expenses. The savings are offset by a loss of \$4,464,899 in patient revenue due to the declining census. These savings are reinvested in the Community Access to Recovery Services Division (CARSD). The full impact of the savings will be realized in 2016.

65.8 annualized positions are eliminated related to the closure of the two long-term care facilities.

DHHS - BEHAVIORAL HEALTH DIVISION (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General – 0077

Strategic Program Area 5: Community Access to Recovery Services Division (CARSD)

Service Provision: Mandated

Strategic Outcome: Self-sufficiency / Quality of Life

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
<i>Adult Day Treatment</i>			
Number of Visits	3,888	3,888	3,888
<i>AODA – clients seen for:</i>			
Detoxification – All Levels	5,939	6,334	5,566
Outpatient Treatment	2,384	2,574	2,500
Medication Assisted Treatment	171	175	180
<i>Family Intervention Support Services</i>			
Number of Clients Served	869	550	800
<i>CATC Wraparound</i>			
Number of Clients Served	1,195	1,205	1,205
<i>Wraparound, Non-court ordered</i>			
Number of Clients Served	563	475	500
<i>Mobile Urgent Treatment</i>			
Number of Clients Seen	1,682	1,785	1,800

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$85,071,067	\$92,959,017	\$101,363,698	\$105,536,297	\$4,175,599
Revenues	\$77,050,672	\$85,017,970	\$91,110,212	\$90,882,761	(\$227,451)
Tax Levy	\$8,020,395	\$7,941,047	\$10,253,486	\$14,656,536	\$4,403,050
FTE Positions	130.5	115.8	135.1	101.7	(33.4)

DHHS - BEHAVIORAL HEALTH DIVISION (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General – 0077

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Provider agencies completed a NIATx change project	60%	60%	62%
Average Satisfaction Survey Score	78.5%	70%+	75%
Percent of outpatient clients screened for Medicaid and placed with a Medicaid certified agency	23%	23%	40%
<i>Average Dollars expended per Community Support Program slot</i>			
County-run (2013 Capacity of 337)	\$13,939	\$13,939	n/a
Non-County-run (2013 Capacity of 963)	\$3,723	\$3,832	\$4,418
<i>Wraparound</i>			
Average Daily Number of REACH enrollees	340	350	400
Family Satisfaction with Care Coordination (5.0 Scale)	4.72	4.50	4.60
Percent of Total Youth in Wraparound Programming Using Residential Treatment Care	19.0%	15.0%	17.0%

Strategic Implementation:

The 2014 Budget previously incorporated Wraparound Milwaukee and the Community Services Branch (CSB) into the Department of Health and Human Services (Department 8000) as a separate division. With the passage of the Mental Health Bill (Wis Stats 51.41) in June of 2014, this division, now known as the Community Access to Recovery Services Division – CARSD, is transferred back to 6300 – Behavioral Health Division.

In 2015, CARSD will continue to focus on providing community based mental health and substance use disorder services with a focus on assisting consumers in leading healthy, productive lives in the community.

Revenues are decreased by \$227,451; expenditures are increased \$4,175,599. These changes are primarily related to the following programmatic changes:

- In Wraparound Milwaukee, revenues and expenditures are decreased \$4,916,889 and \$5,275,604 respectively. This is due to a reduction in enrollment of 200 youth, from 1,300 in the 2014 budget to an anticipated 1,100 in 2015. Net tax levy savings in Wraparound is \$749,222 for 2015.
- CSB expenditures are increased \$2,326,200 to provide for partial year funding of community placements for Rehab Central clients.
- Revenues and expenditures are increased by \$8.8 million to reflect that CSB will now be processing provider claims to Medicaid. This has no net effect on tax levy.
- CSB will contract for two eight-bed Community Based Residential Facilities at a cost of \$699,282. These expenditures are partially offset by \$384,605 Medicaid revenue.

DHHS - BEHAVIORAL HEALTH DIVISION (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General – 0077

- The Comprehensive Community Services program, which began in 2014, will be fully implemented in 2015. \$500,000 additional revenue for Targeted Case Management and Community Support Program services.
- \$250,000 increased revenue is anticipated related to increased insurance coverage under the Affordable Care Act.
- For the last ten years, Milwaukee County has received a federal discretionary grant called Access to Recovery (ATR) that has served as the financial structural support for the Wiser Choice voucher network for treatment and recovery support services for individuals with a substance use disorder. On an annual basis, 5,000 individuals receive services through Wiser Choice, 3,200 for clinical treatment services. CSB applied for a \$3 million grant extension of the original ATR which is scheduled to end in September 2014. Given the extreme competitive nature of the grant and the smaller pool of federal funds, Milwaukee County was not recommended for an ATR award. In order to continue to serve its current population in need of substance use disorder treatment and recovery support services, the budget reflects a tax levy amount of \$1.5 million as a partial replacement for the loss of the ATR grant.

Leveraging the financing opportunities created by the Affordable Care Act (ACA) will serve as the primary response to the loss of federal funds. Clients who were not previously eligible for Medicaid due to diagnosis are now eligible for Medicaid coverage under the ACA. All uninsured individuals applying for substance use disorder treatment services will be assisted in making an application for healthcare coverage as part of the intake process. Additionally, CSB will recommend participation in CCS or Targeted Case Management to extend the treatment and recovery pathway and to maximize third party reimbursement for Medicaid covered services. It is anticipated that many of the recommended clinical services will be accessed through an individual's health care coverage. However, CSB does not anticipate any reduction in the number of clients receiving recovery support services delivered through the Wiser Choice network.

This change reflects a reduction in expenditures of \$923,369, revenues of \$2,459,781 and tax levy increase of \$1,536,412.

- BHD will outsource the caseload currently covered by BHD's Community Support Program (CSP) – Downtown and Southside locations and have all 290 caseloads assumed by community providers through a purchase of service contract. The initiative will produce savings of \$559,132 including personnel, other expenditures and revenue reductions. This overall savings includes \$1,397,220 for the purchase of community slots, including continued implementation of the Assertive Community Treatment (ACT)/Integrated Dual Disorder Treatment (IDDT) models begun in 2014.
- The \$154,544 contract for the Community Consultation Team for individuals with ID/DD is moved to CSB from DSD in org 8000 to more accurately reflect the service being provided.

39.6 FTE are eliminated and 8 positions are created in the Community Service Branch.

3 positions are eliminated in Wraparound, 1 position was created as a current year action in 2014.

DHHS - BEHAVIORAL HEALTH DIVISION (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
 FUND: General – 0077

EXPENDABLE TRUST ACCOUNTS

The following are expendable trust accounts, which may be utilized only for purposes which are legally mandated or where a formal trust relationship exists. The expenditures from these organizational units are limited to the purpose specifically designated by the donor. These trusts are not included as part of the BHD operating budget.

Org Unit	Description of Expendable Trust		Projected Balances as of 12/31/14
878	MHD - Research Fund		\$217,724
	Referred to as the Frieda Brunn Mental Health Research Fund. This fund was created in 1970 for the purpose of supporting mental health research. Expenditure recommendations from the fund are made by the Research Committee at BHD.		
	Expenditure	Revenue	
	\$10,000	\$10,000	
879	MHD - Patient Activities and Special Events		\$89,364
	This fund is comprised of various trusts which stipulate the expenditures should be made to provide for patient activities and special events.		
	Expenditure	Revenue	
	\$7,600	\$7,600	

AGING (7900) BUDGET

DEPT: Aging

UNIT NO. 7900
FUND: General – 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$7,306,937	\$7,149,179	\$7,479,639	\$7,620,264	\$140,625
Operation Costs	\$8,534,587	\$8,442,732	\$8,148,102	\$9,662,787	\$1,514,685
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$100,000	\$117,509	\$135,995	\$100,000	(\$35,995)
Interdept. Charges	\$2,522,212	\$2,513,041	\$2,597,520	\$1,028,969	(\$1,568,551)
Total Expenditures	\$18,463,736	\$18,222,462	\$18,361,256	\$18,412,020	\$50,764
<i>Legacy Healthcare/Pension</i>	<i>\$1,541,291</i>	<i>\$1,629,086</i>	<i>\$1,735,610</i>	<i>\$1,743,528</i>	<i>\$7,918</i>
Revenues					
Direct Revenue	\$1,221,416	\$1,187,744	\$1,230,964	\$1,329,925	\$98,961
Intergov Revenue	\$15,839,664	\$16,174,277	\$15,848,708	\$15,980,518	\$131,810
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$17,061,080	\$17,362,021	\$17,079,672	\$17,310,443	\$230,771
Tax Levy	\$1,402,656	\$860,441	\$1,281,584	\$1,101,577	(\$180,007)
Personnel					
Full-Time Pos. (FTE)	76	77	78	78	0
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime \$	\$19,056	\$30,411	\$12,060	\$0	(\$12,060)

Department Mission: To affirm dignity and value of older adults of the County by supporting their choices for living in and giving to our community.

Department Description: The Milwaukee County Department on Aging (MCDA) serves as Milwaukee County's Area Agency on Aging under the Older Americans Act and is the County's designated unit to administer federal and state aging programs. The Department plans, serves, and provides opportunities for the needs of Milwaukee County's large and diverse older adult population.

The Department integrates multiple federal and state revenue streams including the Older Americans Act, the Senior Community Services Program, Specialized Transportation Assistance Program for Counties (S85.21), Elder Abuse, Adult Protective Services, Base Community Aids (BCA), Resource Center Allocation, 100% Time Reporting, available private matching grants, and other contributions to fund programing and services for older adults in Milwaukee County.

AGING (7900) BUDGET

DEPT: Aging

UNIT NO. 7900
FUND: General – 0001

Strategic Program Area 1: Administration

Service Provision: Mandated

Strategic Outcome: High quality, responsive services

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$0	\$2,707	\$0	\$0	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$0	\$2,707	\$0	\$0	\$0
FTE Positions	6	6	6	6	0

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Number of SMART Goals Accomplished	88%	89%	90%
Number of Audit Exceptions	0	0	0

Strategic Implementation:

Department on Aging Administration continues to provide quality operations, budgeting, community relations, new initiative development and community collaboration on behalf of and with the older adults of Milwaukee County.

MCDA continues to coordinate its work efforts and seek to collaborate on more resources and revenue sources with the Department of Health and Human Services. The two departments share accounting staff, coordination of Chapter 55 compliance, evidence-based prevention/coordination and Aging Disability Resource Center Governing Board support.

Administrative service area expenditures total \$1,213,452, an increase of \$159,865. These costs are charged out to other Aging program cost centers for accounting and reimbursement purposes. The costs of this service area are represented in the expenditure tables of other Aging program areas.

AGING (7900) BUDGET

DEPT: Aging

UNIT NO. 7900
FUND: General – 0001

Strategic Program Area 2: Aging Resource Center

Service Provision: Mandated

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Number of people contacted at outreach events	10,157	14,000	16,000
Number of consumer calls	24,163	28,000	28,500
Newly trained EBP program leaders	54	59	60
Number of elderly completed evidence based prevention (EBP) programs	427	349	350

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$8,290,811	\$7,711,985	\$8,122,401	\$8,064,922	(\$57,479)
Revenues	\$8,629,459	\$9,020,081	\$8,809,626	\$8,461,937	(\$347,689)
Tax Levy	(\$338,648)	(\$1,308,096)	(\$687,225)	(\$397,015)	\$290,210
FTE Positions	61	61	63	62	-1

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
100% Time Reporting Medicaid Match	38.18%	39.00%	39.50%

Strategic Implementation:

The Aging Resource Center (ARC) is a centralized resource in Milwaukee County to obtain information and assistance for persons 60 years and older. ARC provides options counseling for seniors and their families, functional eligibility determination, Medicaid application assistance and enrollment into one of several local publicly funded long-term care programs. Court ordered corporate guardian services are the responsibility of Milwaukee County and are provided through the ARC. Extensive outreach and evidence based prevention programs are conducted by the ARC. The Aging Resource Center is developing the capability to provide support to individuals diagnosed with dementia and their care givers can receive the services and resources needed to live quality lives.

Expenditures decrease by \$57,479 primarily due to decreases in crosscharges and the elimination of one position.

Revenues decrease by \$347,689. Resource Center Allocation grant funds are increased by \$80,000. 100% Time Reporting funds increase by \$50,979. \$461,775 in BCA funding is transitioned to programs in the Area Agency.

Position changes include one grant-funded position created in 2014, one position is transferred to the senior meal program and one is eliminated.

AGING (7900) BUDGET

DEPT: Aging

UNIT NO. 7900
FUND: General – 0001

Strategic Program Area 3: Area Agency

Service Provision: Mandated

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Number of county-wide collaborative public education, information and social community events and presentations	8	9	10
Number of professional public meetings coordinated and staffed by Area Agency staff.	118	130	136

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$4,081,439	\$4,249,668	\$4,048,121	\$4,102,493	\$54,372
Revenues	\$3,746,277	\$3,716,492	\$3,655,070	\$4,069,785	\$414,715
Tax Levy	\$335,162	\$533,176	\$393,051	\$32,708	(\$360,343)
FTE Positions	7	6	6	6	0

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Number of contracts meets total assessment and monitoring compliance	89%	89%	90%
Aggregate Older American Act Programs Attended by Committee and Council Members	542	565	575

Strategic Implementation:

The Department on Aging serves as the local Area Agency on Aging. This program uses federal funds through the Older American’s Act to provide support to Commission on Aging committees, councils, and workgroups. The Area Agency on Aging, in concert with the Commission on Aging and its committees and councils, by Federal designation is the lead community agency in the planning, research, program development, advocacy and oversight relative to all aging issues on behalf of all residents ages 60 and older in Milwaukee County. The Area Agency unit administers federal, state, local and private funds through purchase contracts through local community-based agencies to implement a comprehensive network of support services that assist Milwaukee County older adults in remaining independent in their homes for as long as possible. Focus areas include, but are not limited to wellness programming, transportation, neighborhood outreach, advocacy, LGBT outreach, nutrition, and other essential services.

Expenditures increase \$54,372. This is related to personal services increase of \$22,034. Other accounts are adjusted to actual spending.

Revenues increase by \$414,715 primarily due to reallocation BCA funds from the Aging Resource Center.

AGING (7900) BUDGET

DEPT: Aging

UNIT NO. 7900
FUND: General – 0001

Strategic Program Area 4: Senior Meal Program

Service Provision: Mandated

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Number of Meal Sites Open	29	29	26
Meals Served at Meal Sites	294,363	289,664	285,000
Home Delivered Meals	312,798	309,616	315,000

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$4,644,834	\$4,806,618	\$4,696,788	\$4,766,732	\$69,944
Revenues	\$4,685,344	\$4,625,447	\$4,614,976	\$4,738,721	\$123,745
Tax Levy	(\$40,510)	\$181,171	\$81,812	\$28,011	(\$53,801)
FTE Positions	2	3	3	4	1

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Percentage of Congregate Diners reporting satisfaction	90%	95%	96%
Percentage of Home Delivered Meals consumers reporting satisfaction	90%	95%	96%
Number of Volunteer Hours Reported	60,303	72,965	69,000
Number of days between referrals and assessments	10	10	7

Strategic Implementation:

The Department on Aging continues to provide nutritious, balanced hot lunches at community dining sites and home delivered meals around the County in order to promote independent living for older adults. Medicaid supported long-term care member meal purchases by the Milwaukee County Department of Family Care and community organizations I-Care and IRIS continue in 2015 through the MCDA Senior Meal Program for reimbursement for meals provided.

Expenditures are increased by \$69,944. This is primarily related to an increase in personal services and increases in purchase of service contracts related to the meal program.

Revenues increase by \$123,745. This includes \$36,559 in Older Americans Act funds, \$33,961 in required meal reimbursements for Medicaid program meal participation and \$25,000 in allowable carryover donations. One position is transferred from the ARC program.

AGING (7900) BUDGET

DEPT: Aging

UNIT NO. 7900
FUND: General – 0001

Strategic Program Area 5: Senior Centers

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Number of members	7,553	7,628	7,800

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,446,652	\$1,451,484	\$1,493,946	\$1,477,874	(\$16,072)
Revenues	\$0	\$0	\$0	\$40,000	\$40,000
Tax Levy	\$1,446,652	\$1,451,484	\$1,493,946	\$1,437,874	(\$56,072)
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Newly scheduled activities	86	88	120
Average Satisfaction Survey Score*			
Rose Senior Center	88%	90%	92%
Kelly Senior Center	81%	83%	85%
McGovern Senior Center	85%	87%	89%
Washington Senior Center	87%	89%	91%
Wilson Senior Center	83%	85%	87%

**Each November at least 100 seniors are given an 11-question survey gauging their satisfaction with different aspects of the senior center. These results are aggregated and presented above.*

Strategic Implementation:

The Department on Aging provides tax levy funding for programs and services and facilities major maintenance at the 5 county-owned senior centers. These offer a wide variety of social and recreational activities, exercise and dance classes, including arthritis exercise, educational and art activities, computers with internet access, pool tables holiday parties/special events, Senior Advocacy groups, volunteer and donation opportunities for older adults. The senior centers also serve as congregate meal sites and home-delivered meal dispatch sites, food share distribution sites as well as temporary refuge during inclement weather in times of the extremes of winter and summer.

Capital outlay expenditures are reduced by \$35,995.

Revenue is increased by \$40,000 to reflect enhanced outreach efforts related to several major fundraising events and senior center donation innovations.

FAMILY CARE (7990) 2015 BUDGET

DEPT: Family Care

UNIT NO. 7990
FUND: General – 0002

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget ¹	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$7,027,385	\$6,293,631	\$7,573,989	\$7,803,335	\$229,346
Operation Costs	\$286,448,565	\$275,879,553	\$275,239,899	\$273,701,977	(\$1,537,922)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$37,800	\$178,753	\$34,300	\$7,000	(\$27,300)
Interdept. Charges	\$1,302,921	\$1,342,624	\$1,363,666	\$3,275,144	\$1,911,478
Total Expenditures	\$294,816,671	\$283,694,671	\$284,211,854	\$284,787,456	\$575,602
<i>Legacy Healthcare/Pension</i>	<i>\$1,523,474</i>	<i>\$1,614,493</i>	<i>\$1,597,452</i>	<i>\$1,607,332</i>	<i>\$9,880</i>
Revenues					
Direct Revenue	\$294,816,671	\$291,298,586	\$284,211,854	\$284,787,456	\$575,602
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$294,816,671	\$291,298,586	\$284,211,854	\$284,787,456	\$575,602
Tax Levy	\$0	(\$7,604,025)	\$0	\$0	\$0
Impact on Reserve²	\$1,435,812	(\$7,604,025)	(\$56,706)³	\$3,305,278	\$3,361,984
Personnel					
Full-Time Pos. (FTE)	64	63	76	73	-3
Seas/Hourly/Pool Pos.	0	2	0	0	0
Overtime \$	\$32,556	\$10,794	\$15,420	\$10,296	(\$5,124)

Department Mission: The Milwaukee County Managed Care Organization (MCO) operated by the Department of Family Care respects the dignity and personal autonomy of each member by honoring choice and promoting the member’s continued participation in the community, by providing a continuum of quality, cost-effective long-term care to its members, and by supporting the families and caregivers of its members.

Department Description: The Milwaukee County Department of Family Care administers the Family Care (MCDFC) benefit for both the aged (over age 60) and disabled populations (ages 18-59), who are determined to be eligible by a Resource Center in the counties of Milwaukee, Racine, Kenosha, Ozaukee, Sheboygan, Walworth, Washington and Waukesha. MCDFC is responsible for working with members to create member centered plans that meet the member’s outcomes with high quality, cost effective services. MCDFC contracts with more than 1,100 service providers and monitors the quality of those services that members receive. The

¹ The 2014 Budget is the adopted consolidated MCDFC budget. Since the adoption of the 2014 budget a fund transfer has been approved that has changed the numbers above due to changes in enrollment and the 2014 capitation rates. The adopted budget after the approved fund transfer is as follows: Expenditures \$287,673,294 Revenues \$284,046,509 Net Income / (Loss) (\$3,626,785).

² Draw from/(Contribution to)

³ (\$56,706) Contribution to Reserves from the 2014 Adopted Budget was used to reduce the Net Income / (Loss) in the 2014 approved fund transfer.

FAMILY CARE (7990) 2015 BUDGET

DEPT: Family Care

UNIT NO. 7990
FUND: General – 0002

Strategic Program Area 1: Family Care Milwaukee

Service Provision: Committed

Strategic Outcome: Quality of Life

The table below displays the 2014 Capitation rates used in the 2015 Budget.

