

COUNTY OF MILWAUKEE
INTEROFFICE COMMUNICATION

DATE: October 27, 2016
TO: Supervisor Peggy West, Chair, Finance, and Audit Committee
FROM: Steven R. Kreklow, Director, Office of Performance, Strategy & Budget
SUBJECT: Technical Corrections to the 2017 County Executive's Recommended Budget Narratives

Each year following introduction of the County Executive's Recommended Budget, my office continues review of the document. Since the 2017 Recommended Budget was issued we have identified a number of typographical and other minor technical errors. Below is a list of items we have identified to date.

Consistent with prior County practice, we are requesting approval to make these changes. While we make every effort to avoid these minor errors, the timing and complexity of the process make them unavoidable.

The changes below relate to narrative (typos) or technical corrections and have no impact to expenditures, revenues or the property tax levy. Replacement pages for the 2017 Budget are attached.

The corrections are as follows:

Operating Budget Narrative

1. **Page 19:** Correct the name of the First Vice-Chair to Peggy West.
2. **Page 25:** The organizational chart should include a line that connects (touches both boxes) the "County Board of Supervisors" box and "Corporation Counsel".
3. **Page 46:** A quotation mark should be included in the first line to read issued after July 1, 2015". On the 4th bullet point, strike the "a" to read through policy changes.
4. **Page 102:** At the end of the first sentence, add when vacant. In the second sentence, replace "title companies" with municipal treasurers and other County departments
5. **Page 128:** Correct the name of the Strategic Program Area to Audit Services.
6. **Page 130:** The correct number of Associate Auditor positions in the 2017 Budget is 1. The explanation of the variance is Reclass to Auditor. The correct number of Auditor positions in the 2017 is 4. The explanation of the variance is Reclass from Associate Auditor.
7. **Page 137:** In the "What we do: Activity Measures" section, the forth column from the right should read 2017 Budget.
8. **Page 148:** Strike the first two sentences under "Major Changes in FY 2017" and replace them with The 2017 Human Resources budget adds a net increase of 5 FTE; 3 are creates, 2 are newly funded. One Human Resource Generalist and one Human Resource Analyst 3 are funded. One Diversity and Inclusion Coordinator, one Recruitment Representative, and one Outward Facing Recruiter are created to improve services provided to County Departments.
9. **Page 151:** In the Program Budget Summary, correct the FTE positions for the 2017 Budget to 18.
10. **Page 152:** In the Program Budget Summary, correct the FTE positions for the 2017 Budget to 10.
11. **Page 158:** Correct the explanation for the variance in the ERS Coordinator position to Retitled to Manager Retirement Services.
12. **Page 159:** Correct the explanation for the variance in the Manager Retirement Services position to Retitled from ERS Coordinator.
13. **Page 159:** Strike "Retitle from ERS Coordinator" for the variance in the Manager Training and Development and leave the area blank.
14. **Page 182:** In the Program Budget Summary, correct the 2016 Budget Revenues to \$25,939,006.

15. **Page 210:** Correct the name of the entity Permanency Plan Review received revenue from to the Division of Milwaukee Child Protective Services.
16. **Page 212:** Correct the explanation for the variance in Deputy Clerk Crt Jud Asst and Specialist Clerical Courts to 2016 Current Year Action.
17. **Page 223:** In the Personnel section of the Budget Summary table, correct the total Full-Time Pos. (FTE) for 2017 to 693.4.
18. **Page 238:** The number of Adm Asst, Corr Officer 1 Sheriff, and Dep Sheriff 1 positions in the Administrative Services Bureau are listed as 1.0, 2.0, and 4.0 FTE respectively. The correct respective amounts are 0.0 FTE, 1.0 FTE, and 6.0 FTE.
19. **Page 310:** In the first bullet point, correct the amount of increased expenditures and revenues due to a change in accounting practices to \$26,369,109
20. **Page 319:** In the third line discussing Housing First, correct "Milwaukee Policy Department" to Milwaukee Police Department.
21. **Page 320:** Add a line to the Budgeted positions table to reflect that 1 position of Asst Housing Prog Coord SN was included in the 2016 Budget and abolished in the 2017 Budget.
22. **Page 322:** Correct the Variance column for the Grand Total row to 33.2.
23. **Page 341:** For the Specialist Corrections position, correct the 2016 Budget amount to 1 and strike "Create" from the explanation column. Correct the Variance column for the Grand Total row to 8.1.
24. **Page 432:** Correct the first sentence to reflect that the FSA Employer Contribution for 2017 is a maximum of \$1,000.



Steven R. Kreklow
Director, Office of Performance, Strategy, and Budget

Cc Members of the County Board
County Executive Chris Abele
Ms. Kelly Bablitch
Mr. Steve Cady
Ms. Raisa Koltun
Mr. Teig Whaley-Smith



Milwaukee County Board of Supervisors

Chairman

Theodore Lipscomb, Sr. (1st District)

First Vice-Chair

Peggy West (12th District)

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7th District
Michael Mayo, Sr.