Capitation Rate Summary (Per Member Per Month)		
Location	Nursing Home Level of Care	Non-Nursing Home Level of Care
Milwaukee	\$2,677.19	\$544.66

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Average Annual Enrollment			
Milwaukee	8,008	7,839	7,875

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget⁴	2015 Budget	2015/2014 Var
Expenditures	\$285,699,809	\$281,353,179	\$278,640,076	\$276,637,630	(\$2,002,446)
Revenues	\$285,776,831	\$288,181,911	\$278,525,611	\$274,106,847	(\$4,418,764)
Tax Levy	(\$77,022)	(\$6,828,733)	\$114,465	\$2,530,783	\$2,416,318
Impact on Reserves⁵	\$0	(\$6,828,733)	\$57,759	\$5,836,061	\$5,778,302
FTE Positions	64	63	76	73	-3

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Members satisfied with the services they receive	93.1%	95%	95.0%
Members utilizing Supported Independent Living Services	420	504	556
Administrative Expenses / Total Expenses	5.27%	5.85%	6.09%

⁴ The 2014 Budget is the MCDFC budget for the Milwaukee County Region. Since the adoption of the 2014 budget a fund transfer has been approved that has changed the numbers above due to changes in enrollment and the 2014 capitation rates. The adopted budget after the approved fund transfer is as follows: Average Enrollment 8,027 Expenditures \$281,854,264 Revenues \$276,555,910 Net Income / (Loss) (\$5,298,354).

⁵ Draw from /(Contribution to)

FAMILY CARE (7990) 2015 BUDGET

DEPT: Family Care

UNIT NO. 7990
FUND: General – 0002

MCDFC continues to administer the Family Care benefit for the aged and disabled populations in Milwaukee County. As with past practice, the capitation rates currently in effect for 2014 were used to establish the 2015 budget as 2015 capitation rates are unavailable from the Wisconsin Department of Health Services. Total 2015 Family Care capitation revenues have decreased by \$10,560,049 due to a decrease in the Milwaukee County enrollment at the nursing home level of care by 202 members, while there was a budgeted increase in non-nursing home level of care enrollees of 437 members. In addition, the capitation rates for nursing home level of care and non-nursing home level of care decreased \$99.86 and \$41.76, respectively. The decrease in capitation revenues was partially offset by an increase in member obligation revenue of \$2,703,745. Member service expenses decreased by \$2,907,630.

Professional Service contract expenditures decreased by \$76,853 primarily due to the Wisconsin Physician Services (WPS) MCDFC's Third Party Administrator (TPA) costs decreasing from a budgeted decrease in Milwaukee County enrollment. Contractual short – term staffing increased by \$100,000 to provide temporary staffing support during unexpected staff vacancies and special projects within the department.

Miscellaneous revenue is increased by \$133,440 as a result of the following three MCO's leasing MCDFC's IT system in 2015: ContinuUs, Lakeland Care District and Care Wisconsin First. Each MCO pays a rate based on the number of enrollees it serves.

1.0 FTE is created and 4.0 FTE are abolished.

FAMILY CARE (7990) 2015 BUDGET

DEPT: Family Care

UNIT NO. 7990
FUND: General – 0002

Strategic Program Area 2: Family Care Racine and Kenosha

Service Provision: Committed

Strategic Outcome: Quality of Life

The table below displays the 2014 Capitation rates used in 2015 Budget.

Capitation Rate Summary (Per Member Per Month)		
Location	Nursing Home Level of Care	Non-Nursing Home Level of Care
Racine / Kenosha	\$3,158.88	\$544.66

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Average Annual Enrollment			
Racine and Kenosha	76	110	189

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget⁶	2015 Budget	2015/2014 Var
Expenditures	\$9,116,862	\$2,239,781	\$4,133,511	\$6,136,894	\$2,003,383
Revenues	\$9,039,840	\$2,968,730	\$4,239,462	\$7,824,046	\$3,584,584
Tax Levy	\$77,022	(\$728,949)	(\$105,951)	(\$1,687,152)	(\$1,581,201)
Impact on Reserves⁷	\$0	(\$728,949)	(\$105,951)	(\$1,687,152)	(\$1,581,201)
FTE Positions	0	0	0	0	0

MCDFC continues to administer the Family Care benefit for the aged and disabled populations in Racine and Kenosha counties. As with past practice, the capitation rates currently in effect for 2014 were used to establish the 2015 budget as 2015 capitation rates are unavailable from the Wisconsin Department of Health Services. Total 2015 capitation revenues have increased by \$3,052,859 due to an increase in the Racine and Kenosha enrollment which is based on historical experience and current trends. Total member service expenditures increased by \$2,134,691 as a result of the increase in enrollment.

⁶ The 2014 Budget is the MCDFC budget for Racine and Kenosha counties. Since the adoption of the 2014 budget a fund transfer has been approved that has changed the numbers above due to changes in enrollment and the 2014 capitation rates. The adopted budget after the approved fund transfer is as follows: Average Enrollment 144 Expenditures \$4,727,858 Revenues \$5,977,536
Net Income / (Loss) \$1,249,678

⁷ Draw from /(Contribution to)

FAMILY CARE (7990) 2015 BUDGET

DEPT: Family Care

UNIT NO. 7990
FUND: General – 0002

Strategic Program Area 3: Family Care Region 6 (Walworth, Waukesha, Washington, Ozaukee and Sheboygan)

Service Provision: Committed

Strategic Outcome: Quality of Life

The table below displays the 2014 capitation rates used in the 2015 budget,

Capitation Rate Summary (Per Member Per Month)		
Location	Nursing Home Level of Care	Non-Nursing Home Level of Care
Washington/Waukesha	\$3,422.52	\$544.66
Ozaukee/Walworth/Sheboygan	\$3,117.14	\$544.66

What We Do: Activity Data			
Activity	2013 Actual	2014 Budget	2015 Budget
Average Annual Enrollment			
Racine and Kenosha	4	35	70

How We Do It: Program Budget Summary					
Category	2013 Budget ⁸	2013 Actual	2014 Budget ⁹	2015 Budget	2015/2014 Var
Expenditures	\$0	\$101,601	\$1,438,267	\$2,012,932	\$574,665
Revenues	\$0	\$147,945	\$1,446,781	\$2,856,563	\$1,409,782
Tax Levy	\$0	(\$46,343)	(\$8,514)	(\$843,631)	(\$835,117)
Impact on Reserves¹⁰	\$0	(\$46,343)	(\$8,514)	(\$843,631)	(\$835,117)
FTE Positions	0	0	0	0	0

MCDFC continues to administer the Family Care benefit for the aged and disabled populations in Ozaukee, Sheboygan, Walworth, Washington and Waukesha counties. As with past practice the capitation rates currently in effect for 2014 were used to establish the 2015 budget as 2015 capitation rates are unavailable from the Wisconsin Department of Health Services. Family Care capitation revenues have increased by \$1,413,009 due to an increase in the Region 6 enrollment which is based on historical experience and current trends. Total member service expenditures increased by \$462,495 as a result of the increase in enrollment.

⁸ Region 6 began 7/1/2013, and a fund transfer was established to create budgeted expenditures of \$206,625, revenues of \$206,625 and net income \$0.

⁹ The 2014 Budget is the MCDFC budget for Ozaukee, Sheboygan, Walworth, Washington and Waukesha counties. Since the adoption of the 2014 budget a fund transfer has been approved that has changed the numbers above due to changes in enrollment and the 2014 capitation rates. The adopted budget after the approved fund transfer is as follows: Average Enrollment 37 Expenditures \$1,091,173 Revenues \$1,513,064 Net Income / (Loss) \$421,891

¹⁰ Draw from /(Contribution to)



Parks, Recreation & Culture Function

Agency Budget Narratives

- **Department of Parks, Recreation & Culture**
- **Zoological Department**
- **University of Wisconsin - Extension**

Consolidated Non-Departmental Cultural Contributions:

- **Fund for the Arts**
- **County Historical Society**
- **Federated Library System**
- **Marcus Center for the Performing Arts**
- **Milwaukee Public Museum**
- **Villa Terrace/Charles Allis Museum**
- **War Memorial**
- **Art Museum**

PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$26,342,869	\$24,664,589	\$25,864,522	\$27,072,198	\$1,207,676
Operation Costs	\$9,324,726	\$9,902,053	\$9,751,291	\$10,398,699	\$647,408
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$911,376	\$802,479	\$1,090,887	\$1,109,706	\$18,819
Interdept. Charges	\$5,540,754	\$5,408,812	\$6,098,762	\$7,420,332	\$1,321,570
Total Expenditures	\$42,119,725	\$40,777,933	\$42,805,462	\$46,000,935	\$3,195,473
<i>Legacy Healthcare/Pension</i>	<i>\$4,280,169</i>	<i>\$4,477,930</i>	<i>\$4,762,664</i>	<i>\$5,102,017</i>	<i>\$339,353</i>
Revenues					
Direct Revenue	\$17,470,595	\$17,647,058	\$17,887,465	\$18,347,221	\$459,756
Intergov Revenue	\$184,113	\$140,975	\$168,546	\$159,114	(\$9,432)
Indirect Revenue	\$0	\$12,756	\$0	\$0	\$0
Total Revenues	\$17,654,708	\$17,800,789	\$18,056,011	\$18,506,335	\$450,324
Tax Levy	\$24,465,017	\$22,977,144	\$24,749,451	\$27,494,600	\$2,745,149
Personnel					
Full-Time Pos. (FTE)	212.6	212.6	212.6	211.2	-1.4
Seas/Hourly/Pool Pos.	194.3	262.4	165.3	171.6	6.3
Overtime \$	\$0	\$0	\$0	\$0	\$0

Department Mission: The Mission of the Milwaukee County Parks Department is to sustain the legacy of our world-class park system by managing and conserving natural, cultural, and recreational resources for the benefit of the community.

Department Description:

Serving the largest county in the state, the Milwaukee County Parks system offers over 154 parks and parkways totaling over 15,000 acres of recreational enjoyment. Long viewed as the gem of the County, the Park System offers year-round activities, including pools, Lake Michigan beaches, community and recreation centers, botanical gardens and conservatory, tennis courts, golf courses, family aquatic centers and more than 180 athletic fields for a variety of sports, including baseball, softball, rugby, soccer and volleyball. The Park System's 117-mile Oak Leaf Trail is used for biking, in-line skating, cross-country skiing, running and walking.

PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Strategic Program Area 1: Administration

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data			
Item	2013 Actual	2014 Budget	2015 Budget
Per Capita tax levy support for Parks	\$23.17	\$25.19	\$26.35
Park Acreage	15,261	15,261	15,316
Acres/1000 Residents	15.827	15.827	15.827
Number of Friends Groups	65	65	65

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$2,288,588	\$2,231,993	\$2,420,804	\$2,883,968	\$463,164
Revenues	\$26,355	\$38,799	\$27,195	\$22,966	(\$4,229)
Tax Levy	\$2,262,233	\$2,193,194	\$2,393,609	\$2,861,002	\$467,393
FTE Positions	10.8	11.7	11.5	13.2	1.7

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Value of volunteer contribution	\$1,215,000	\$983,385	\$1,230,000	\$1,275,000

Strategic Implementation:

This program area includes administrative functions such as finance, contracts, partnerships, advocacy and outreach. The staffing change includes unfunding one vacant position and the reallocation of staff within the Parks department. The tax Levy increase is primarily due to an increase in personnel services and in central service cross charges.

The Parks Department will work with the Department of Administrative Services to identify funding to support the Parks Amenities Matching Fund grant program to maximize partner contributions towards beautification, maintenance and repair efforts.



Photo courtesy of Andre Simms, Budget Analyst, Department of Administrative Services

PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Strategic Program Area 2: Park Operations & Regions

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	2013 Actual	2014 Budget	2015 Budget
Number of Oak Leaf Trail miles	118	120	123
Number of parkway miles	60	60	60
Percent of Parkland that is natural/agricultural areas	66.7%	66.7%	66.7%
Number of Athletic Fields	226	220	220
Number of Dog Exercise Areas	6	8	8
Parks maintained	154	156	156
Operating grants awarded	\$130,099	\$130,014	\$130,014
Acres mowed	3,095	3,100	3,100

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$14,728,774	\$12,290,277	\$14,220,446	\$13,547,433	(\$673,013)
Revenues	\$572,913	\$645,004	\$597,058	\$632,867	\$35,809
Tax Levy	\$14,155,861	\$11,645,273	\$13,623,388	\$12,914,566	(\$708,822)
FTE Positions	147.9	138.1	145.4	95.3	-50.1

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Satisfaction Rating – Building Rentals	n/a	n/a	75%	75%
Satisfaction Rating – Dog Exercise Areas	n/a	n/a	70%	70%
Sustainability ratio - Dog Exercise Areas	217%	149%	140%	140%

Strategic Implementation:

This program area includes the day-to-day operation and maintenance of green space, athletic fields and courts, picnic sites, rental facilities, wading pools, parking lots, and roadways. In addition, staff provides mowing and snow plowing services at Lakeshore State Park and mowing services at 12 Milwaukee Water Works facilities.

Staffing reflects a reduction due to the reallocation of staff within the Parks department. The tax Levy decrease is primary due to the cost associated with reallocating staff.

To support the numerous painting needs and projects within the parks system, 1.0 FTE Painter position is created.

PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

The County will continue its lease agreement with the Cudahy Sportsmen's Club in Warnimount Park for 2015. The Club has been operating in the park since 1932, and continues to have numerous classes and scheduled events for the 2015 calendar, including trap team competitive events.

In, 2015, the department shall pursue the allowance of naming rights by private entities for the golf clubs at Brown Deer and Dretzka Parks, and the boathouse at McKinley Marina. Proposals from private entities to purchase naming rights shall be subject to County Board approval. Prior to purchase of naming rights, the aforementioned facilities must be subject to bond review for any bond restrictions that may be related to previous or current improvements. Any funds received for purchased naming rights shall be solely used for parks' capital maintenance at these locations.

The Parks Department will study and evaluate the safety and costs associated with the operation of the Hales Corners, Wedgewood, Vogel, and Cannon wading pools. The department shall submit a report on the findings of this evaluation no later than the April 2015 cycle, at which point the County Board will determine whether or not these four wading pools will remain open and operating for the remainder of 2015.

In order to allow residents to assist in the maintenance of their community wading pools, the Parks Department shall conduct a feasibility study regarding the collection of donations at wading pools. Some items that may be considered include:

- Cost to make donation boxes available
- Retrieval of the donations
- Theft prevention
- Near Field Communication (NFC) payments such as Apple Pay
- Coordinating efforts with Friends groups

The Parks Department shall report its findings to the Committee on Parks, Energy, and Environment in the March cycle.

PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Strategic Program Area 3: Park Maintenance (Skilled Trades)

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	2013 Actual	2014 Budget	2015 Budget
Number of work orders completed	4,102	4,100	4,200
Number of buildings maintained*	258	254	255
Square footage of buildings maintained*	1,861,933	1,904,433	1,907,433

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$919,995	\$635,881	\$1,115,709	\$1,596,051	\$480,342
Revenues	\$1,369	\$17,923	\$1,256	\$1,245	(\$11)
Tax Levy	\$918,626	\$617,958	\$1,114,453	\$1,594,806	\$480,353
FTE Positions	25	25	25	28.8	3.8

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Cost per square foot maintained	\$0.48	\$0.32	\$0.56	\$0.56

*Data from insurance schedule

Strategic Implementation:

This program area maintains facilities and amenities and provides skilled trades in the areas of plumbing, electrical, carpentry, heating and cooling, ironwork, and other services to ensure health and safety and code compliance. One new position is created and seasonal staffing is increased. The tax Levy increase is primarily due to an increased personnel cost and central service cross charges.

PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Strategic Program Area 4: Golf

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	2013 Actual	2014 Budget	2015 Budget
Rounds of Golf played – Regular	256,874	260,000	260,000
Rounds of Golf played – Par 3	21,479	21,500	21,500

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$4,592,267	\$5,087,132	\$5,277,616	\$5,771,639	\$494,023
Revenues	\$6,522,504	\$6,188,549	\$6,375,750	\$6,325,596	(\$50,154)
Tax Levy	(\$1,930,237)	(\$1,101,417)	(\$1,098,134)	(\$553,957)	\$544,177
FTE Positions	25.9	64.1	24.1	36	11.9

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Satisfaction rating	n/a	n/a	75%	75%
Sustainability Ratio – Regular	137%	124%	130%	135%
Gain per round – Regular	\$6.86	\$5.22	\$6.04	\$6.50
Sustainability Ratio - Par 3	50%	45%	47%	50%
Cost per round – Par 3	\$6.01	\$8.21	\$7.11	\$6.01

Strategic Implementation:

This program area maintains the professional quality of the County golf courses and provides golf expertise related to lessons, merchandising, and sales. It is important to note that the operating tax levy surplus of \$575,489 does not reflect debt service costs on past golf-related capital projects, which are budgeted in Org. 9960 – Debt Service.

Staffing reflects a reallocation of staff within the Parks department. The tax levy increase is primarily due to increased utility costs and to Fleet cross charges resulting from increased debt service costs on vehicles and equipment purchased in 2013 and 2014. Service revenue has been reduced to reflect actual rental experience.

PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Strategic Program Area 5: Aquatics

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	2013 Actual	2014 Budget	2015 Budget
Total attendance	261,371	265,000	270,000

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$2,677,007	\$2,806,679	\$2,598,775	\$2,854,194	\$255,419
Revenues	\$945,408	\$976,967	\$1,194,042	\$1,224,351	\$30,309
Tax Levy	\$1,731,599	\$1,829,712	\$1,404,733	\$1,629,843	\$225,110
FTE Positions	58.5	58.6	49.8	51.2	1.4

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Levy Cost per Swimmer (Indoor Pools)	\$7.90	\$9.27	\$8.58	\$8.50
Levy Cost per Swimmer (Deep Well Pools)	\$4.15	\$5.93	\$4.94	\$4.50
Levy Cost per Swimmer (Water Parks)	(\$0.10)	\$1.65	\$0.00	\$0.00
Sufficiency Ratio* (Indoor Pools)	27.1%	24.3%	27.8%	27.8%
Sufficiency Ratio* (Deep Well Pools)	28.5%	24.0%	27.0%	27.0%
Sufficiency Ratio* (Water Parks)	101.4%	80.0%	100.0%	100.0%

*Share of cost covered by fees.

Strategic Implementation:

This program area operates and maintains the indoor and outdoor pools and water parks for public use.

Staffing reflects an increase of 1.4 FTE due to the reallocation of staff with the Parks department. The tax levy increase is due to increased personnel cost. Overall program revenues will increase from daily and annual pass fee increases as set by the Parks Director.

PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Strategic Program Area 6: McKinley Marina

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	2013 Actual	2014 Budget	2015 Budget
Number of slip rentals	638	640	640
Number of season boat launch permits	408	425	450
Number of daily boat launches	5,176	5,200	5,200

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$931,526	\$1,244,987	\$1,042,230	\$1,206,615	\$164,385
Revenues	\$2,483,554	\$2,468,619	\$2,478,587	\$2,529,150	\$50,563
Tax Levy	(\$1,552,028)	(\$1,223,632)	(\$1,436,357)	(\$1,322,535)	\$113,822
FTE Positions	1	9.7	2	6.7	4.7

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
User Satisfaction Survey	n/a	n/a	70%	70%
Occupancy Ratio	93%	93%	93%	93%

Strategic Implementation:

This program area supports the McKinley Marina, the County's only public lakefront marina.

Staffing reflects a reallocation of staff within the Parks department. The tax levy increase is due to increased personnel cost. There is a slight increase in revenue due to anticipated sales increases.

PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Strategic Program Area 7: Horticulture & Nature Education

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	2013 Actual	2014 Budget	2015 Budget
Boerner Botanical Gardens attendance	115,659	117,000	117,000
Mitchell Park Domes attendance	197,230	180,000	195,000
Wehr Nature Center attendance	50,879	51,000	51,000

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$3,735,118	\$3,840,060	\$3,634,069	\$3,939,332	\$305,263
Revenues	\$1,090,287	\$1,120,640	\$1,030,676	\$1,337,272	\$306,596
Tax Levy	\$2,644,831	\$2,719,420	\$2,603,393	\$2,602,060	(\$1,333)
FTE Positions	32.5	36.4	27.4	27.9	0.5

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Satisfaction rating – Boerner	n/a	n/a	80%	80%
Satisfaction rating – Domes	n/a	n/a	80%	80%
Satisfaction rating – Wehr	n/a	n/a	80%	80%
Sustainability ratio* – Boerner	26%	32%	35%	35%
Sustainability ratio* – Domes/Greenhouse	44%	43%	47%	47%
Sustainability ratio* – Wehr	8%	9%	9%	9%

*Share of cost covered by revenues

Strategic Implementation:

This program area maintains horticulture facilities at the Mitchell Park Conservatory (Domes), Boerner Botanical Gardens, Greenhouses and Wehr Nature Center.

The Greenhouses will be fully operational with a plan to restore plant sales and maximize the space for other revenue opportunities which accounts for the revenue increase.

The department will continue to contract with UW-Extension to operate the Nature in the Parks program at the Wehr Nature Center in 2015. The Natural Areas Coordinator position currently providing system-wide land management will be removed from the UW-Extension contract after the first three months of the year, and the position will be newly created within the Parks Department at a cost of \$61,905. By moving the position over to the County, the Parks Department will be able to continue system-wide natural areas



Photo of Boerner Botanical Gardens courtesy of Andre Simms, Budget Analyst, Department of Administrative Services.

PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

UNIT NO. 9000

FUND: General - 0001

management and environmental education. The Parks Department will work with stakeholders throughout 2015 to develop a sustainability plan for the Wehr Nature Center to ensure its long-term viability and success.

PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Strategic Program Area 8: Community Centers

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	2013 Actual	2014 Budget	2015 Budget
Memberships – King & Kosciuszko	1,627	1,650	1,650
Daily passes - King & Kosciuszko	18,094	18,250	18,500
Court hours for indoor rentals – Sports Complex	4,207	4,250	4,275
Outdoor field rentals – Sports Complex	321	325	330
Special Events- Sports Complex	10	13	15
Total attendance – King Center	86,272	87,000	88,000
Total attendance – Kosciuszko Center	62,793	65,000	65,500
Total attendance – Sports Complex	186,800	190,000	195,000
Total attendance – Wilson Recreation	59,678	60,000	62,500

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$2,442,549	\$2,440,779	\$2,063,109	\$2,587,880	\$524,771
Revenues	\$725,273	\$804,327	\$686,744	\$742,290	\$55,546
Tax Levy	\$1,717,276	\$1,636,452	\$1,376,365	\$1,845,590	\$469,225
FTE Positions	24.6	29.9	11	22	11

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Satisfaction rating - King	n/a	n/a	80%	80%
Satisfaction rating - Kosciuszko	n/a	n/a	80%	80%
Satisfaction rating – Sports Complex	n/a	n/a	80%	80%
Satisfaction rating – Wilson Recreation	n/a	n/a	80%	80%
Sustainability ratio* – King Center	25%	26%	26%	28%
Sustainability ratio* – Kosciuszko Center	23%	30%	30%	35%
Sustainability ratio* – Sports Complex	116%	115%	116%	116%
Sustainability ratio* – Wilson Recreation	30%	43%	45%	45%

*Share of cost covered by revenues

PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

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FUND: General - 0001

Strategic Implementation:

This program area maintains and provides services at the Dr. Martin Luther King, Jr. Community Center, Kosciuszko Community Center, Wilson Sports Complex, and the Milwaukee County Sports Complex.

Staffing reflects a reallocation of staff within the Parks department. Expenditures increase in personnel services due to the reallocation of staff and in services due to higher utility costs.

Program revenues at the community centers will increase through modest daily and annual pass fee increases. That additional revenue will be invested back into the centers to upgrade fitness equipment. Sports Complex revenues will increase with the addition of special rates for off peak times to increase rentals.

PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Strategic Program Area 9: Land Resources Management

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	2013 Actual	2014 Budget	2015 Budget
Soft trail miles maintained (hiking/biking)	60	60	60
Number of playgrounds	113	113	113

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$4,189,256	\$4,129,145	\$4,550,015	\$4,856,016	\$306,001
Revenues	\$155,952	\$181,590	\$158,078	\$190,530	\$32,452
Tax Levy	\$4,033,304	\$3,947,555	\$4,391,937	\$4,665,486	\$273,549
FTE Positions	38.6	39.6	38	22	11

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Natural areas management ratio*	20%	12%	12%	12%
Number of work orders completed	N/A	511	550	575

*Actively managed natural area as a proportion of total natural areas

Strategic Implementation:

This program area maintains natural areas and trails, maps existing and new trails, and installs trail signage. The program area is also responsible for the maintenance and safety of playgrounds. Crews are responsible for the maintenance of Parks' woodlands inventory and of roadway and landscape maintenance.



Photo in Boerner Botanical Gardens courtesy of Andre Simms, Budget Analyst, Department of Administrative Services

Staffing changes include unfunding four vacant positions and reallocating staff with the Parks department.

Expenditure increases are due primarily to Fleet cross charges for new equipment and higher repair costs and to provide \$35,000 in funding to match anticipated State and Federal grant awards. Revenue increases are due primarily to the implementation of additional organized hikes and tours, a result of overwhelming community feedback through the Parks Interest and Use Survey.

PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Strategic Program Area 10: Planning & Development

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	2013 Actual	2014 Budget	2015 Budget
Number Capital development projects	25	21	15
Number of Right of Entry permits	61	68	55
Number of Land Conveyances	10	3	6
Number of Master Plans completed	3	2	6
Value of County-funded parks capital projects	\$8,113,679	\$8,993,500	\$7,005,000
Value of non-county funded projects	\$11,369,591	\$3,249,855	TBD

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,256,082	\$903,482	\$1,424,007	\$1,512,083	\$88,076
Revenues	\$104,584	\$152,228	\$105,039	\$152,000	\$46,961
Tax Levy	\$1,151,498	\$751,254	\$1,318,968	\$1,360,083	\$41,115
FTE Positions	5	5	6.2	6.5	0.3

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Deferred maintenance addressed	7.9%	7.9%	8.0%	10.0%

Strategic Implementation:

This program area prepares the capital budget, provides in-house design and master planning for parks and trails, reviews the plans provided by consultants, conducts long and short range system planning including setting goals and priorities relating to the future development of the Parks System, manages and oversees the land assets including land acquisitions and dispositions, easements, and right-of-entry permitting, develops and maintains the geographic information system (GIS), which includes an inventory of park facilities and assets, and provides mapping and analysis, identifies grants, selects projects, prepares application materials and provides applications and implements grant projects, and maintains historical records and archives.

Staffing reflects a reallocation of staff within the Parks department. Expenditure increases are due primarily an increases in personnel services and cross charges. Revenue increases are due primarily to increased rental permits.

Parks Department will work with the Department of Administrative Services to identify funding to engage in a ten-year system wide Needs Assessment Study to identify facility and program needs, including community surveys to identify recreational programming, open space, natural resources and park needs, which will result in a comprehensive plan for land, asset and program management. The Parks will work with the Office of Sustainability on the development of a comprehensive, department-wide Energy Management Plan.

PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Strategic Program Area 11: Downtown

Service Provision: Discretionary

Strategic Outcome: Quality of Life

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$787,619	\$1,077,699	\$794,422	\$163,975	(\$630,447)
Revenues	\$1,939,705	\$1,701,149	\$1,944,560	\$401,682	(\$1,542,878)
Tax Levy	(\$1,152,086)	(\$623,450)	(\$1,150,138)	(\$237,707)	\$912,431
FTE Positions	3	4	4	0	-4

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

Strategic Implementation:

This program area maintains and operates several downtown-region parks and facilities. Expenditures and revenues reflect the pending sale of the O'Donnell Parking Structure, effective after the second quarter of 2015. Operating costs for the structure are reduced by \$526,893, and revenues are reduced by \$1.5 million. It is important to note that the net levy surplus budgeted and realized in previous years does not include debt service costs related to past capital projects related to the structure, which are budgeted in Agency 9960 – Debt Service. The structure does not realize a significant tax-levy surplus on a countywide basis. It shall be the policy of Milwaukee County that net proceeds (after debt service) of any sale of the O'Donnell parking structure shall be placed into an endowment fund that may be used to leverage matching funds for improvements in the parks.

Staff and operating costs for downtown-area parks reallocated to the central region, which is included in program area 2 – Park Operations and Regions. This consolidated central region unit will continue the operations, maintenance, and oversight of the downtown parks as well as the ten Lake Park Unit parks and the mowing contract for Lakeshore State Park and other Milwaukee Water Works sites.

PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Strategic Program Area 12: Concessions

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	2013 Actual	2014 Budget	2015 Budget
Number of catering events	254	260	260
Number of food & beverage locations	40	40	40

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,369,653	\$2,047,474	\$1,403,602	\$2,821,684	\$1,418,082
Revenues	\$1,589,123	\$1,618,738	\$1,655,048	\$2,730,995	\$1,075,947
Tax Levy	(\$219,470)	\$428,736	(\$251,446)	\$90,689	\$342,135
FTE Positions	9.9	28.7	7.8	34	26.2

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
\$ earned per patron - Golf	\$2.61	\$2.75	\$3.00	\$3.25
\$ earned per patron - Aquatics	\$1.08	\$1.10	\$1.15	\$1.20
Sustainability Ratio	116%	104%	110%	110%

Strategic Implementation:

This program area manages concessions, including golf courses, at 40 locations throughout the Parks System.

Staffing reflects a reallocation staff from with the Parks department and the creation of one new position to assist with the expansion of revenue-generating concession initiatives. Revenues increase by \$1,075,947 primarily as a result of those new concession initiatives. Corresponding expenditure increases for these initiatives total \$710,000, which includes the staffing increases and additional commodities.

PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Strategic Program Area 13: Marketing

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	2013 Actual	2014 Budget	2015 Budget
Number of events – Parks own	104	89	100

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$671,525	\$585,818	\$615,154	\$539,611	(\$75,543)
Revenues	\$23,761	\$2,131	\$5,400	\$2,200	(\$3,200)
Tax Levy	\$647,764	\$583,687	\$609,754	\$537,411	(\$72,343)
FTE Positions	5	5	4	3	-1

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

Strategic Implementation:

This program area is responsible for marketing and communications, graphic design, and promotion services for Parks events, activities, and programs through television, radio and print media connections, social media, and website administration.

Staffing reflects reallocation of staff within the Parks department. Expenditures increase mainly due to personnel services.

PARKS, RECREATION & CULTURE (9000) BUDGET

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Strategic Program Area 14: Public Services

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	2013 Actual	2014 Budget	2015 Budget
Number of building rentals	2,386	2,500	2,500
Number of athletic field permits	8,662	8,750	8,750
number of athletic programs	29	35	35
Number of special events	571	590	610
Number of dog park permits	3,502	3,650	3,700
Number of picnic rentals	3,202	3,300	3,350

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,131,459	\$1,079,999	\$1,228,303	\$1,284,132	\$55,829
Revenues	\$1,463,920	\$1,858,935	\$1,761,578	\$2,178,991	\$417,413
Tax Levy	(\$332,461)	(\$778,936)	(\$533,275)	(\$894,859)	(\$361,584)
FTE Positions	13.8	13.8	16.3	13.9	-2.4

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Booking ratio* – picnic shelters	79.5%	39.9%	45%	50%
Booking ratio* – picnic sites (no shelters)	62.3%	27.6%	35%	40%
Booking ratio* – buildings	44%	61.0%	65%	66%
Booking ratio* – ball diamonds	18%	11.2%	12%	12%
Booking ratio* – athletic fields	9%	6.4%	7.5%	7.5%

*Share of available rentals

Strategic Implementation:

This program area includes organized sports leagues, picnic and building rentals, and coordinates special events throughout the Parks System.

Staffing reflects the reallocation of staff within the Parks departments. Expenditures increased due to an increase in personnel services. Revenue increases are due partially to athletic field/league permit and building permit fees increases. Disc Golf Courses will transition from volunteer management and maintenance to the Parks Department, which will result in an increase in expenditures for Park Operations. Those expenditures will be offset by new revenue with the creation of daily and yearly pass fees. Any revenues generated from disc golf fees shall be used solely for the improvements and maintenance of the disc golf course. Other new revenue will be generated by the creation of daily and yearly pass fees for cross country skiing to offset expenditures related to trail grooming and

PARKS, RECREATION & CULTURE (9000) BUDGET

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maintenance. In addition, staff will pursue partnerships to expand sporting opportunities through tournaments, races, and programming and amusement opportunities throughout the system.

PARKS, RECREATION & CULTURE (9000) BUDGET

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FUND: General - 0001

Strategic Program Area 15: Security & Training

Service Provision: Discretionary

Strategic Outcome: Personal Safety

What We Do: Activity Data			
Item	2013 Actual	2014 Budget	2015 Budget
Number of citations	1,008	900	1,000

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$398,307	\$376,528	\$417,202	\$436,322	\$19,120
Revenues	\$10,000	\$25,190	\$35,000	\$34,200	(\$800)
Tax Levy	\$388,307	\$351,338	\$382,202	\$402,122	\$19,920
FTE Positions	5.5	5.5	5.5	5.3	-0.2

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

Strategic Implementation:

This program area manages training and continuing education for Parks employees, administers the Park Ranger program, and department-level risk management functions including insurance scheduling, claims, and employee safety and health programming.

Staffing reflects the reallocation of staff within the Parks department.

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$13,530,344	\$13,165,462	\$13,498,925	\$14,132,092	\$633,167
Operation Costs	\$8,997,429	\$8,415,759	\$9,641,788	\$9,697,814	\$56,026
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$520,688	\$423,067	\$524,179	\$999,786	\$475,607
Interdept. Charges	\$1,555,095	\$1,493,271	\$1,676,864	\$2,250,929	\$574,065
Total Expenditures	\$24,603,556	\$23,497,559	\$25,341,756	\$27,080,621	\$1,738,865
<i>Legacy Healthcare/Pension</i>	<i>\$2,404,359</i>	<i>\$2,525,159</i>	<i>\$2,762,701</i>	<i>\$2,771,818</i>	<i>\$9,117</i>
Revenues					
Direct Revenue	\$19,684,801	\$17,605,497	\$19,826,372	\$19,245,432	(\$580,940)
Intergov Revenue	\$0	\$11,935	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$19,684,801	\$17,617,432	\$19,826,372	\$19,245,432	(\$580,940)
Tax Levy	\$4,918,755	\$5,880,127	\$5,515,384	\$7,835,189	\$2,319,805
Personnel					
Full-Time Pos. (FTE)		125.8	125.8	129.8	4
Seas/Hourly/Pool Pos.		129	128.1	127.7	-0.4
Overtime \$		\$398,544	\$295,644	\$301,560	\$5,916

Department Mission: The Milwaukee County Zoo will inspire public understanding, support, and participation in global conservation of animal species and their environment by creating a unifying bond between visitors and the living earth, and provide an environment for personal renewal and enjoyment for guests.

Department Description: The Milwaukee County Zoo includes five sections that provide services in support of Wisconsin's largest zoo: Administration and Finance is responsible for general oversight of all Zoo functions; Public Affairs & Services increases public use, enjoyment, and awareness of the Zoo facility; Operations includes business management of the Zoo's major revenue sources; Maintenance & Facilities provides for the maintenance, improvement, and overall grooming of the Zoo Grounds; Animal Management & Health cares for and manages the Zoo's animal collection to allow for conservation, propagation, and display.



Photo courtesy of the Milwaukee County Zoo

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

Strategic Program Area 1: Administration & Finance

Service Provision: Discretionary

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data			
Item	2013 Actual	2014 Budget	2015 Budget
Zoo Attendance	1,332,395	1,309,500	1,309,500

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$5,773,208	\$4,953,688	\$5,946,176	\$6,598,239	\$652,063
Revenues	\$1,698,125	\$1,452,227	\$4,108,002	\$4,019,306	(\$88,696)
Tax Levy	\$4,075,083	\$3,501,461	\$1,838,174	\$2,578,933	\$740,759
FTE Positions	16.5	16.5	17.5	17.5	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Net Levy cost per Visitor	\$3.64	\$4.77	\$4.21	\$6.34
Average visitor spending	\$14.58	\$14.29	\$15.14	\$14.70
AZA Accreditation Status	Accredited	Accredited	Accredited	Accredited
Zoo Sustainability Ratio	80%	75%	78.3%	70%

Strategic Implementation:

This program area includes cash management, financial and capital project planning including facilities design and construction management, accounts payable and receivable, personnel and payroll, reception, radio dispatch, information technology, safety and security services, employee training, contract review, program and audience evaluation and research services, oversight of Zoo's Green, Guest Services and Safety committees and other general office services.

The State of Wisconsin Department of Transportation (WIDOT) Zoo Interchange project continues into 2015 creating navigation challenges for Zoo guests. In addition to on/off ramp freeway closings and closure of parts of the freeway, the Bluemound and Wisconsin Avenue bridges will be down at different times for reconstruction in 2015. In light of this, gate admission fees and parking remain unchanged at the 2014 levels. Both Zoo and WIDOT staff are working together to publicize the best routes to arrive at the Zoo, which also includes signage.

In 2014, the Zoo received \$8.5 million from the WIDOT for land acquisition. To alleviate parking issues from the loss of parking spaces in the main lot, the Zoo will construct in 2015 a new West parking lot and new entrance along with amenities to create a "sense of arrival" similar to the main parking lot. This project is fully funded by revenues from WIDOT.

The tax levy increase is mainly due to increased central services cross charges and to better reflect realistic revenue projections. The Zoo will continue to have the flexibility to reallocate major maintenance projects and equipment purchases while remaining within the total appropriation

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

The Zoo Director's maintains authority to discount or waive admission fees and to provide one free admission day during the months of January, February, March, October, November and December. The April free day was replaced with the month of October due to capacity issues in the main parking lot while the West parking lot is being built. The West parking lot will open for Memorial Day weekend.

The Zoo is also authorized to enter into the following Professional Service Contracts in 2015. They are included in the budget in lieu of separate review and approval during the budget year. These contracts are with an identified vendor.

Contract Amount	Description	Provider
\$176,700	Sea Lion Show	Oceans of Fun, Inc.
\$103,107	Mold-a-Ramas	William A. Jones Co.
\$315,000	Dinosaur Exhibit	Billings Productions
\$92,000	Raptor Bird Show	World Bird Sanctuary

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

Strategic Program Area 2: Public Affairs & Services

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	2013 Actual	2014 Budget	2015 Budget
Advertising Expenditures	\$499,883	\$481,000	\$481,000
Group Sales Revenue	\$1,768,591	\$2,360,222	\$2,357,222

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$2,932,388	\$2,687,888	\$2,915,034	\$3,011,264	\$96,230
Revenues	\$3,863,487	\$3,463,291	\$3,749,716	\$3,750,316	\$600
Tax Levy	(\$931,099)	(\$775,403)	(\$834,682)	(\$739,052)	\$95,630
FTE Positions	19.6	19.6	19.6	19.6	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Guest experience survey: Extremely or Very Satisfied	96%	98%	96%	96%
Guest educational value survey "Extremely or Very Educational"	94%	96%	94%	94%

Strategic Implementation:

This program area is responsible for public relations, promotional activities, special events and programs, group sales and entertainment program development to increase public use, enjoyment and awareness of the Zoo facility. This division consolidates efforts and activities of marketing, special programs, and group sales rentals into a single division for improved coordination of promotional efforts.

There are no staffing changes in the 2015 budget. The tax levy increased to better reflect realistic revenue projections.



Photo courtesy of the Milwaukee County Zoo

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

Strategic Program Area 3: Operations Division

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	2013 Actual	2014 Budget	2015 Budget
Concession Revenue	\$0	\$0	\$1,700,000
Rides Revenue	\$1,080,667	\$1,359,989	\$1,308,143

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$4,643,676	\$4,522,594	\$4,811,638	\$5,201,023	\$389,385
Revenues	\$14,072,189	\$12,650,624	\$11,917,654	\$11,424,810	(\$492,844)
Tax Levy	(\$9,428,513)	(\$8,128,031)	(\$7,106,016)	(\$6,223,787)	\$882,229
FTE Positions	84.9	84.9	84	85.5	1.5

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Guest Survey: Excellent or Very Good Food Service	86%	84%	88%	88%
Guest Survey: Excellent or Very Good at Retail Outlets	91%	87%	91%	91%
Guest Survey: Excellent or Very Good Service at Ride Locations	94%	92%	94%	94%
Guest Survey: Excellent or Very Good Service at Gates/Admissions	88%	88%	88%	90%

Note: Operational revenues in this section do not include admissions and other revenue accounts generated from other divisions.

Strategic Implementation:

This program area includes business functions related to the Zoo's major revenue sources such as admissions, parking, a miniature train ride, a Zoomobile ride and a carousel ride. Staff from this service area also oversees revenue generating contracts with outside vendors.

The 2015 Budget continues the practice of allowing the Milwaukee County Procurement Director the authorization to issue and deliver letters of intent to overseas vendors at a cost not to exceed \$400,000. The purchases are for the ordering of the Zoo's 2015 and 2016 resale purchases for novelties and souvenirs in October of 2014 and October of 2015, respectively. A substantial portion of resale merchandise sold at the Milwaukee County Zoo is purchased from import vendors to provide the quantity and variety of items desired by the general public visiting the Zoo. Due to the distance and travel time required for overseas shipments, the Zoo must order resale merchandise in the fall for spring delivery.

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500

FUND: General - 0001

The Zoo is currently in the process of assessing the potential benefits of contracting with a private vendor for concessions, catering, and retail services. If a contract results from further evaluation and vetting, the Zoo shall submit the agreement to the County Board for approval.