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16th District
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Dan Sebring

17th District
Anthony Staskunas

6th District
James "Luigi" Schmitt

13th District
Willie Johnson, Jr.

18th District
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ORGANIZATIONAL CHART

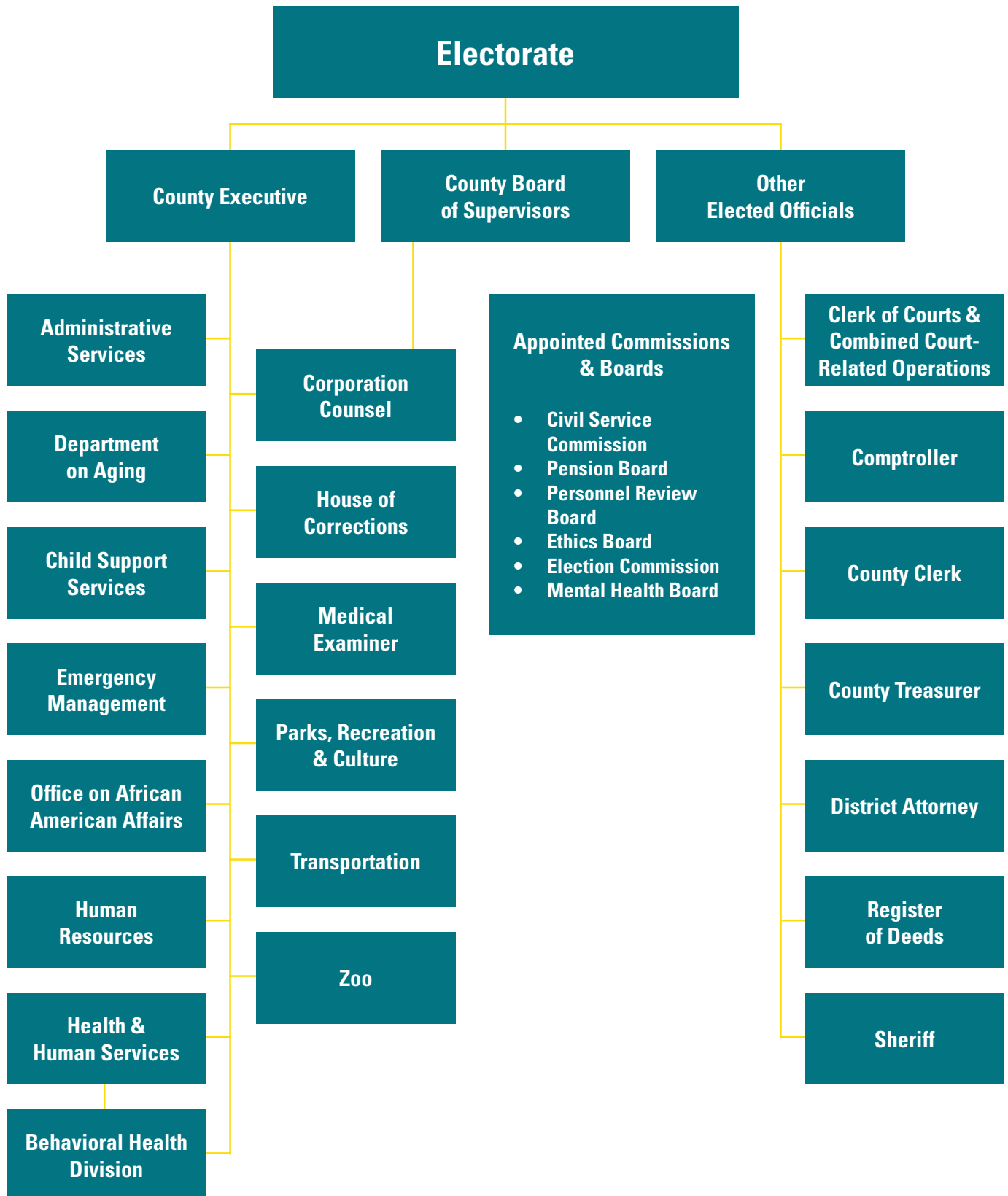
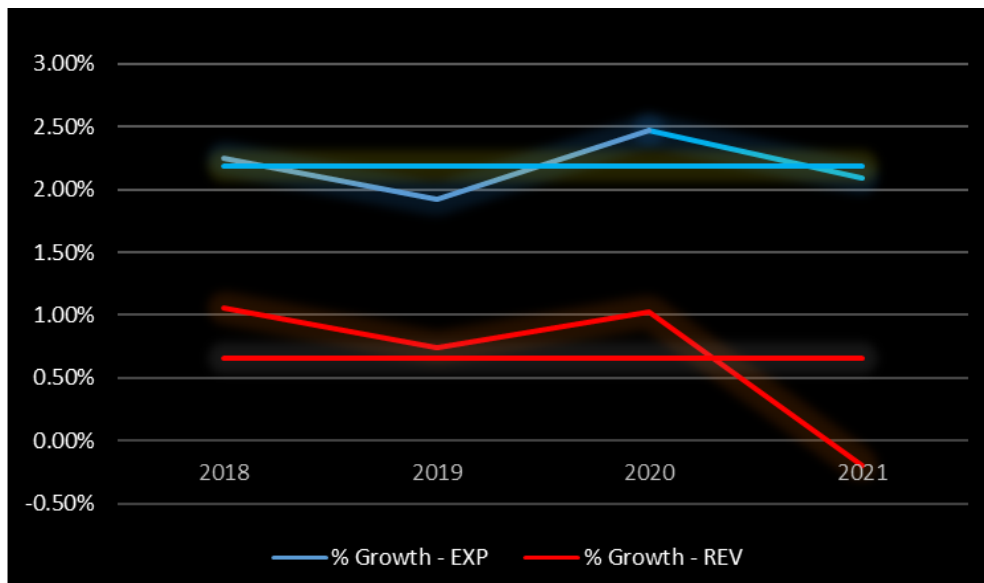