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

Strategic Program Area 4: Maintenance & Facilities

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	2013 Actual	2014 Budget	2015 Budget
Number of Work Orders Completed	1,235	1,100	1,100

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$4,430,680	\$4,105,170	\$4,334,251	\$4,649,367	\$315,116
Revenues	\$0	\$10,882	\$0	\$0	\$0
Tax Levy	\$4,430,680	\$4,105,170	\$4,334,251	\$4,649,367	\$315,116
FTE Positions	58.7	58.7	58.7	59.7	1

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Guest Survey: Excellent or Very Good Cleanliness	86%	"A" Priority = 95% All Others = 90%	88%	88%
Work Orders completed in a timely manner	96%	94%	96%	96%

Strategic Implementation:

This program area provides for the maintenance, improvement and overall grooming of the grounds which are critical to visitor satisfaction and return visits. Also included are mechanical and preventative maintenance programs for equipment, ventilating, air-conditioning and heating systems and minor electrical and plumbing repairs and housekeeping and general cleaning of the entire Zoo. There are 17 buildings requiring HVAC care and an additional 20 buildings to maintain along with the 200 acres of zoo grounds.

Staffing reflects a net increase of one position, which includes the abolishment of one position and the creation of another and the addition of one new position to assist with operations. The tax levy increase is mainly due to an increase in personnel cost and Fleet Management cross charges.

In 2015, the Zoo will work with the University of Wisconsin Stevens Point Waste Management Intern Program to examine the Zoo's waste stream and the costs associated with both the Zoo's recycling and waste disposal in an effort to find operational and cost efficiencies.

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

Strategic Program Area 5: Animal Management & Health

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	2013 Actual	2014 Budget	2015 Budget
# of Species in collection	372	435	435
# of Specimens in collection	2,724	3,200	3,200

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$6,823,604	\$7,228,239	\$7,334,657	\$7,620,728	\$286,071
Revenues	\$51,000	\$40,408	\$51,000	\$51,000	\$0
Tax Levy	\$6,772,604	\$7,187,831	\$7,283,657	\$7,569,728	\$286,071
FTE Positions	74.2	74.2	74.2	75.2	1

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Participation in AZA Species Survival Plans	Yes	Yes	Yes	Yes
% of time Animals are displayed to public	N/A	N/A	N/A	N/A

*Zoo staff will track this performance measure in 2014 to set a benchmark level. In future years, the Zoo will strive to increase the amount of time animals are displayed to the public.

Strategic Implementation:



Photo courtesy of the Milwaukee County Zoo

This program area is responsible for the care and management of the Zoo's extensive animal collection to allow for conservation, propagation, and display. This includes monitoring and maintaining the animals and providing safe and enriching environments, well-balanced and nutritious diets, and high-quality preventive and clinical veterinary care for 3,200 mammals, birds, fish, amphibians, reptiles and invertebrates with 435 species represented. The animal facilities are designed and programs 19 presented to provide educational and entertaining experiences for the visitors. This division is also responsible for developing and managing local, regional, national, and international conservation and research programs to help protect and preserve animal species in their native habitats.

One new position is created that specializes in elephant care. The tax levy increase is mainly due to an increase in personnel cost and a projected increase in animal food cost, which is based on 2013 experience.

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

RAILROAD EXPENDABLE TRUST ACCOUNT (Org. 0320)

The Railroad Fund exists for the purpose of recording the receipt of all revenue derived from the operation of the Zoo's miniature passenger railroad. Expenditures include personnel costs for engineers and operators, repair and maintenance of locomotives, and other commodities and supplies.

Expenditure	Revenue	Tax Levy
\$906,558	\$906,558	\$0

SPECIMEN EXPENDABLE TRUST ACCOUNT (Org. 0319)

The Specimen Fund exists for the purpose of recording receipts from the sale of animals. Disbursements are to be made for the purchase of animals and related expenditures such as freight and express charges on the shipment of animals.

Expenditure	Revenue	Tax Levy
\$48,044	\$48,044	\$0

UW EXTENSION (9910) BUDGET

DEPT: UW Extension

UNIT NO. 9910
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$55,902	\$58,071	\$57,205	\$75,768	\$18,563
Operation Costs	\$204,020	\$168,393	\$228,415	\$233,332	\$4,917
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$220,292	\$219,588	\$222,806	\$219,659	(\$3,147)
Total Expenditures	\$480,214	\$446,052	\$508,426	\$528,759	\$20,333
<i>Legacy Healthcare/Pension</i>	<i>\$12,798</i>	<i>\$13,244</i>	<i>\$14,748</i>	<i>\$14,573</i>	<i>(\$175)</i>
Revenues					
Direct Revenue	\$144,350	\$110,600	\$121,680	\$110,000	(\$11,680)
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$144,350	\$110,600	\$121,680	\$110,000	(\$11,680)
Tax Levy	\$335,864	\$335,452	\$386,746	\$418,759	\$32,013
Personnel					
Full-Time Pos. (FTE)	0.8	0.8	0.8	0.8	0
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime \$	\$0	\$0	\$0	\$0	\$0

Department Mission: Milwaukee County – UW Cooperative Extension's mission is to facilitate people's use of university knowledge to make informed decisions that enrich their lives and enhance their communities. Cooperative Extension offers over 30 different educational and technical assistance programs, reaching over 73,000 county residents of all ages. A trained volunteer force of over 5,000 individuals allows the department to extend educational programming to even more County residents each year. A special effort is made to reach those who are traditionally underserved including people of color, low-income families, and people with disabilities.

Department Description: UW Extension is made up of Administration and four educational program areas: **Administration** is responsible for supporting educators and support staff; **4-H Youth Development** offers children and youth (K-5 – grade 13) cutting-edge and relevant opportunities to learn real-world skills that will prepare them for the challenges of today and tomorrow. **Community Natural Resources and Economic Development (CNRED)** stresses community building, economic revitalization, water quality and other natural resource improvements, waste management, small business development, local government education, strategic planning, non-profit and neighborhood organizational development. **Family Living** provides training in the areas of parenting, food science and nutrition education, poverty awareness, and professional development for home visitors; **Urban Agriculture** and **Horticulture** provide county land to grow food, information, training and support in horticulture and urban agriculture that increases the social and economic impacts on people and communities.

UW EXTENSION (9910) BUDGET

DEPT: UW Extension

UNIT NO. 9910
FUND: General - 0001

Strategic Program Area 1: University of Wisconsin Extension

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Number served in Family Living program	6,631	6,631	6,631
Number served in Natural Areas program	1,297	1,297	1,297
Number served in Horticulture & Urban Agriculture program	39,408	39,408	39,408
Number served in Youth Development program	19,670	19,670	19,670
Number served in Community Development program	4,880	4,880	4,880

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$480,214	\$446,052	\$508,426	\$528,759	\$20,333
Revenues	\$144,350	\$110,600	\$121,680	\$110,000	(\$11,680)
Tax Levy	\$335,864	\$335,452	\$386,746	\$418,759	\$32,013
FTE Positions	0.8	0.8	0.8	0.8	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
4-H Youth Development				
High school & college student learn new work-related skills through summer employment	N/A	6	6	6
Children & youth receive knowledge & instruction in Environmental education	N/A	12,352	12,352	12,352
Youth develop their skills in Science, Technology, Engineering and Math (STEM)	N/A	329	703	329
Number of student to visit UW campuses	N/A	255	524	275
Community Development/Natural Resources (CNRED)				
Central city neighbor-hoods residents trained in Leadership Development	N/A	N/A	30	30
Educational programs provided to residents and organizations in	N/A	1170	1170	1170
Family Living				

UW EXTENSION (9910) BUDGET

DEPT: UW Extension

UNIT NO. 9910
FUND: General - 0001

Development Screening Training provided to childcare providers & early childhood educators	N/A	404	300	300
Participants in the Nutrition Education Program	N/A	6,070	6,070	6,070
Horticulture/Urban Agriculture				
Number of Community Garden Rental	N/A	2,525	2,525	2,525
Number of trainees in the Master Gardener Certification & Community Service Program	N/A	4721	4721	4721
Number of Trainees in the Urban Apiary Programs	N/A	27	27	27
Number served by Horticulture Helpline & Walk-in Service	N/A	746	746	746

Strategic Implementation: Milwaukee County-UW Extension program will continue to maintain overall service levels in the number of people served and the quality of educational programs provided. The tax levy increase is due to increases in personnel cost and a decrease in revenue generated by the elimination of one educator who was funded by the State of Wisconsin.

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operation Costs	\$6,882,741	\$9,240,393	\$7,074,960	\$7,092,960	\$18,000
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$6,882,741	\$9,240,393	\$7,074,960	\$7,092,960	\$18,000
Revenues					
Direct Revenue	\$0	\$0	\$0	\$0	\$0
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$6,882,741	\$9,240,393	\$7,074,960	\$7,092,960	\$18,000
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

**No County staff is employed by the Cultural Institutions.*

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 (or CAMPAC), Milwaukee County Historical Society, Milwaukee County Federated Library System, Marcus Center, Milwaukee Public Museum, Charles Allis and Villa Terrace Museum(s), War Memorial Center, and Milwaukee Art Museum.

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

Strategic Program Area 1: Fund for the Arts

Service Provision: Discretionary

Strategic Outcome: Quality of Life

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

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$321,035	\$320,116	\$321,035	\$321,035	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$321,035	\$320,116	\$321,035	\$321,035	\$0
FTE Positions	0	0	0	0	0

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

*Please note: CAMPAC will begin to collect supportive data for number of full-time equivalent employees

Strategic Implementation:

The Milwaukee County Fund for the Arts, through the Milwaukee County Cultural Artistic and Musical Programming Advisory Council (CAMPAC), allocates County property tax dollars to support and encourage cultural and artistic activities which have an important impact on the economic well-being and quality of life of the community. CAMPAC funding is allocated among three program areas: Matching Grants, Community Cultural Events and Administrative Services.

The contribution to the County Fund for Performing Arts remains at the 2014 funding level of \$321,035 for 2015.

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

BUDGET SUMMARY

	<u>2013 Actual</u>	<u>2014 Budget</u>	<u>2015 Budget</u>
<u>Expenditures</u>			
Community/Cultural Event Programming	\$ 22,000	\$ 22,000	\$ 22,000
Matching Grants Program	289,277	286,035	286,035
Program Administration	10,369	13,000	13,000
Other	-	-	-
Total Expenditures	<u>321,646</u>	<u>321,035</u>	<u>321,035</u>
<u>Revenues</u>			
Milwaukee County Contribution	<u>321,646</u>	<u>321,035</u>	<u>321,305</u>
Total Revenue	<u>\$ 321,646</u>	<u>321,035</u>	<u>321,035</u>
Budget Surplus/(Deficit):	-	-	-
County Contribution as % of Total Revenue:	100%	100%	100%

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

Strategic Program Area 2: Historical Society

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	2013 Actual (est)	2014 Budget	2015 Budget*
Attendance-Public (General)	4,000	6,780	8,000
Attendance-Public (Programming)	250	300	5,000
Attendance-Other	3,000	3,000	6,400
Research Requests	200	324	1,100

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$206,167	\$206,167	\$206,167	\$306,167	\$100,000
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$206,167	\$206,167	\$206,167	\$306,167	\$100,000
FTE Positions		0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Annual % Increase in Patron Usage of MCHS Resource Material	3%	300% (2012 – 200 reqs)	65% est. (1,000 est.)	10%
Annual % Increase in Overall Attendance (for All Five MCHS Operated Facilities)	2%	50% (2012 – 7,250 est)	39% est. (15,900 est.)	20%

Strategic Implementation:

Pursuant to Section 59.56(5) of the Wisconsin Statutes, the County Board may appropriate money to any historical society located in the County and incorporated under Section 44.03 for the purpose of collecting and preserving the records and salient historical features of the County. This unit maintains the historical exhibits of the Milwaukee County Historical Society and assists with other phases of the program. Funds provided to subsidize the operation of the Society are used to employ a director and associate staff. The Society acts as custodian for some non-current County records. The County appropriates funds for use by the Society pursuant to an agreement approved by the County Board of Supervisors on December 14, 1965 and renewed on May 16, 1988.

The annual contribution to the County Historical Society remains at \$206,167. In addition, a one-time allocation of \$100,000 is provided that includes \$25,000 to support the continual inventory tracking of the County's historical and artistic artifacts and \$75,000 for the cost associated with the storage of archival documents.

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

BUDGET SUMMARY

	2013 Actual	2014 Budget	2015 Budget
<u>Expenditures</u>			
Wages and Benefits	\$ 260,938	\$ TBA	\$ 335,000
Planning and Administration	4,181		8,000
Facilities/Museum/Library/Collection Operation	246,524		182,075
Office Expense	45,111		53,300
Professional Services	19,554		20,000
Advertising/Marketing/Development	1,030		37,000
Publishing/Printing	8,952		23,000
Special Events/Awards	28,446		42,500
Other	2,219		109,500
Total Expenditures	616,955	-	810,375
<u>Revenues</u>			
Contributions/Fundraising/Grant/Membership	219,489		174,500
Programmatic/Operating	200,224		363,300
Investment Income	90,056		TBA
Other	10,529		18,500
Milwaukee County Contribution	206,167	206,167	306,617
Total Revenue	\$ 726,425	206,167	862,917
Budget Surplus/(Deficit):	109, 510	-	52,542
County Contribution as % of Total Revenue:	28%	-%	36%

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

Strategic Program Area 3: Federated Library System

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	2013 Actual	2014 Budget	2015 Budget
Library Materials Circulated	7,552,150	8,000,000	8,000,000
Registered Cardholders	569,953	550,000	600,000
Library Visits	4,671,384	5,100,000	5,100,000
Program Attendees	216,621	240,000	240,000
MCFLS and CountyCat Website Page Views	24,310,076	28,000,000	28,500,000

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$66,650	\$66,650	\$166,650	\$66,650	(\$100,000)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$66,650	\$66,650	\$166,650	\$66,650	(\$100,000)
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Registered Cardholders Users as a Percent of Population.	58%	60%	59%	61%

Strategic Implementation:

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

The 2015 contribution includes the reduction of a one-time increase in expenditure authority that was granted in 2014.

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

BUDGET SUMMARY

	2013 <u>Actual</u>	2014 <u>Budget</u>	2015 <u>Budget</u>
<u>Expenditures</u>			
Technology, Reference, Interlibrary Loan	\$ \$ 1,706,335	\$ \$ 1,900,000	\$ \$ 1,910,000
Continuing Ed and Consulting	98,248	105,000	105,000
Delivery	316,576	320,000	320,000
Payment to Members for Non-Res Access	1,207,927	1,207,924	1,149,171
Library Services to Youth	4,493	5,000	5,000
Library Services to Special Users	9,818	10,000	10,000
Public Information	26,733	28,000	28,000
Administration	336,493	352,000	293,650
Electronic Resources	241,415	250,000	250,000
MultiType Initiatives	8,020	7,600	8,250
Member Office Supplies	62,269	75,000	75,000
Total Expenditures	4,018,327	4,260,524	4,154,071
<u>Revenues</u>			
State Aid to Public Library Systems	2,677,006	2,677,006	2,677,006
Federal LSTA Funding	63,773	50,555	55,000
Passthrough Contract Income	859,187	922,863	838,704
Interest Earned from State Aid	(19)	100	4,000
Unexpended Funds-Previous Years	60,883	60,000	10,000
All Other Sources	290,847	450,000	502,711
Milwaukee County Contribution	66,650	100,000	66,650
Total Revenue	\$ 4,018,327	\$ 4,260,524	\$ 4,154,071
Budget Surplus/(Deficit):	\$ 11,969	\$ -	\$ -
County Contribution as % of Total Revenue:	2%	2%	2%

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

Strategic Program Area 4: Marcus Center

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	2013 Actual	2014 Budget	2015 Budget
Attendance-Public (Programming)*	492,724	493,500	490,000
Attendance-Private (Events/Rental)*	31,445	32,000	33,000
Attendance-Other*	51,360	49,500	50,000
Number of Events Annually	1,675	1,825	1,800
Number of Days Activity in Facility	341	345	340
Number of Performance Weeks-All Theaters by Tenant Groups**	93	91	93
Number of Performance Weeks-All Theaters by Non-Tenant Groups.	19	22	20
Free Events for Children	62	60	65
Children Outreach Events	23	20	25
Free Family, Adults, Community Events	62	60	60

*Total attendance for 2013 was 575,529; 2014 Budget is 575,000; 2015 Budget is 570,000. **Includes MCPA Broadway & other MCPA Productions

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,088,000	\$1,087,094	\$1,088,000	\$1,088,000	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,088,000	\$1,087,094	\$1,088,000	\$1,088,000	\$0
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
% of Customer Satisfaction w/ Events**	99.99%	99.99%	99.99%	99.99%
% of Customer Satisfaction with Facility**	99.99%	99.99%	99.99%	99.99%

**The Marcus Center averages about 20 -25 complaints a year, which is less than .01%.

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

20Strategic Implementation:

The Marcus Center was built with private money in 1969 and deeded to Milwaukee County as a public trust for the preservation and enrichment of the performing arts, including drama, music and dance. The facility is home to the Milwaukee Symphony Orchestra, Milwaukee Ballet, Florentine Opera, Milwaukee Youth Symphony Orchestra, First Stage Children’s Theatre, City Ballet Theatre, Hansberry-Sands Theatre Company, Broadway Series, and other performing arts groups. In addition to the Marcus Center providing a first class facility for the performing arts, the Center supports a number of free community events and activities year-round, including ethnic and cultural festivals such as Martin Luther King Day Celebration, Cantos de Las Americas, Get up and Dance!, and KidZ Days children’s programming.

The Contribution to the Marcus Center remains at the 2014 level of \$1,088,000 for 2015.

BUDGET SUMMARY

	2013 <u>Actual</u>	2014 <u>Budget</u>	2015 <u>Budget</u>
<u>Expenditures</u>			
Personal Services	\$ 3,611,426	\$ 3,827,166	\$ 3,634,714
Professional Fees	341,995	360,800	365,910
Advertising and Promotion	141,903	159,500	168,000
Meetings and Auto Allowance	12,767	11,540	13,750
Space	341,280	364,201	399,440
Telephone and Utilities	481,193	510,900	502,650
Office and Administrative Supplies	79,472	121,990	78,440
Total Expenditures	5,010,036	5,356,097	5,162,904
<u>Revenues</u>			
Hall Rental	1,262,970	1,130,450	1,181,110
Office Rental	46,230	26,800	27,420
Equipment Income	211,792	227,360	215,115
Reimbursement Income	1,639,179	1,760,276	1,619,246
Concession Income	184,289	180,000	188,500
Facility Support	516,424	860,000	767,992
Misc. Income	78,156	88,720	78,851
Milwaukee County Contribution	1,088,000	1,088,000	1,088,000
Total Revenue	\$ 5,027,040	5,361,606	5,166,234
Budget Surplus/(Deficit):	17,004	1,171	3,330
County Contribution as % of Total Revenue:	20%	20%	21%

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

Strategic Program Area 5: Milwaukee Public Museum

Service Provision: Discretionary

Strategic Outcome: Quality of Life

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

*Total attendance for 2013 was 523,763; 2014 Budget is 604,527; 2014 Budget is 405,500

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$3,502,376	\$5,861,853	\$3,500,000	\$3,500,000	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$3,502,376	\$5,861,853	\$3,500,000	\$3,500,000	\$0
FTE Positions	00	0	0	0	0

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

*The Performance Measures identified are partially based on conditions that must be met by MPM as outlined in the LMA.

Strategic Implementation:

Pursuant to Wisconsin Statute 59.56(2), Milwaukee County (County) may acquire, own, operate and maintain a public museum in the County and appropriate money for such purposes. As a museum of human and natural history, MPM provides a dynamic and stimulating environment for learning. The museum interprets the world's cultural and natural heritage through collections, research, education and exhibits. It holds its collections as a public trust and is dedicated to their preservation for the enrichment of present and future generations.

In accordance with the Lease and Management Agreement, the 2015 tax levy contribution for operating support is \$3,500,000.²

² The 2015 Capital Budget includes funding of \$2,375,759 and an additional \$55,234 is included in the DAS-Facilities budget.

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

BUDGET SUMMARY

	2013 Actual	2014 Budget	2015 Budget
<u>Expenditures</u>			
Wages and Benefits	\$ 7,024,828	\$ 7,768,977	\$ 7,560,646
Maintenance	563,007	734,244	766,883
Utilities	1,011,274	990,556	1,097,144
Other Operating Expenses	3,769,523	3,375,279	3,428,933
Interest	218,892	85,558	84,000
Depreciation	1,215,805	1,196,361	1,174,876
Subtotal Operating Expenses	13,803,329	14,150,975	14,112,482
Other non-Operating Expenses	(1,110,055)	554,345	375,000
Investment (Income)/Loss	(701,396)	-	-
Net Restricted Contributions	<u>(1,558,512)</u>	<u>(3,807,000)</u>	<u>(1,400,000)</u>
Total Expenditures	<u>10,433,366</u>	<u>10,898,320</u>	<u>13,137,482</u>
<u>Revenues</u>			
Contributions/Membership/FOM Event	4,194,561	3,788,789	4,100,000
Admissions Museum/Theater/Exhibitions	2,918,729	3,553,793	2,580,428
Other Earned Income	1,470,046	2,529,931	2,335,173
Net Assets Released from Restriction	4,084,507	1,193,000	1,600,000
Milwaukee County Contribution	<u>6,502,376</u>	<u>3,500,000</u>	<u>3,500,000</u>
Total Revenue	\$ <u>19,170,219</u>	<u>14,565,513</u>	<u>14,115,601</u>
Budget Surplus/(Deficit):	8,736,853	3,667,193	978,119
County Contribution as % of Total Revenue:	34%	24%	25%

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

Strategic Program Area 6: Villa Terrace/Charles Allis Museums

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	2013 Actual	2014 Budget	2015 Budget
Attendance-Public (General)	7,300	11,000	9,500
Attendance-Public (Programming)	3,216	6,000	5,000
Attendance-Private (Events/Rental)	17,364	20,000	18,000
Attendance-Other	1,842	2,500	2,200

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$207,108	\$207,108	\$207,108	\$225,108	\$18,000
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$207,108	\$207,108	\$207,108	\$225,108	\$18,000
FTE Positions	0	0	0	0	0

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

Strategic Implementation:

Villa Terrace Decorative Arts Museum, 2220 North Terrace Avenue and Charles Allis Art Museum, 1801 North Prospect Avenue function as a combined operation. Public programming includes monthly changing art exhibits, regularly scheduled concerts, films, workshops, an annual youth concert series and special events. The facilities are available for rent by civic, cultural, veteran, educational, business and private groups. Both museums are on the National Registry of Historic Places.

The annual contribution to the Villa Terrace/Charles Allis Museum increased by \$18,000 to \$225,108 in 2015 to assist in offsetting cost associated with the installation of a ramp, railing, and emergency elevator repair to remain ADA compliant.

CA = Charles Allis; VT = Villa Terrace

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

	2013 <u>Actual</u>	2014 <u>Budget</u>	2015 <u>Budget</u>
<u>Expenditures</u>			
Personnel Services	\$ 376,389	\$ 350,000	\$ 377,000
Professional Fees	37,660	47,000	40,000
Advertising and Promotion	47,818	60,000	50,000
Space and Utilites	202,568	118,000	200,000
Office and Admin Supplies	8,177	25,000	10,000
Conference & Travel	4,219	3,608	3,000
Major Maintenance	-	13,000	10,000
New & Replacement Equipment	1,920	-	-
<i>Total Expenditures</i>	<u>678,751</u>	<u>616,608</u>	<u>690,000</u>
<u>Revenues</u>			
Friends Direct Support	25,604	26,500	30,000
Private Support	32,572	30,000	96,892
Membership	21,676	28,000	25,000
Admissions	38,300	30,000	40,000
Rental Revenue	237,177	239,000	250,000
Program Sponsorship	8,303	10,000	10,000
Grants	5,918	45,000	30,000
Interest Trust Account	414	1,000	1,000
<i>Milwaukee County Contribution</i>	<u>207,108</u>	<u>207,108</u>	<u>207,108</u>
<i>Total Revenue</i>	<u>\$* 577,072</u>	<u>616,608</u>	<u>690,000</u>
<i>Budget Surplus/(Deficit):</i>	(101,679)	-	-
<i>County Contribution as % of Total Revenue:</i>	36%	34%	30%

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

Strategic Program Area 7: War Memorial Center

Service Provision: Discretionary

Strategic Outcome: Quality of Life

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

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

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

*War Memorial Center staff is developing performance measures for inclusion in the 2016 budget.

Strategic Implementation:

Pursuant to Section 45.058 of the Wisconsin Statutes and in accordance with agreements between Milwaukee County War Memorial, Inc. and the County of Milwaukee (County), Milwaukee County War Memorial, Inc. (WMC) presently operates the War Memorial Center (Center) jointly with the Milwaukee Art Museum, Inc. (MAM). The Center is situated at the south end of Lincoln Memorial Drive overlooking Lake Michigan and is directly adjacent to County parkland.

In accordance with the Lease and Management Agreements, the 2015 tax levy contribution for operating support is \$486,000.

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

BUDGET SUMMARY

	2013 <u>Actual</u>	2014 <u>Budget</u>	2015 <u>Budget</u>
<u>Expenditures</u>			
Personnel Services	\$ 648,285	\$ 575,000	\$ 715,000
Professional Fees	172,454	141,250	125,000
Advertising and Promotion	43,010	62,000	75,000
Meeting and Auto Allowance	5,983	7,500	7,500
Facility Expenses (includes Utilities)	1,128,264	444,900	453,400
Office and Administrative Supplies	18,505	24,350	24,100
Milwaukee Art Museum Bldg Services	28,749	-	-
Total Expenditures	<u>2,045,250</u>	<u>1,255,000</u>	<u>1,400,000</u>
<u>Revenues</u>			
Parking	382,687	315,000	330,000
Hall & Plaza Rental	205,096	165,000	165,000
Meeting Room Rental	9,895	10,000	10,000
Office Rental	197,811	190,000	194,000
Catering Commission	32,428	27,000	27,000
Liquor Commission	19,667	13,000	13,000
Miscellaneous	103,721	49,000	50,000
Earned Revenues	951,305	769,000	789,000
Fundraising	-	-	125,000
Normal Tax Levy	881,445	486,000	486,000
Additional Tax Levy	212,500	-	-
Milwaukee County Contribution	<u>1,093,945</u>	<u>486,000</u>	<u>486,000</u>
Total Revenue	<u>\$ 2,045,250</u>	<u>1,255,000</u>	<u>1,400,000</u>
Budget Surplus/(Deficit):	-	-	-
County Contribution as % of Total Revenue:	53%	39%	35%

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

Strategic Program Area 8: Milwaukee Art Museum

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	2013 Actual	2014 Budget	2015 Budget
Attendance-Public (General)	294,320	261,000	206,888
Attendance-Public (Programming)	58,905	60,000	27,500
Attendance-Private (Events/Rental)	33,283	25,000	24,000
# of Milwaukee County Visitors	181,918	87,620	100,000

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

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

Strategic Implementation:

The mission of the Milwaukee Art Museum (MAM) is to serve the community and present art as a vital source of inspiration and education. Through exhibitions and related programs, the Art Museum is committed to bring people together to inform, educate and engage in conversation around art.

In accordance with the Lease and Management Agreements, the 2015 tax levy contribution for operating support is \$1,100,000.

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

BUDGET SUMMARY

	2013 Actual	2014 Budget	2015 Budget
Expenditures			
Personnel expenses	\$ 8,003,337	\$ 8,328,819	\$ 7,892,666
Professional services	310,380	345,621	399,597
Supplies	411,116	461,245	375,270
Equipment rental/maintenance	671,476	386,185	334,840
Building repairs/maintenance	1,069,505	597,121	643,752
Insurance	177,226	185,000	181,700
Utilities	472,126	1,067,613	1,021,913
Advertising and marketing	931,287	827,607	817,077
Postage/shipping/printing	252,487	311,178	292,610
Education program	213,712	236,685	151,099
Exhibitions	1,036,339	1,640,811	1,574,876
Other	871,792	450,892	237,380
Fundraising/donor/volunteer	160,655	208,450	357,400
Bank fees	157,406	164,810	123,190
Total Expenditures	14,738,834	15,212,037	14,373,370
Revenues			
Annual campaign and membership	4,710,012	4,954,000	4,690,000
Grants and sponsorships	2,912,164	2,497,182	1,783,861
Admissions	1,453,366	1,821,169	1,043,671
Exhibition revenue	275,703	272,729	315,446
Facility rental	510,460	553,625	486,285
Parking	409,167	369,950	275,000
Tours	181,487	200,000	96,000
Store gross margin	708,535	716,438	474,789
Café gross margin	1,247,526	1,179,225	1,102,927
Other	297,781	300,219	1,395,391
Distribution from endowment	1,173,108	1,220,500	1,610,000
Milwaukee County War Memorial in kind	655,336	-	-
Milwaukee County Contribution	212,500	1,100,000	1,100,000
Total Revenue	\$ 14,747,145	15,212,037	14,373,370
Budget Surplus/(Deficit):	8,311	-	-
County Contribution as % of Total Revenue:	1%	7%	8%



Debt Service Function

Agency Budget Narratives

- **Debt Issue Expense**
- **Debt Service**

DEBT ISSUE EXPENSE (1987) BUDGET

DEPT: Debt Issue Expense

UNIT NO. 1987
FUND: General - 0001

Budget Summary

Beginning in 2015, the expenditures and revenues for debt issuance expense that were previously budgeted in Org. Unit 1987 – Debt Issuance Expense will instead be incorporated into Org. Unit 9960 – Debt Service.

DEBT SERVICE (9960) BUDGET

DEPT: Debt Service

UNIT NO. 9960
FUND: Debt Service - 0016

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operation Costs	\$0	\$0	\$0	\$0	\$0
Debt & Depreciation	\$107,009,294	\$342,843,284	\$105,268,403	\$90,203,767	(\$15,064,636)
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	(\$39,489,094)	(\$52,430,490)	(\$41,474,462)	(\$39,680,926)	\$1,793,536
Total Expenditures	\$67,520,200	\$290,412,794	\$63,793,941	\$50,522,841	(\$13,271,100)
Revenues					
Direct Revenue	\$14,036,565	\$250,302,151	\$19,863,890	\$14,815,233	(\$5,048,657)
Intergov Revenue	\$1,920,157	\$1,851,031	\$1,740,502	\$1,750,364	\$9,862
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$15,956,722	\$252,153,182	\$21,604,392	\$16,565,597	(\$5,038,795)
Tax Levy	\$51,563,478	\$38,259,612	\$42,189,549	\$33,957,244	(\$8,232,305)
Personnel					
Full-Time Pos. (FTE)		0	0	0	0
Seas/Hourly/Pool Pos.		0	0	0	0
Overtime \$		\$0	\$0	\$0	\$0

*2013 actual excludes balance sheet entries to record principal retired for proprietary fund departments. This adjustment is intended to allow 2013 information to be reported on a basis comparable to the subsequent year budget summaries. 2013 actual also includes transactions relating to the 2013 Pension Obligation Bond Promissory Notes and the 2013B Taxable General Obligation Pension Refunding Bonds.

**County sales and use tax revenues are dedicated primarily to the payment of general obligation debt service costs. For budgetary purposes, the County's pledge to levy ad valorem taxes for the payment of debt service payments treats sales tax revenues and property tax revenues as interchangeable.

Department Mission/Description: 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. Because these items are largely technical in nature, they have no strategic outcomes and no activity data or performance measures.

DEBT SERVICE (9960) BUDGET

DEPT: Debt Service

UNIT NO. 9960
FUND: Debt Service - 0016

Strategic Program Area 1: Debt Service

Type of Issue	True Interest Rate	Date of Bond Issue	Final Maturity Date	Bonds or Notes Outstanding 12/31/14	2015 Requirements				
					Principal	Interest			
R	3.48	07/01/03	08/01/17	20,085,000	6,750,000	756,385			
R	3.89	02/01/06	10/01/15	3,065,000	3,065,000	160,913			
C	4.14	04/01/07	10/01/21	17,705,000	2,525,000	885,250			
C	4.12	06/01/08	12/01/22	22,680,000	2,835,000	921,375			
C	3.93	06/01/08	12/01/23	24,300,000	2,700,000	968,625			
C	5.04	08/01/09	10/01/24	24,775,000	0	1,221,733			
R	2.00	08/01/09	10/01/16	4,850,000	2,415,000	124,294			
C	4.87	11/15/09	08/01/24	28,510,000	1,340,000	1,357,563			
N	2.55	11/15/09	08/01/19	6,455,000	1,485,000	191,869			
C	4.60	05/01/10	10/01/25	22,725,000	1,530,000	992,743			
N	2.37	05/01/10	10/01/18	6,580,000	1,580,000	171,313			
C	4.79	12/21/10	10/01/26	35,545,000	1,580,000	1,645,983			
N	2.82	12/21/10	10/01/20	6,745,000	965,000	203,675			
R	1.73	03/15/11	10/01/18	18,005,000	6,225,000	900,250			
R	1.00	12/03/12	12/01/20	21,365,000	3,570,000	854,600			
C	2.43	08/14/13	09/01/23	25,095,000	2,790,000	669,150			
C	2.60	11/06/14	12/01/29	39,240,000	2,620,000	1,108,472			
Projected Outstanding Balance as of December 31, 2014 and Associated Debt Service				\$ 327,725,000	\$ 43,975,000	\$ 13,134,190			
Taxable GO Notes				6.84	12/01/09	12/01/33	\$ 133,487,910	\$ 3,988,664	\$ 8,754,614
Taxable GO Notes				3.28	03/15/13	12/31/30	133,725,000	5,030,000	3,902,746
Taxable GO Notes				2.76	06/27/13	12/01/23	90,075,000	9,215,000	2,192,052
				\$ 357,287,910	\$ 18,233,664	\$ 14,849,412			
Totals				\$ 685,012,910	\$ 62,208,664	\$ 27,983,602			
Total 2015 Debt Service					\$ 90,192,266				

*The 2014 Corporate Purpose sale occurred on October 23, 2014. The 2015 Requirements in the table above for the 2014 issuance include a total of \$3,728,473 in related debt service costs.

Type of Issue Explanation

- A -Airport Bonds
- B -Building Bonds
- C -Corporate Purpose Bonds
- D -Detention Facility Bonds
- N -General Obligation Note
- R -Refunding Bonds
- AR -Airport Refunding Bonds
- TB -Taxable Bonds
- STFLP - State Trust Fund Loan Program

DEBT SERVICE (9960) BUDGET

DEPT: Debt Service

UNIT NO. 9960
FUND: Debt Service - 0016

DEBT ISSUANCE EXPENSE (8026)

Beginning in 2015, the expenditures and revenues for debt issuance expense that were previously budgeted in Org. Unit 1987 – Debt Issuance Expense will instead be incorporated into Org. Unit 9960 – Debt Service. In previous years, \$11,500 of tax levy was budgeted for expenses that were not eligible to be paid from financing proceeds; this amount is unchanged for 2015.

Currently, a significant portion of debt issue expenses are paid from the proceeds of each financing. Under current federal law, up to 2 percent of each financing may be used to cover expenses related to the issue.

For 2015 it is anticipated that a single corporate purpose issuance will be done. Once the corporate purpose financing amounts have been determined and more robust debt issuance expense estimates have been identified by the Office of the Comptroller, the Department of Administrative Services will process an administrative appropriation transfer in order to make the necessary adjustments.

There is no airport financing anticipated for 2015.

PENSION OBLIGATION BONDS

Pension Obligation Bond Debt Service

In 2009, Milwaukee County sold \$400 million in pension obligation bonds to improve the funding ratios of the pension system and to take advantage of higher investment rates of returns compared to the interest rate of taxable general obligation bonds. The original debt consisted of two bond issues: \$265 million in taxable general obligation promissory notes for a 20-year term and \$135 million in taxable pension anticipation notes for a five-year term with a December 2013 maturity date. In March 2013, the County issued taxable general obligation pension notes to replace the anticipation notes.

In 2013, the Office of the Comptroller was contacted by JP Morgan to inquire if the County would be interested in purchasing the County's outstanding 2024 notes that were part of the 2009 issue. The Office of the Comptroller subsequently received initial authorization from the County Board and County Executive to issue new pension obligation notes to refund any of the 2009 pension obligation notes that the County is able to achieve an appropriate level of savings. In June 2013, the County closed on the issuance of \$99,300,000 of 2013B Taxable General Obligation Pension Refunding Bonds. These proceeds were used in order to purchase outstanding 2024 notes and the County achieved \$1,571,900 of net present value savings.

The 2015 debt service costs for the pension obligation notes issued in 2009 and 2013 are \$33,083,076.

To accurately reflect all benefit related costs, the pension obligation debt service expenses are budgeted in the Org. 1950 - Employee Fringe Benefits. In addition, to accurately reflect all debt service costs, this amount is also included in the principal and interest amounts within the General Debt Service Fund Budget. To avoid duplication of the debt service costs, the amount is abated in the General Debt Service Budget.

DEBT SERVICE CONTRIBUTIONS

Reserve for County Bonds (4703)

A contribution of \$6,327,873 from the Reserve for County Bonds is included for 2015. The \$6,327,873 includes net surplus bonds of \$1,327,873 (784,800 in premium and \$543,073 in unallocated proceeds) from the 2014A General Obligation Corporate Purpose Bond Issuance.

DEBT SERVICE (9960) BUDGET

DEPT: Debt Service

UNIT NO. 9960
FUND: Debt Service - 0016

County Fleet Debt Service Abatement

The 2015 principal costs for the \$30,045,000 issued for vehicles and equipment in 2009, 2010, 2013, and 2014 is \$3,985,000. To accurately reflect all fleet-related costs, this amount is budgeted in the Org. 5300 – Fleet Management Division and crosscharged to user departments. In addition, to accurately reflect all debt service costs, this amount is also included in the principal and interest amounts within the General Debt Service Fund Budget. To avoid duplication of the debt service costs, the amount is abated in the General Debt Service Budget.

Internal Revenue Service (IRS) Build America Bond (BAB)/Recovery Zone Bond Interest Payments Reimbursements (2410)

In February of 2009, the U.S Congress enacted the American Recovery and Reinvestment Act (ARRA). The ARRA contained many provisions that provide Federal tax credits and stimulate the investment market. In an effort to expand the number of investors and broaden the tax-exempt municipal market, the ARRA contained provisions that allowed state and local governments to issue taxable Build America Bonds (BABs) that provide a credit to investors or credit to issuers that is equal to 35 percent of the interest costs for bonds issued in 2009 and 2010. The ARRA also provided state and local governments the opportunity to issue Recovery Zone Bonds. The Recovery Zone Bonds provide a tax credit of 45 percent on the interest payment on the bonds.

In March 2013, pursuant to the requirements of the Balanced Budget and Emergency Deficit Control Act of 1985, as amended (“Sequester”) automatic spending reductions occurred across various areas of the Federal Budget.

In September 2013, the Internal Revenue Service (IRS) issued guidance regarding the sequestration reduction for reimbursements between October 1, 2013 and September 30, 2014. The sequestration rate during this period is 7.2%.

For 2015, \$1,750,364 is anticipated to be received from the IRS as reimbursement for \$5,218,010 of 2015 interest expenses relating to Build America Bonds and Recovery Zone Bonds. The 2015 estimate includes a reduction of 7.2% as a result of the continuing impact of Sequestration.

Jail Assessment Surcharge (1315)

Jail Assessment Surcharge revenue of \$1,284,898 is projected to be used to pay 2015 debt service costs for the construction of the Criminal Justice Facility (CJF) as allowed by Wisconsin Statutes Section 302.46(2). The 2015 estimate is based on the previous five years of fees.

DEBT SERVICE (9960) BUDGET

DEPT: Debt Service

UNIT NO. 9960
FUND: Debt Service - 0016

Sale of Capital Asset (4905)

Doyne Hospital Sale Revenues

Based on the sale agreement between Milwaukee County and Froedtert Memorial Lutheran Hospital (Froedtert), the County will receive annual payments over 25 years beginning in 1996 and ending in 2020 based on the net operating cash flow generated by Froedtert.

Based on the 2014 estimated payment, the budget for 2015 is projected to be \$7,000,000.

<u>Year</u>	<u>Budget</u>	<u>Actual</u>	<u>Surplus/(Deficit)</u>
2009	3,190,000	0	(3,190,000)
2010	3,900,000	6,125,756	2,225,756
2011	6,300,000	8,378,000	2,078,000
2012	6,300,000	4,439,000	(1,861,000)
2013	6,075,550	10,798,000	4,722,450
2014*	6,100,000	7,000,000	900,000

*2014 Actual is estimated as Froedtert is currently auditing its year-end financials. Froedtert staff anticipates final figures to be released in early October, 2014.

DEBT SERVICE (9960) BUDGET

DEPT: Debt Service

UNIT NO. 9960
FUND: Debt Service - 0016

Revenue from Project Rents (4999)

Intergovernmental Cooperation Council

The County issued \$2,500,000 General Obligation Building Bonds, Series 1997A on July 17, 1997 on behalf of the Intergovernmental Cooperation Council (ICC) for the development of an animal control shelter. The County and ICC have developed a final agreement as required for the release of the bond proceeds to the ICC. The ICC will repay the County for actual debt service costs on this issue.

In 2005, Milwaukee County refunded the debt, which resulted in savings of \$55,643 over the life of the issue. The debt service payments reflect the savings per maturity. Reimbursement for debt service costs for 2013 totaled \$229,294 and represented the final year of repayments. There was no budgeted payment for 2014 and there is no budgeted payment for 2015.

Private Geographic Members (PGMs)

In 2003, Milwaukee County issued general obligation bonds to finance Project WG008 – Milwaukee County Grounds Roadway Rehabilitation. Milwaukee County Ordinance 98.01 states that the Private Geographic Members (PGM's) shall share in the cost of improvements at the County Grounds on an equitable basis. The PGM's consist of Milwaukee County (DHHS – Behavioral Health Division), Froedtert Hospital, Children's Hospital, Medical College of Wisconsin, Curative Rehabilitation and Blood Center of Southeastern Wisconsin.

The cost allocations for improvements are based on a cost sharing formula that is determined by the square footage of building area that the geographic members bear to the total gross square feet of the building area of all geographic members combined. The square footage is evaluated annually and is expressed as a percentage. Presently, the allocation for the County is 17.8 percent and the combined percentage for the remaining PGM's is 82.2 percent. Therefore, 82.2 percent of the debt service costs for the roadway improvements will be paid by the remaining PGMs. The budgeted amount for 2015 is \$202,462.

INTEREST ALLOCATION (9880)

Org. No.	Capitalized and Operating Interest Expense for Proprietary Fund Departments	2015 Amount
1160	DAS-Information Management Services Division ¹	\$ 290,495
5041	DOT-Airport Division	4,100
5300	Fleet Management Division (Prior Year Debt Service)	128,298
5300	Fleet Management Division (Vehicle Initiative-Principal)	3,985,000
5300	Fleet Management Division (Vehicle Initiative-Interest)	410,317
5500	DAS - Utility	206,304
5605	Milwaukee County Transit/Paratransit Services	1,132,030
5725	DAS - Facilities Management Division	441,306
	Sub-Total	\$ 6,597,850
1950	Taxable Pension Obligation Notes	\$ 33,083,076
	Total Estimated 2015 Debt Service Abatement	\$ 39,680,926

¹ The 2015 Budget moves the County's Radio function from the Department of Administrative Services- Information Management Services Division (DAS-IMSD) to the newly created Department of Emergency Preparedness. In previous years, the interest expense associated with the Radio Section was cross charged from the Debt Service Budget to DAS-IMSD Radio Section since it was part of an internal service fund department. Since the Radio Section will be part of a general fund department (Emergency Preparedness), the interest expense will no longer be cross charged to the Radio section. The 2015 interest amount for Radios is \$125,427.



Non-Departmental Revenue Function

Agency Budget Narratives

- **Property Taxes**

Consolidated Non-Departmental Revenue Narrative:

- **Unclaimed Money**
- **Land Sales**
- **Potawatomi Allocation**
- **State Shared Taxes**
- **State Exempt Computer Aid**
- **County Sales Tax Revenue**
- **Prior Year Surplus**
- **Other Miscellaneous Revenue**

PROPERTY TAXES (1991) BUDGET

DEPT: PROPERTY TAXES

UNIT NO. 1991
 FUND: General - 0001

BUDGET SUMMARY			
	<u>2013 Budget</u>	<u>2014 Budget</u>	<u>2015 Budget</u>
Property Tax Levy	\$ 279,321,196	\$ 279,321,196	\$ 282,985,125

STATISTICAL SUPPORTING DATA

	<u>Budget</u>	<u>Budget</u>	<u>Change</u>
<u>General County</u>			
Expenditures	\$ 1,306,950,613	\$ 1,337,729,019	\$ 30,778,406
Revenues	990,152,860	1,003,009,229	12,856,369
Bond Issues	37,476,557	51,734,665	14,258,108
General County Property Tax Levy	\$ 279,321,196	\$ 282,985,125	\$ 3,663,929

PROPERTY TAXES (1991) BUDGET

DEPT: PROPERTY TAXES

UNIT NO. 1991
FUND: General - 0001

Summary of 2015 Tax Levy

Dept. No.	Department Description	2015 Budget			Type Fund*
		Expenditures	Revenues	Tax Levy	
<u>Legislative and Executive</u>					
1000	County Board	\$ 3,487,085	\$ 0	\$ 3,487,085	GEN
1011	County Executive-General Office	1,474,535	0	1,474,535	GEN
1020	County Executive-Intergov Relations	413,701	0	413,701	GEN
1021	County Exec-Veteran's Services	318,915	13,000	305,915	GEN
	Total Legislative and Executive	\$ 5,694,236	\$ 13,000	\$ 5,681,236	
<u>Staff Agencies</u>					
1120	Personnel Review Board	\$ 403,660	\$ 0	\$ 403,660	GEN
1130	Corporation Counsel	2,024,972	120,000	1,904,972	GEN
1140	Human Resources	7,165,483	1,452,260	5,713,223	GEN
1151	Department of Administrative Services	76,838,518	68,879,022	7,959,496	**
1905	Ethics Board	93,739	0	93,739	GEN
	Total Staff Agencies	\$ 86,526,372	\$ 70,451,282	\$ 16,075,090	
<u>County-Wide Non-Departmental Revenues</u>					
1901	Unclaimed Money	\$ 0	\$ 1,250,000	\$ (1,250,000)	GEN
1933	Land Sales	0	0	0	GEN
1937	Potawatomie Revenue	0	4,026,477	(4,026,477)	GEN
1993	State Shared Taxes	0	31,163,647	(31,163,647)	GEN
1994	State Exempt Cmptr Aid	0	4,182,667	(4,182,667)	GEN
1996	Cnty Sales Tax Revenue	0	59,643,731	(59,643,731)	GEN
1998	Surplus from Prior Year	0	5,000,000	(5,000,000)	GEN
1999	Other Misc Revenue	0	2,278,000	(2,278,000)	GEN
	Total Non-Departmental Revenues	\$ 0	\$ 107,544,522	\$ (107,544,522)	

PROPERTY TAXES (1991) BUDGET

DEPT: PROPERTY TAXES

UNIT NO. 1991
FUND: General - 0001

Summary of 2014 Tax Levy

Dept. No.	Department Description	2014 Budget			Type Fund**
		Expenditures	Revenues	Tax Levy	
<u>County-Wide Non-Departmentals</u>					
1913	Civil Air Patrol	\$ 11,000	\$ 0	\$ 11,000	GEN
1921	Human Resources/Payroll Sys	0	0	0	GEN
1930	Internal Service Abatement	(243,020,936)	(243,020,936)	0	GEN
1935	Charges to Other County Units	(12,495,824)	0	(12,495,824)	GEN
1945	Appropriation for Contingencies	8,586,291	0	8,586,291	GEN
1950	Employee Fringe Benefits	191,510,736	191,510,736	0	GEN
1961	Litigation Reserve	545,001	0	545,001	GEN
1972	Wage and Benefit Modification	(90,087)	0	(90,087)	GEN
1975	Law Enforcement Grants	481,823	0	481,823	GEN
1985	Capital/Depreciation Contra	1,867,800	4,380,183	(2,512,383)	GEN
1987	Debt Issue Expense	0	0	0	GEN
	Total County-Wide Non-Dept	\$ (52,604,196)	\$ (47,130,017)	\$ (5,474,179)	
<u>Courts and Judiciary</u>					
2000	Combined Court Related Services	\$ 43,503,502	\$ 11,292,298	\$ 32,211,204	GEN
2430	Department of Child Support	19,370,226	17,570,032	1,800,194	GEN
2900	Courts-Pre Trial Services	4,743,934	717,289	4,026,645	GEN
	Total Courts and Judiciary	\$ 67,617,662	\$ 29,579,619	\$ 38,038,043	
<u>General Government</u>					
3090	County Treasurer	1,604,922	4,826,000	(3,221,078)	GEN
3270	County Clerk	2,055,936	522,200	1,533,736	GEN
3400	Register of Deeds	3,528,698	4,097,496	(568,798)	GEN
3700	Comptroller	7,300,207	196,793	7,103,414	GEN
	Total General Government	\$ 14,489,763	\$ 9,642,489	\$ 4,847,274	
<u>Public Safety</u>					
4000	Sheriff	\$ 80,695,106	\$ 9,908,599	\$ 70,786,507	GEN
4300	House of Correction	64,052,699	6,443,550	57,609,149	GEN
4500	District Attorney	19,122,255	6,144,700	12,977,555	GEN
4800	Emergency Management	11,033,556	2,168,866	8,864,690	GEN
4900	Medical Examiner	5,083,400	2,165,825	2,917,575	GEN
	Total Public Safety	\$ 179,987,016	\$ 26,831,540	\$ 153,155,476	

PROPERTY TAXES (1991) BUDGET

DEPT: PROPERTY TAXES

UNIT NO. 1991
FUND: General - 0001

Summary of 2014 Tax Levy

Dept. No.	Department Description	2014 Budget			Type Fund**
		Expenditures	Revenues	Tax Levy	
<u>Public Works</u>					
5040	DOT-Airport	\$ 89,531,823	\$ 89,531,823	\$ 0	ENTER
5100	DOT-Highway Maintenance	22,172,829	20,910,034	1,262,795	GEN
5300	DOT-Fleet Maintenance	11,149,089	12,003,664	(854,575)	GEN
5600	Transit/Paratransit	161,753,745	141,735,586	20,018,159	ENTER
5800	DOT-Director's Office	240,000	240,000	0	GEN
	Total Public Works	\$ 284,847,486	\$ 264,421,107	\$ 20,426,379	
<u>Health and Human Services</u>					
6300	DHHS-Behavioral Health Division	\$ 179,595,580	\$ 120,496,239	\$ 59,099,341	GEN
7900	Department on Aging	18,412,020	17,310,443	1,101,577	GEN
7990	Department of Family Care	284,787,456	284,787,456	0	GEN
8000	Dept of Health & Human Services	86,280,858	65,975,700	20,305,158	GEN
	Total Health and Human Services	\$ 569,075,914	\$ 488,569,838	\$ 80,506,076	
<u>Parks, Recreation and Culture</u>					
1908	Milwaukee County Historical Society	\$ 306,167	\$ 0	\$ 306,167	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	1,088,000	0	1,088,000	GEN
1917	Milwaukee Art Museum	1,100,000	0	1,100,000	GEN
1966	Federated Library	66,650	0	66,650	GEN
1974	Milwaukee County Fund for the Arts	321,035	0	321,035	GEN
9000	Parks, Recreation and Culture	46,000,935	18,506,335	27,494,600	GEN
9500	Zoological Department	27,080,621	19,245,432	7,835,189	GEN
9700	Museum	3,500,000	0	3,500,000	GEN
9910	University Extension	528,759	110,000	418,759	GEN
	Total Parks, Recreation and Culture	\$ 80,703,275	\$ 37,861,767	\$ 42,841,508	
<u>Debt Service</u>					
9960	General County Debt Service	\$ 50,522,841	\$ 16,565,597	\$ 33,957,244	DEBT
	Total Debt Service	\$ 50,522,841	\$ 16,565,597	\$ 33,957,244	
<u>Capital Projects</u>					
1200- 1876	Capital Improvements	\$ 90,101,760	\$ 89,626,260	\$ 475,500	CAP
	Total Capital Projects	\$ 90,101,760	\$ 89,626,260	\$ 475,500	

PROPERTY TAXES (1991) BUDGET

DEPT: PROPERTY TAXES

UNIT NO. 1991
FUND: General - 0001

Summary of 2014 Tax Levy

Dept. No.	Department Description	2014 Budget			Type Fund*
		Expenditures	Revenues	Tax Levy	
<u>Expendable Trust Funds</u>					
601	Office for Disabilities Trust Fund	\$ 25,000	\$ 25,000	\$ 0	TF
0701- 0702	BHD Trust Funds	17,600	17,600	0	TF
0319- 0329	Zoo Trust Funds	1,017,290	1,017,290	0	TF
	Total Expendable Trust Funds	\$ 1,059,890	\$ 1,059,890	\$ 0	
	Total County	\$ 1,337,729,019	\$ 1,054,743,894	\$ 282,985,125	

Note: For Department 5600 Transit/Paratransit, the Passenger Abatement of \$40,293,000 is presented as revenue rather than a negative expense

* Type of fund, according to generally accepted accounting principles (GAAP), includes the following:

Designation	Type of Fund
GEN	General Fund
INTER	Internal Service Fund
ENTER	Enterprise Fund
DEBT	Debt Service Fund
CAP	Capital Projects Fund
TF	Trust Fund

** All divisions within the Department of Administrative Services utilize the general fund with the exception of the following:

- Risk Management (INTER)
- Information Management Services (INTER)
- Water Utility (INTER)

NON-DEPARTMENTAL REVENUES (1800) BUDGET

DEPT: Non-Departmental Revenues

UNIT NO. 1800
FUND: General - 0001

NON-DEPARTMENTAL DESCRIPTION

The objective of the non-departmental revenue agencies is to properly account for revenue sources that are not under the jurisdiction of any single department. The Office of Performance, Strategy, and Budget (DAS-PSB) has primary responsibility for budgeting and accounting for these revenues. The Non-Departmental revenue budgets are based on historical trends, current economic data, contract terms, and policy changes at the State and Federal level as appropriate.

NON-DEPARTMENTAL REVENUE SUMMARY				
Org	2013 Actual	2014 Budget	2015 Budget	Budget Change
1901 Unclaimed Money	\$ 1,400,000	\$ 0	\$ 1,250,000	\$ 1,250,000
1933 Land Sales	0	0	0	0
1937 Potawatomi Allocation	3,955,694	4,026,477	4,026,477	0
1993 State Shared Taxes	31,118,751	31,080,305	31,163,647	83,342
1994 State Exempt Computer Aid	3,561,551	3,797,493	4,182,667	385,174
1996 County Sales Tax Revenue*	65,487,981	66,492,280	68,970,000	2,477,720
1998 Surplus from Prior Years	0	5,000,000	5,000,000	0
1999 Other Misc. Revenue	-292,873	882,500	2,278,000	1,395,500
TOTAL NON-DEPT. REVENUES	\$ 105,231,104	\$ 111,279,055	\$ 116,870,791	\$ 5,591,736

*The figure stated above is presented as gross sales tax collections for clarity. Org 1996 contains net sales tax collections in the Operating Budget \$59,643,731 after allocations to capital improvements of \$9,326,269

Recommended Amounts are based on the following:

- Unclaimed Money:** Pursuant to Section 59.66 of the Wisconsin Statutes, the County Treasurer is to publish a notice of the fact that the Treasurer's Office possesses unclaimed money. If no legal claim is made within the time specified in such notice, all funds and interest earned are to be turned over to the General Fund of the County treasury. Every other year, the Treasurer widely advertises unclaimed funds before they are forfeited. As a result, this revenue fluctuates from one year to the next and is difficult to predict. In 2015, unclaimed funds are projected to be \$1,250,000. Monies identified and submitted to the Treasurer as unclaimed from calendar years 2013 and 2014 will be published in early 2015.

Land Sales: Accounts for the sale of County land approved by the County Board. As in previous years, \$400,000 is budgeted in Real Estate Services to cover their operating expenditures. This represents the first \$400,000 of unallocated land sales and is historically realized through the sale of foreclosed properties and other miscellaneous land.

Potawatomi Revenues: Represents payments, based on Class III Net Win during the period July 1, 2014 to June 30, 2015 by the Potawatomi Bingo Casino per contract. The amount is net of allocations to operating departments (see below). The 2013 net win payment was \$3,955,694. Based on actual receipts and the projected level of gaming activity, the amount is unchanged from the 2014 Budget. Allocations to departments total \$1,488,523.

DHHS-Behavioral Health Division (Org. 6300)

- \$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)

NON-DEPARTMENTAL REVENUES (1800) BUDGET

DEPT: Non-Departmental Revenues

UNIT NO. 1800
FUND: General - 0001

- \$350,000 to increase the level of revenue in the Division's Birth-to-Three program to avoid a reduction in Federal revenue due to non-compliance with the Maintenance of Effort expenditure requirement.
- \$201,320 to support the programs of the Delinquency and Court Services Division.
- \$100,000 to provide case management services for homeless and disabled veterans

State Shared Taxes: Represents payment from the State under the County and Municipal Aid payment program. The base payment is given to each County on a per capita basis. The Utility Payment compensates local governments for costs incurred in providing services to tax exempt public utilities. Wisconsin State Statute 48.561(3) requires the Wisconsin Department of Administration to reallocate \$20,101,300 from Milwaukee County's shared revenue allocation to the Wisconsin Child Welfare Program. State Shared Revenues to the County are projected to increase slightly.

<u>STATISTICAL SUPPORTING DATA</u>	<u>2013 Actual</u>	<u>2014 Budget</u>	<u>2015 Budget</u>
Base Payment	\$ 47,154,849	\$ 47,026,480	\$ 47,023,962
Utility Payment	4,065,202	4,065,202	4,240,985
Subtotal State Shared Taxes	\$ 51,220,051	\$ 51,091,682	\$ 51,264,947
State Child Welfare Reallocation	(20,101,300)	(20,101,300)	(20,101,300)
Total State Shared Taxes	\$ 31,118,751	\$ 30,990,382	\$ 31,163,647

State Exempt Computer Aid: Represents State payments to compensate for the exemption of computers from property tax rolls, per 1997 Wisconsin Act 237. Revenue amount is provided by the Wisconsin Department of Revenue. The 2015 Budget of \$4,182,667 represents an increase of \$385,174 over the 2014 Adopted Budget.

County Sales Tax Revenue: 2015 sales tax collections are projected to increase from the 2014 Adopted Budget. The net sales tax budgeted in Org 1996 is the gross sales tax collections of \$68,220,000, less an allocation of \$9,326,269 for capital improvements for a total of \$58,893,731. \$33,957,244 is dedicated to debt service for 2015, resulting in a net of \$24,936,487 for general fund purposes.

<u>STATISTICAL SUPPORTING DATA</u>	<u>2013 Actual</u>	<u>2014 Budget</u>	<u>2015 Budget</u>
Gross Sales Tax Collections	\$ 66,654,433	\$ 67,676,621	\$ 70,198,473
State Administrative Fee	(1,166,452)	(1,184,341)	(1,228,473)
County Sales Tax Collections	\$ 65,487,981	\$ 66,492,280	\$ 68,970,000
Less Sales Tax Allocated to			
Capital Improvements	\$ (5,401,753)	\$ (9,437,025)	\$ (9,326,269)
County Net Sales Tax Collections	\$ 60,086,228	\$ 57,055,255	\$ 59,643,731
Less Allocations to Debt Service	(38,259,610)	(42,189,549)	(33,957,244)
Available for General Fund	\$ 21,826,618	\$ 14,865,706	\$ 25,686,487

Surplus (Deficit) from Prior Year: Represents the County's 2013 surplus per 59.60 of Wisconsin State Statutes. The final 2013 surplus is \$5,000,000.

Other Miscellaneous Revenue: Includes all other revenue sources, including closure of Tax Increment Financing (TIF) districts. \$1,663,000 related to a TIF district in Wauwatosa for the Research Park (District #2) is budgeted to offset sales tax revenues that will be used to provide cash financing of capital projects. Any revenue for this specific TIF closure in excess of the amount budgeted in Debt Service shall be allocated in a

NON-DEPARTMENTAL REVENUES (1800) BUDGET

DEPT: Non-Departmental Revenues

UNIT NO. 1800

FUND: General - 0001

manner consistent with the County's financial policy related to land sales and one time revenues, in that it shall first be utilized to offset any anticipated countywide deficit and, if the County is not projecting a deficit, it shall be applied to the Innovation Fund, the Economic Development Fund, and the Debt Service Reserve. Revenue is also included for the closure of TIF Districts #30 and #44 in the City of Milwaukee totalling \$480,000 that fully offsets an increase in funding in the Appropriation for Contingencies (see the Non-Departmental Expenditure narrative for detail).



Non-Departmental Expenditures Function

Agency Budget Narratives

- **Employee/Retiree Fringe Benefits**

Consolidated Non-Departmental Expenditure Narrative:

- **Appropriation for Contingencies**
- **Offset to Internal Service Charges**
- **Charges to Other County Departments**
- **Human Resources Payroll System**
- **Law Enforcement Grants**
- **Litigation Reserve**
- **Capital Outlay/Depreciation Contra**
- **Civil Air Patrol**
- **Wages & Benefits Modification**

EMPLOYEE & RETIREE FRINGE BENEFITS (1950) BUDGET

DEPT: Fringe Benefits

UNIT NO. 1950
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$185,917,962	\$181,501,272	\$184,615,636	\$187,716,007	\$3,100,371
Operation Costs	\$4,046,094	\$3,472,473	\$3,842,943	\$3,188,614	(\$654,329)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges*	\$637,117	\$637,117	\$570,991	\$606,115	\$35,124
Total Expenditures*	\$190,601,173	\$185,610,862	\$189,029,570	\$191,510,736	\$2,481,166
Revenues					
Direct Revenue	\$16,976,607	\$17,635,675	\$18,245,835	\$19,134,770	\$788,628
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue*	\$173,624,566	\$167,975,187	\$170,683,428	\$172,375,966	\$1,692,538
Total Revenues*	\$190,601,173	\$185,568,868	\$189,029,570	\$191,510,736	\$2,481,166
Tax Levy	\$0	\$41,995	\$0	\$0	\$0
Personnel					
Full-Time Pos. (FTE)	0	0	0	0	0
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime \$	\$0	\$0	\$0	\$0	\$0

* = Charges to departments for net fringe benefit costs are converted from expenditure abatements to indirect revenues in 2015. 2013 and 2014 data has been restated for comparative purposes.

Department Mission: This non-departmental unit includes expenditures for employee and retiree (legacy) fringe benefit costs, and revenues from premium contributions for those benefits.

Department Description: Appropriations for employee and legacy fringe benefits in this non-departmental unit include: health and dental insurance, contributions to various pension plans, life insurance, Medicare premium contributions, employee bus passes, fees required by the Affordable Care Act, and health insurance actuarial services.

The cost of these benefits, net of employee and retiree premium contributions (which are shown as direct revenues in the table above), are allocated out to departments based on their share of countywide staffing levels. This enables the County to be reimbursed for its total personnel costs to provide services.

EMPLOYEE & RETIREE FRINGE BENEFITS (1950) BUDGET

DEPT: Fringe Benefits

UNIT NO. 1950
FUND: General - 0001

Employee & Retiree Fringe Benefits Summary

2014-2015 Fringe Benefit Budget Comparisons

ITEM	2014 BUDGET	2015 BUDGET	2014-2015 Change
Gross Health & Dental Costs	\$120,115,867	\$113,811,458	(\$6,304,409)
	+	+	
Gross Pension Costs	\$65,198,296	\$73,595,776	\$8,397,480
	+	+	
Gross Costs - Other Benefits	\$3,715,407	\$4,103,502	\$388,095
	=	=	
TOTAL Gross Benefit Costs	\$189,029,570	\$191,510,736	\$2,481,166
	-	-	
Less Employee & Retiree Premiums	(\$7,653,777)	(\$8,447,712)	\$793,935
	-	-	
Less Employee & State Contributions	(\$9,524,592)	(\$9,519,285)	\$5,307
	-	-	
Less Other Benefit Revenues	(\$1,167,773)	(\$1,167,773)	\$0
	=	=	
TOTAL Net Benefit Costs - Allocated to Departments	\$170,683,428	\$172,375,966	\$1,692,538
	-	-	
Estimated Revenue Offset at 17%	(\$29,016,183)	(\$29,303,914.2)	(\$287,731)
	=	=	
Approximate Tax Levy Cost, Employee & Retiree Fringe Benefits:	\$141,667,245	\$143,072,052	\$1,404,806

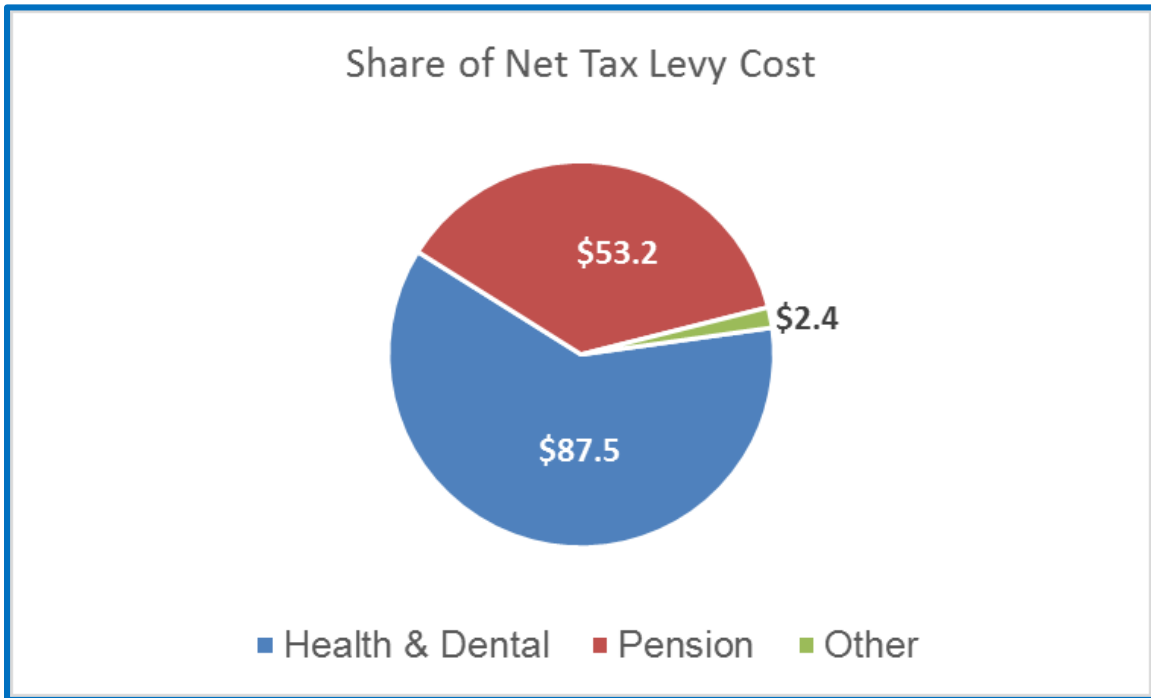
The table above shows that the 2015 budget includes \$191.5 million in gross fringe benefit costs. Revenues directly related to fringe benefits, such as employee and retiree health insurance premiums, employee pension contributions required by State Statute, and other revenues offset approximately \$19.1 million of this total. The remainder, \$172.4 million, is allocated out to departments. This is done for two primary reasons. One is to show the “true cost” of providing each service, as personnel costs including fringe benefits comprise a large share of the County’s operating cost. The second reason for this allocation is that many departments receive outside revenue reimbursement for these costs, reducing the County’s tax levy requirements. For instance, all personnel costs allocated to the Airport Division of the Department of Transportation are reimbursed by various fees and charges at the County’s airports. In the Department of Child Support Services, approximately two-thirds of the cost is reimbursed by federal revenues. Countywide, approximately 17 percent of fringe benefit costs that are allocated out are reimbursed by outside revenue sources. The remainder, approximately \$143.1 million in 2015, represents tax levy.

EMPLOYEE & RETIREE FRINGE BENEFITS (1950) BUDGET

DEPT: Fringe Benefits

UNIT NO. 1950
FUND: General - 0001

Of the total tax levy cost (after reimbursement from outside revenue sources) for employee and retiree fringe benefits, health and dental costs make up the largest share at approximately \$87.5 million or 61 percent of the total. Pension benefits represent approximately \$53.2 million or 37 percent, and other benefits such as life insurance and the employee bus pass program require \$2.4 million in levy or 2 percent of the total.



Personnel costs represent a significant portion of the County's operating expenses. However, due to past actions taken by the County, costs for retiree benefits represent a significant portion of its personnel costs. [The Office of the Comptroller's five-year forecast report](#) estimates that these costs will grow by nearly 22 percent in the next five years; in comparison the County's revenues are projected to grow by only 18.5 percent.

EMPLOYEE & RETIREE FRINGE BENEFITS (1950) BUDGET

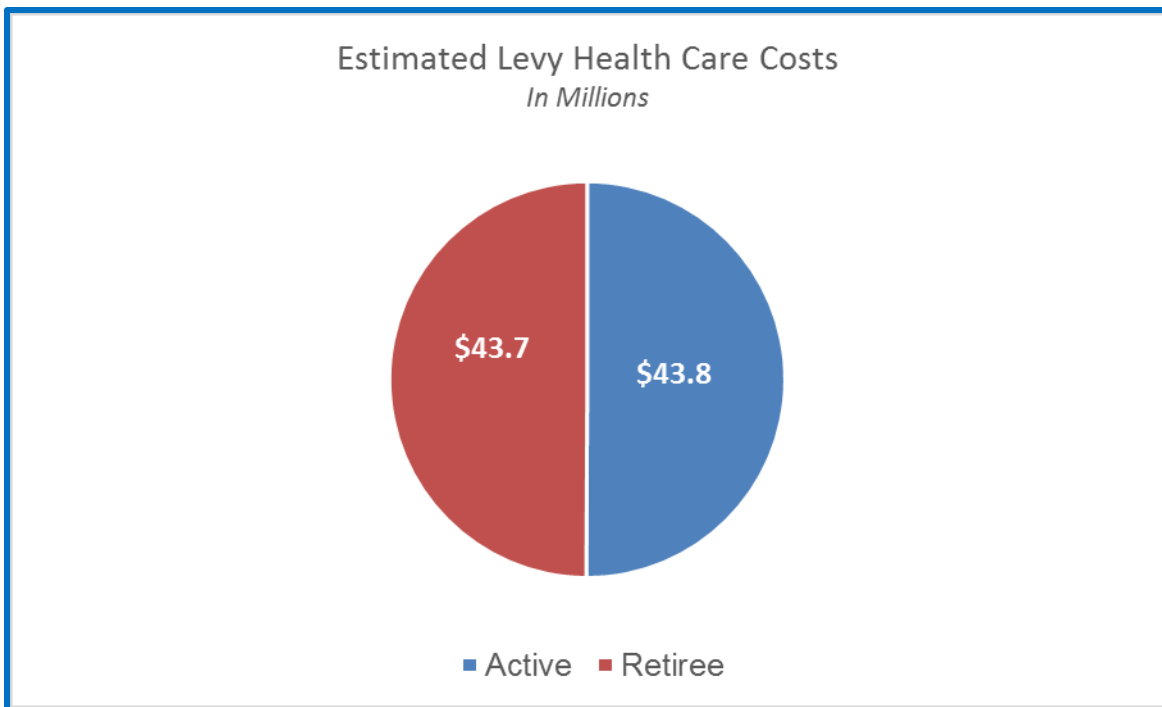
DEPT: Fringe Benefits

UNIT NO. 1950
FUND: General - 0001

Health & Dental Benefits Overview

The County allocates its benefit costs to active employees and retirees based on estimates provided by various sources, including the health care actuary or the Office of the Comptroller. In some cases benefits are solely categorized to either active employees (dental insurance) or retirees (Medicare Part B premium reimbursements).

For health care expenditures, which include medical claims and Medicare Part B insurance premium reimbursements, it is estimated that retirees account for half of tax levy funded benefits, while active employees represent the other half.

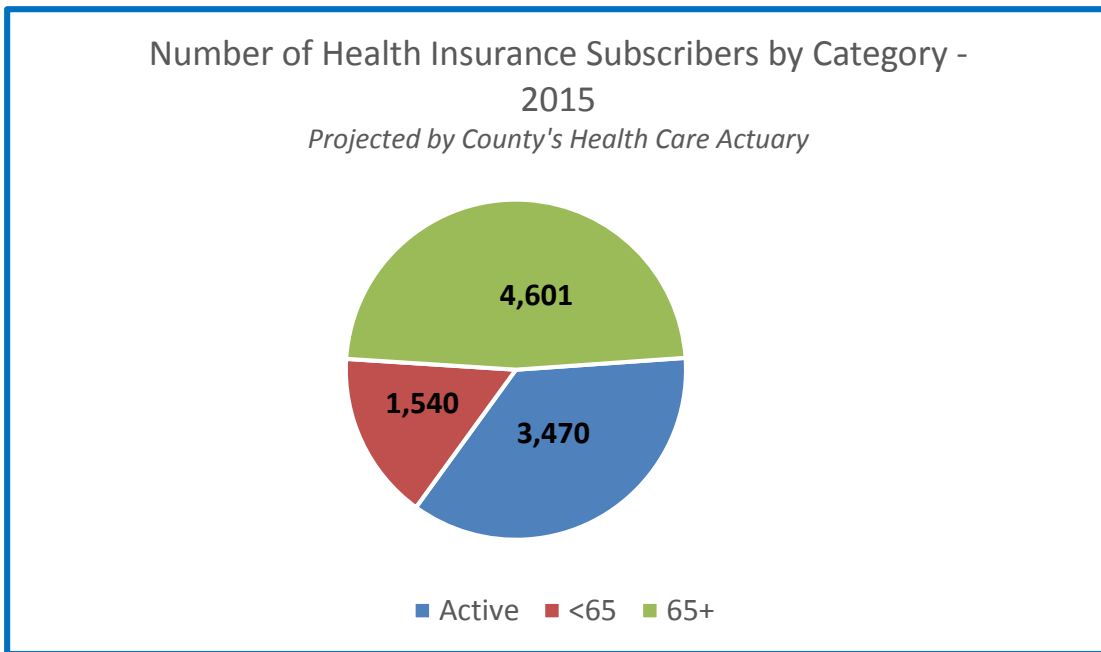


Retirees represent the largest share of health care costs for two primary reasons: One is that Medicare Part B premium reimbursements to retirees will require approximately \$6 million in tax levy support in 2015 (83 percent of the gross cost of \$7.2 million), and because *there are nearly two retirees to each active employee* that receives health care benefits but do not pay premiums in 2015. Therefore, the County will continue to utilize the long-standing strategy of setting cost sharing from plan design above benchmarks, and premium costs at or below large employer averages.

EMPLOYEE & RETIREE FRINGE BENEFITS (1950) BUDGET

DEPT: Fringe Benefits

UNIT NO. 1950
FUND: General - 0001



The 2015 Budget authorizes the County healthcare plan, as compared to the plans proposed by the City of Milwaukee and State of Wisconsin for its employees:

EMPLOYEE & RETIREE FRINGE BENEFITS (1950) BUDGET

DEPT: Fringe Benefits

UNIT NO. 1950
FUND: General - 0001

Comparison of 2015 Healthcare Plans			
	Milwaukee County	State of Wisconsin	City of Milwaukee
Deductibles			
Employee Only Deductible	\$1,000	\$0	\$750
Emp. + Child(ren)	\$1,250	\$0	\$1,500
Emp. + Spouse	\$2,000	\$0	\$1,500
Family Deductible	\$2,250	\$0	\$1,500
Copayments/Coinsurance			
Office Copay	\$30	\$0*	\$0*
Outpatient coinsurance	20%	10%	10%
Inpatient coinsurance	20%	10%	10%
Emergency Room	\$200	\$75	\$200
Single Out-of-Pocket Max	\$3,000	\$500	\$1,500
Family Out-of-Pocket Max	\$6,000	\$1,000	\$3,000
Prescription (Rx) Drugs			
Generic RX Copay	\$10	\$5	20% with
Preferred Brand Rx	\$30	\$15	\$4 min and
Non-Preferred Brand Rx	\$50	\$35	\$75 max.
Mail Generic (90-day supply)	\$25	\$5	20% with
Mail Preferred	\$75	\$15	\$8 min and
Mail Non-Preferred	\$125	\$35	\$150 max.
Single Out-of-Pocket Rx Max	\$2,000	\$410	\$3,600
Family Out-of-Pocket Max	\$4,000	\$820	\$3,600
Monthly Premiums			
Single Premium	\$130	\$92	\$75
EE + Child(ren) Premium	\$160	\$230	\$112
EE + Spouse Premium	\$230	\$230	\$149
EE + Family Premium	\$250	\$230	\$224
Wellness Participation Credit	\$50 per month \$40/Mo. Single	\$0	\$0
Flexible Spending Account			
(FSA) Contributions	\$2,000 (Emp. Must match)	\$150/single \$300/family	\$250/single \$500/family
Notes:			
1) *State and City Plans apply ten percent coinsurance up to out-of-pocket limit.			
2) City Charges participants between \$10 to \$60 per month if they fail to participate in Wellness Program. 90% of employees fully comply. Employees must be in Wellness Program and earn points to qualify for FSA contrib.			
3) State provides \$150 (\$300 w/spouse) Wellness Rewards FSA Contribution			
4) Wellness credit is limited by ACA rules to 30% of employee premium.			

EMPLOYEE & RETIREE FRINGE BENEFITS (1950) BUDGET

DEPT: Fringe Benefits

UNIT NO. 1950
FUND: General - 0001

The Flexible Spending Account (FSA) Employer contribution for 2015 is a maximum of \$2,000. Employees eligible for an FSA must provide a dollar-for-dollar match to receive the maximum contribution. The average employer contribution in 2014 was approximately \$675.

The monthly employee premiums for dental insurance increase \$5 to \$10 as shown below.

Monthly Employee Dental Premium Contributions				
	Delta Dental (traditional plan)		Dental Associates (DMO)	
	2014	2015	2014	2015
Single	\$10	\$15	\$10	\$15
EE + Child(ren)	\$25	\$35	\$25	\$35
EE + Spouse	\$25	\$35	\$25	\$35
Family	\$25	\$35	\$25	\$35

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.

The budget assumes the following factors:

- Net prescription drug costs are anticipated to decline by 22 percent, from \$29.7 million to \$23.2 million. The decline is mainly due to favorable results from issuing a request for proposals, in collaboration with the City of Milwaukee, Milwaukee Public Schools, and Milwaukee County Transit Services, inc. for a new prescription drug program administrator that includes improved reimbursements, and due to full-year implementation of the EGWP program.
- Savings of \$2.6 million are projected by providing retirees age 65 and over with a voluntary Medicare Advantage plan option for Medical Coverage.

In addition to the health plan design above, appropriations of \$7,790,000 are provided for:

- Medicare Part B premium reimbursements for retirees (\$7,200,000)
- Actuarial and consulting costs (\$400,000)
- Opt-out payments to employees who decline health insurance benefits (\$150,000)
- Employee flu shots (\$40,000)

The Employee Fringe Benefit includes \$781,210 related to employee fringe benefits for workers at the DHHS-Behavioral Health Division (DHHS-BHD). These funds shall be placed in an allocated contingency account within Org. 1945-Appropriation for Contingencies. The Mental Health Board, with the agreement of the County Executive, may request the transfer of these funds to supplement the DHHS-BHD tax levy to apply the same employee fringe benefits offered to general county workers.

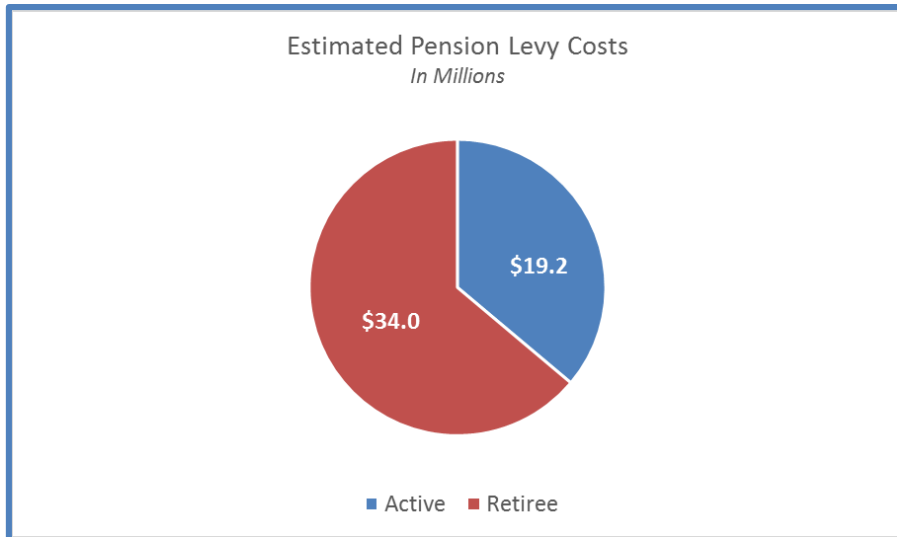
EMPLOYEE & RETIREE FRINGE BENEFITS (1950) BUDGET

DEPT: Fringe Benefits

UNIT NO. 1950
FUND: General - 0001

Pension Benefits Overview

As with health care and dental benefits, the County allocates pension-related costs between active employees and retirees. For 2015, the projected tax levy cost of pension benefits is approximately \$53 million. Of this total, approximately \$34 million or 64 percent is allocated to retiree costs and \$19.2 million or 36 percent is allocated to active employees.



The 2015 budget provides total appropriations for pension benefits of \$73,595,776. This amount represents an increase over the 2014 Adopted Budget of \$8.4 million or 13 percent and includes the following items:

Item	2015 Amount
OBRA Retirement System Contrib.	\$440,000
ERS Contrib. for pre-1971 employees	\$17,700
ERS Normal Cost	\$15,769,000
ERS Unfunded Actuarial Liability	\$22,536,000
Pension Obligation Bonds	\$33,083,076
Doyne Pension	\$1,750,000
TOTAL Pension Costs	\$73,595,776

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. The estimate for Doyne pension contribution as required by the 1989 agreement is based on information provided by Froedtert Health in September 2014. This amount is offset by revenue of \$170,000, which is unchanged from 2014.

Revenues of \$9.5 million are budgeted in 2015. \$9.4 million of this total based on the actuary’s estimated employee contribution rate required by Wisconsin State Statutes. For 2015, general employees shall contribute 5 percent of salary to the pension plan (down from 5.1 percent in 2014), while public safety employees shall contribute 5.3 percent (up from 5.2 percent in 2014). Revenue from the State of Wisconsin for Mecca/Miles employees is budgeted at \$95,000 based on the most recent agreement with the State for space rental at the Marsha Cogg Human Services Center.

COUNTYWIDE NON-DEPT (1940) BUDGET

DEPT: Countywide Non-Dept

UNIT NO. 1940
FUND: General - 0001

Budget Summary

Category	2013 Budget ¹	2013 Actual ¹	2014 Budget ¹	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	(\$173,624,566)	(\$167,975,187)	(\$170,683,428)	(\$172,466,053)	(\$1,782,625)
Operation Costs	\$6,726,391	\$2,711,020	\$10,465,997	\$11,592,115	\$1,126,118
Debt & Depreciation	(\$4,015,841)	\$0	(\$3,623,951)	(\$3,015,516)	\$608,435
Capital Outlay	\$4,723,530	\$0	\$3,966,850	\$4,883,316	\$916,466
Interdept. Charges	(\$69,973,793)	(\$9,863,041)	(\$69,216,549)	(\$85,108,794)	(\$15,892,245)
Total Expenditures	(\$236,164,279)	(\$175,127,208)	(\$229,091,081)	(\$244,114,932)	(\$15,023,851)
Revenues					
Direct Revenue	\$3,972,163	\$2,837,416	\$2,996,850	\$4,380,183	\$1,383,333
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	(\$234,372,435)	(\$167,975,187)	(\$229,864,216)	(\$243,020,936)	(\$13,156,720)
Total Revenues	(\$230,400,272)	(\$165,137,771)	(\$226,867,366)	(\$238,640,753)	(\$11,773,387)
Tax Levy	(\$5,764,007)	(\$9,989,437)	(\$2,223,715)	(\$5,474,179)	(\$3,250,464)
Personnel					
Full-Time Pos. (FTE)	0	0	0	0	0
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime \$	\$0	\$0	\$0	\$0	\$0

Department Mission: The non-departmental expenditure units represent expenditure allocations that are not under the management of, or related to a core function of any County department or office. Because these items are largely technical in nature, they have no strategic outcomes and since they are not under the management of any departments, they have no activity data or performance measures.

Department Description: Three of the non-departmental expenditure units account for services that are not directly related to any single County department:

- The Appropriation for Contingencies is designed to (a) account for unanticipated emergencies or revenue shortfalls in the coming year (unallocated contingency) or (b) account for items that are anticipated to possibly occur but may not (allocated contingency).
- The Human Resources Payroll System allocates costs of the Countywide payroll and employee data system (Ceridian).
- Law Enforcement Grants include funds allocated to municipalities for the provision of emergency communications services and law enforcement activities in County parks and at the County Grounds through memoranda of understanding.
- The Litigation Reserve is a reserve account that can be utilized for unanticipated legal costs.

¹ 2013 and 2014 data are re-stated to reflect the change in how fringe benefit costs are allocated to departments and then offset to avoid double-counting. Beginning in 2015, the Fringe Benefit budget has indirect revenues instead of an expenditure abatement, and all related expenditures and revenues are abated in Org. 1930 – Offset to Internal Crosscharges.

COUNTYWIDE NON-DEPT (1940) BUDGET

DEPT: Countywide Non-Dept

UNIT NO. 1940
FUND: General - 0001

- Civil Air Patrol represents the County's contribution to this program, which operates out of Lawrence J. Timmerman General Aviation Airport.
- Wages and Benefits Modification provides for Countywide adjustments to compensation for extraordinary items.

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.

COUNTYWIDE NON-DEPT (1940) BUDGET

DEPT: Countywide Non-Dept

UNIT NO. 1940
FUND: General - 0001

Strategic Program Area 1: Appropriation for Contingencies

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$4,103,329	\$0	\$7,658,674	\$8,586,291	\$927,617
Revenues	\$0	\$2,837,416	\$0	\$0	\$0
Tax Levy	\$4,103,329	(\$2,837,416)	\$7,658,674	\$8,586,291	\$927,617
FTE Positions	0	0	0	0	0

Strategic Implementation:

The 2015 budget includes \$8,586,291 in funding, an increase over 2014 of \$927,617 or 12 percent. The unallocated contingency increases by \$1,124,077 or 26 percent over 2014. This increase is largely funded by revenues from two expiring tax incremental financing districts in the City of Milwaukee. The unallocated appropriation represents 0.4 percent of total County operating expenditures, an increase of .05 percent over 2014.

The 2015 Budget provides \$3,117,760 in allocated contingency funding for three items.

- \$1,236,460 is provided to offset a possible revenue deficit in the Department of Administrative Services – Water Utility (Water Utility) due to difficulty in collecting payments for fire protection services, which are embedded in charges for water consumption, from major tenants at the County Grounds. This issue has been referred to the Office of Corporation Counsel for possible legal action. The 2015 budget for the Water Utility assumes these tenants will pay the charges in full.
- \$350,000 is provided for critical maintenance work in the 911 communications/dispatch center, where required to keep the center operational. This center is in the Safety Building, and therefore the funds will be transferred to DAS-Facilities Management upon identification of need. Before engaging in any non-emergency repairs, the Director of Emergency Management will develop a long-term plan for the location and operation of these services.
- Funding of \$750,000 is provided to assist departments in absorbing the County’s aggregate property deductible which is expected to increase by \$1.5 million in 2015. Departments may request funding of one-half of their eligible claims until this funding is depleted.
- Funding of \$781,120 is provided for possible employee fringe benefit costs in the Behavioral Health Division of the Department of Health and Human Services.

COUNTYWIDE NON-DEPT (1940) BUDGET

DEPT: Countywide Non-Dept

UNIT NO. 1940
FUND: General - 0001

Strategic Program Area 2: Offset to Internal Service Charges

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	(\$234,372,435)	\$0	(\$229,917,447)	(\$243,020,936)	(\$13,103,489)
Revenues	(\$234,372,435)	\$0	(\$229,917,447)	(\$243,020,936)	(\$13,103,489)
Tax Levy	\$0	\$0	\$0	\$0	\$0
FTE Positions		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 (\$243,020,936) and revenue offsets of (\$243,020,936) reflect the charges from the following departments to other County departments. 2013 actual and 2014 budget data in the chart above are re-stated for comparative purposes to include the abatement for charges from Fringe Benefits, which are added in 2015.

Internal Service Revenue			
	2014 Budget	2015 Budget	2014/2015 Change
Fringe Benefits ²	\$ (170,683,428)	\$ (172,375,966)	\$ (1,692,538)
DAS-CBDP	(181,392)	0	181,392
Register of Deeds	0	(109,496)	(109,496)
Emergency Management	0	(1,231,612)	(1,231,612)
DAS-Risk Management	(7,009,665)	(11,372,412)	(4,362,747)
DAS-IMSD	(14,180,884)	(13,414,471)	766,413
DAS-IMSD, General Fund IT	0	(4,991,457)	(4,991,457)
DAS-Facilities Management	(24,805,209)	(25,329,212)	(524,003)
DAS-Water Utility	(272,745)	(265,207)	7,538
DOT-Airport	(399,400)	(360,850)	38,550
DOT-Highways	(1,702,486)	(1,697,289)	5,197
DOT-Fleet	(10,682,238)	(11,872,964)	(1,190,726)
Total	\$ (229,917,447)	\$ (243,020,936)	\$ (13,103,489)

² Because of the methodology used by Milwaukee County to allocate fringe benefit charges, the negative offset in this organizational unit does include all costs budgeted in the Employee/Retiree Fringe Benefit unit (1950), but does not include all fringe benefit costs allocated to departments.

COUNTYWIDE NON-DEPT (1940) BUDGET

DEPT: Countywide Non-Dept

UNIT NO. 1940
FUND: General - 0001

Strategic Program Area 3: Charges to Other County Depts

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	(\$7,425,924)	(\$8,063,041)	(\$8,235,761)	(\$12,495,824)	(\$4,260,063)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	(\$7,425,924)	(\$8,063,041)	(\$8,235,761)	(\$12,495,824)	(\$4,260,063)
FTE Positions		0	0	0	0

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 2015 budget are prepared by the Office of the Comptroller. The 2015 Plan uses 2013 actual costs as its base and includes a carryover provision for the difference between the 2014 Plan and 2013 actual costs. Adding the 2013 carryover to the 2015 budget increases charges to those departments that were undercharged in 2013, and reduces charges to those departments that were overcharged in 2013.

The Central Service Allocation for 2015 reflects the prorated cost for the following services:

DESCRIPTION	2014 Budget	2015 Budget	2014/15 Change
Department of Audit	\$ 1,667,008	\$ 1,794,831	\$ 127,822
County-Wide External Audit	344,765	346,024	1,259
Personnel	1,883,448	3,964,946	2,081,497
Labor Relations	226,552	212,342	(14,210)
Fringe Benefits	570,991	606,115	35,124
Procurement	692,843	769,900	77,057
DAS-Central Accounting	495,385	626,983	131,598
DAS-Budget	1,123,374	1,009,160	(114,214)
DAS-Accounts Payable	899,515	878,826	(20,689)
DAS-Payroll	422,352	516,410	94,058
Treasurer	678,809	686,366	7,556
Central Service Dept. costs	9,005,041	11,411,907	2,406,858
Carryforward	(769,278)	1,083,917	1,853,195
TOTAL	8,235,761	12,495,824	4,260,053

COUNTYWIDE NON-DEPT (1940) BUDGET

DEPT: Countywide Non-Dept

UNIT NO. 1940
FUND: General - 0001

ALLOCATION SUMMARY				
		2014 Budget	2015 Budget	2014/2015 Change
1000	County Board	\$ 26,974	\$ 14,430	\$ (12,544)
1011	County Executive	(1,607)	13,387	14,994
1019	DAS - Office for Persons with Disabilities	18,310	20,364	2,054
1021	Veteran's Services	5,606	11,440	5,834
1040	DAS - CBDP	(11,522)	14,039	25,561
1130	Corporation Counsel	28,587	44,091	15,504
1150	DAS - Risk Management	80,651	117,290	36,639
1151	DAS - Fiscal Affairs	39,656	37,811	(1,845)
1160	DAS - Information Management Services	171,347	226,320	54,973
1192	DAS - Economic Development	13,031	20,134	7,103
1950	Fringe Benefits	570,991	606,115	35,124
2000	Combined Court Related Operations	580,866	861,624	280,758
2430	Department of Child Support Services	108,277	234,602	126,325
2900	Alternatives to Incarceration	17,211	13,999	(3,212)
3010	Election Commission	16,054	15,356	(698)
3270	County Clerk	11,702	16,643	4,941
3400	Register of Deeds	18,266	53,351	35,085
3700	Office of the Comptroller	3,034	11,963	8,929
4000	Sheriff	632,736	1,208,446	575,710
4300	House of Correction	459,146	733,338	274,192
4500	District Attorney	131,735	248,967	117,232
4900	Medical Examiner	38,608	65,756	27,148
5040	Airport	519,042	747,056	228,014
5100	Highway Maintenance	159,436	270,903	111,467
5300	Fleet Management	184,786	236,062	51,276
5500	Water Utility	11,634	13,170	1,536
5600	Transit/Paratransit Systems	338,816	365,276	26,460
5700	DAS Facilities Management	317,808	507,715	189,907
5800	Director's Office	78,396	(23,107)	(101,50)
6300	DHHS - Behavioral Health Division	1,273,500	1,639,377	365,877
7900	Department on Aging	75,016	189,823	114,807
7990	Department of Family Care	767,793	782,651	4,858
8000	Dept of Health & Human Services	380,434	1,176,832	796,398
9000	Parks, Recreation & Culture	816,693	1,339,645	522,952
9500	Zoological Department	350,703	657,874	307,171
9910	UW Extension Service	2,045	3,081	1,036
	Total Charges to Other Organizational Units	\$ 8,235,761	\$ 12,495,824	\$ 4,260,063

COUNTYWIDE NON-DEPT (1940) BUDGET

DEPT: Countywide Non-Dept

UNIT NO. 1940
FUND: General - 0001

Strategic Program Area 4: Human Resource & Payroll System

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$0	(\$355,900)	\$0	\$0	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$0	(\$355,900)	\$0	\$0	\$0
FTE Positions	0	0	0	0	0

Strategic Implementation:

This program area contains an appropriation for Milwaukee County’s hosted payroll, human resources, and benefits management system. In 2006, the County Board and County Executive established authority for a contract with Ceridian to implement and host this system (File No. 05-14 (a)(a)).

Under the Ceridian Human Resource and Payroll System, Milwaukee County employees use online self-service tools to report their time. Ceridian manages the detail of position history, organizational hierarchy, payroll calculations, applicant recruitment, and distribution of deposit notices and related reports. The system also automates employee benefits and recruitment functions.

The 2015 budget includes \$1,660,000 for Ceridian services and \$308,000 for Learning Management System software, Onbase, salary survey and recruiting software which are cross charged to all departments on a per-FTE basis.

COUNTYWIDE NON-DEPT (1940) BUDGET

DEPT: Countywide Non-Dept

UNIT NO. 1940
FUND: General - 0001

Strategic Program Area 5: Law Enforcement Grants

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$463,062	\$463,000	\$647,323	\$481,823	(\$165,500)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$463,062	\$463,000	\$647,323	\$481,823	(\$165,500)
FTE Positions		0	0	0	0

Strategic Implementation:

Appropriations and tax levy is decreased by \$165,500 from the 2014 Adopted Budget to \$481,823. The decrease represents one-time funding that was provided to the Milwaukee Police Department in 2014 for the Shot Spotter program. Funding of \$481,823 is provided for the Milwaukee Police Department support of 911 Calls in the City of Milwaukee, per the terms of the three-year Memorandum of Understanding between the City of Milwaukee and County.

COUNTYWIDE NON-DEPT (1940) BUDGET

DEPT: Countywide Non-Dept

UNIT NO. 1940
FUND: General - 0001

Strategic Program Area 6: Litigation Reserve

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$350,000	\$795,157	\$350,000	\$545,001	\$195,001
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$350,000	\$795,157	\$350,000	\$545,001	\$195,001
FTE Positions		0	0	0	0

Strategic Implementation:

Funding for unanticipated legal expenses increases by \$150,000 to \$500,000 based on recent actual experience. Funding of \$45,001 is provided to pay the first of four annual installments to the City of South Milwaukee as a result of a settlement between the City of South Milwaukee (City) and Caterpillar Global Mining LLC (CGM). In October 2013, CGM filed a refund claim with the City pursuant to Wis. Stat. 70.511 (2) (b) to recover refunds of excessive property taxes assessed by the Wisconsin Department of Revenue (DOR) and collected by the City for the Years 2008, 2009, 2010, and 2012. The total amount of the refund to CGM is \$1,265,135. Of the \$1,265,135, \$205,451 is estimated to be the responsibility of the County. The City received permission from CGM to extend the refund payment terms over four years (2014-2017). The County's portion of the tax settlement is initially paid to CGM by the City and then the County must reimburse the City by February of the following year. Therefore the County's payments to the City will occur between 2015 and 2018. The table below lists the estimated reimbursement amounts that the County will have to provide to the City. The County will receive the final amounts due to the City by November 15 from DOR.

Estimated Payments Due to South Milwaukee from Milwaukee County

Year	Amount
2015	\$45,001
2016	\$87,960
2017	\$45,591
2018	\$26,899
TOTAL	\$205,451

COUNTYWIDE NON-DEPT (1940) BUDGET

DEPT: Countywide Non-Dept

UNIT NO. 1940
FUND: General - 0001

Strategic Program Area 7: Capital Outlay/Depreciation Contra

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$707,689	\$0	\$342,899	\$1,867,800	\$1,524,901
Revenues	\$3,972,163	\$0	\$2,996,850	\$4,380,183	\$1,383,333
Tax Levy	(\$3,264,474)	\$0	(\$2,653,951)	(\$2,512,383)	\$141,568
FTE Positions		0	0	0	0

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 table depicts the capital outlay by department for 2015 compared to 2014, the amount of depreciation in 2015 compared to 2014, and finally the combination of these two entries that determines the tax levy amount for this non-departmental budget.

Org.	Department Name	2014 Capital Outlay	2015 Capital Outlay	2014/2015 Change
1150	DAS-Risk Management	\$ 0	\$ 0	\$ 0
1160	DAS-IMSD	0	0	0
5040	Airport	2,916,850	4,271,316	1,354,466
5600	Transit/Paratransit	1,050,000	612,000	(438,000)
TOTAL		\$ 3,966,850	\$ 4,883,316	\$ 916,466

COUNTYWIDE NON-DEPT (1940) BUDGET

DEPT: Countywide Non-Dept

UNIT NO. 1940
FUND: General - 0001

Org.	Department Name	2014 Depreciation Contra	2015 Depreciation Contra	2014/2015 Change
1150	DAS-Risk Management	\$ (2,234)	\$ (2,234)	\$ 0
1160	DAS-IMSD	(1,197,341)	(575,779)	621,562
5040	Airport	(1,601,250)	(2,166,894)	(565,644)
5600	Transit/Paratransit	(2,424,376)	(2,437,503)	(13,127)
TOTAL		\$ (5,225,201)	\$ (5,182,410)	\$ 42,791

Fund Type:	Org. Department Name	2015 Capital Outlay	2015 Depreciation Contra	2015 Net Total Contra
Internal Service	1150-DAS-Risk Management	\$ 0	\$ (2,234)	\$ (2,234)
Internal Service	1160-DAS-IMSD	0	(575,779)	(575,779)
Enterprise	5040-Airport	4,271,316	(2,166,894)	2,104,422
Enterprise	5600-Transit/Paratransit	612,000	(2,437,503)	(1,825,503)
SUBTOTAL		\$ 4,883,316	\$ (5,182,410)	\$ (299,094)

* To accurately budget the effect of the Agreement between General Mitchell International Airport (GMIA) and the carriers serving GMIA, this non-departmental budget reflects the fact that the Airport Capital Reserve will be charged and the general fund balance will be credited for \$2,213,289 as a year-end closing entry for the year 2015. This entry includes \$2,166,894 for non-terminal depreciation offset by contributions from reserves of \$4,271,316 for capitalized operating items and \$108,867 for principal on non-terminal GMIA and Lawrence J. Timmerman Airport debt, resulting in the net credit of \$2,213,289.

EXPENDITURES/REVENUE SUMMARY			
	<u>Expenditure</u>	<u>Revenue</u>	<u>Tax Levy</u>
Capital Outlay-reflects appropriations for Proprietary Fund departments	\$ 4,883,316	\$	\$
Depreciation Contra-offsets depreciation cost in Proprietary Fund departments.	(5,182,410)		
Undistributed Charge			
<u>Airport Year-End Closing Entry</u>			
Airport non-terminal depreciation	2,166,894		
Contribution from Capital Improvement Reserves:			
Payment for Airport capitalized operating items		4,271,316	
Non-Terminal Project Principal		108,867	
TOTAL	\$ 1,867,800	\$ 4,380,183	\$ (2,512,383)

COUNTYWIDE NON-DEPT (1940) BUDGET

DEPT: Countywide Non-Dept

UNIT NO. 1940
FUND: General - 0001

Strategic Program Area 8: Civil Air Patrol

Service Provision: Non-Departmental

Strategic Outcome: Personal Safety

What We Do: Activity Data			
Activity Data	2013 Actual	2014 Budget	2015 Budget
Number of Meetings	350	350	370
Number of Organization Members	947	900	950

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$10,000	\$8,764	\$10,000	\$11,000	\$1,000
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$10,000	\$8,764	\$10,000	\$11,000	\$1,000
FTE Positions		0	0	0	0

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

Strategic Implementation:

The Civil Air Patrol utilizes the County-owned hangar at Lawrence J. Timmerman Airport (LJT) and the second floor of the LJT Control tower. The County provides appropriations for the utility costs (heat, light, insurance and telephone) of these facilities. The 2015 Budget increases the 2014 level by \$1,000 for a total of \$11,000 to support the Civil Air Patrol. These appropriations may be used for paint, repairs, materials and supplies to help keep the facilities in a well-maintained and safe condition. The Civil Air Patrol will continue to provide the following activities:

1. A national program of aerospace education for youth and adults.
2. Participation in disaster emergency services and Homeland Security exercises, nationally and locally.
3. Cooperation with, and support of, Civil Defense and American Red-Cross disaster and relief programs.
4. Participation in all search and rescue missions authorized by the United States Air Force and Coast Guard.
5. Flying shore patrol for the boating public as authorized by the United States Coast Guard.
6. 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.
7. Assistance to Civil Authority, including airborne imagery and communications support.
8. Military commander support, including low level surveys, range assistance and low-slow intercept training.
9. Counter terrorism mission support, flown in cooperation with the Federal Bureau of Investigation (FBI).

COUNTYWIDE NON-DEPT (1940) BUDGET

DEPT: Countywide Non-Dept

UNIT NO. 1940
FUND: General - 0001

Strategic Program Area 9: Wages and Benefits Modification

Service Provision: Non-Departmental

Strategic Outcome: Administrative

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$0	\$0	\$0	(\$90,087)	(\$90,087)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$0	\$0	\$0	(\$90,087)	(\$90,087)
FTE Positions	0	0	0	0	0

Strategic Implementation:

Wage and Benefit Modification account reflects the anticipated savings to the County from the proposed reclassifications that were funded but not yet approved by the County Board. The Department of Administrative Services – Performance, Strategy and Budget shall prepare an appropriation transfer later in 2015 to transfer the excess funds from the affected departments to this account, subject to County Board approval, to reflect the budgetary savings from the delay in implementing the position reclassification recommendations rejected by the County Board.