Table 1 — Anticipated Forecasted Revenue & Expenditures, 2018–2021



Source: Office of the Comptroller

issued after July 1, 2015.”

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

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

- Reducing the County’s facilities’ footprint through the sale of underutilized assets, such as City Campus.

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

Personnel Costs Remain a Key Concern

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

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

While prior years benefited from healthcare savings,

COUNTY TREASURER (3090) BUDGET

DEPT: County Treasurer

UNIT NO. 3090
FUND: General - 0001

Major Changes:

- The County Treasurer created two new positions, Clerical Asst. 2 and Property Records Analyst, and abolishes an Asst. Administrative position when vacant. The Property Records Analyst works with municipal treasurers and other County departments to maintain records required to collect delinquent taxes.

COMPTRROLLER (3700) BUDGET

DEPT: Comptroller

UNIT NO. 3700
FUND: General - 0001

Strategic Program Area 6: Audit Services

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Var
Expenditures	\$2,272,002	\$1,829,281	\$2,284,706	\$2,284,415	(\$291)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$2,272,002	\$1,829,281	\$2,284,706	\$2,284,415	(\$291)
FTE Positions	17.9	16.0	17.5	17.6	0.1

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

Strategic Implementation:

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

COMPTRROLLER (3700) BUDGET

DEPT: Comptroller

UNIT NO. 3700
FUND: General - 0001

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

Office on African American Affairs (1090) BUDGET

DEPT: Office on African American Affairs

UNIT NO. 1090
FUND: General - 0001

Strategic Program Area 1: Office on African American Affairs

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Var
Expenditures	\$0	\$0	\$0	\$600,000	\$600,000
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$0	\$0	\$0	\$600,000	\$600,000
FTE Positions	0	0	0	4	4

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

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

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

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

The Community Engagement Coordinator is responsible for coordinating community interaction regarding OAAA programs, and acts as a resource for all county leadership on engaging with the community regarding office initiatives.

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

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General – 0001

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

Major Changes in FY 2017: The 2017 Human resource budget adds a net increase of 5 FTE; 3 are creates, 2 are funds. One Human Resource Generalist and one Human Resource Analyst 3 are funded. One Diversity and Inclusion Coordinator, one Recruitment Representative, and one Outward Facing Recruiter are created to improve services provided to County Departments. Tuition Reimbursement is reduced from \$300,000 to \$225,000 based on the previous years' experience, as well as, alignment of the items that qualify for reimbursement with IRS regulations. The 2017 Human Resource Budget decreases by \$50,000 due to the reduction of the employee drug testing contract.

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General – 0001

Strategic Program Area 3: Employee Relations

Service Provision: Administrative

Strategic Outcome: Attracting and Retaining a High-Performing Workforce

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

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Var
Expenditures	\$1,678,341	\$1,466,292	\$1,569,624	\$1,730,138	\$160,514
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,678,341	\$1,466,292	\$1,569,624	\$1,730,138	\$160,514
FTE Positions	18	18	17	18	1

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

Strategic Implementation:

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

Key functions include coaching managers on employee matters, conducting investigations, providing developmental tools and resources to employees and managers, consulting on employee and manager performance management, addressing workplace conflict or concerns, developing best practices regarding hiring methodologies and interviewing techniques, collaborating with Corporation Counsel on legal matters, and connecting employees and managers with a wide array of HR services. This area is also responsible for all labor negotiations and required Federal EEO reporting.

The 2017 Human Resource Budget restores 1 Human Resource Generalist, in this strategic area that was eliminated in 2016.

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General – 0001

Strategic Program Area 4: Talent Acquisition and HR Operations

Service Provision: Administrative

Strategic Outcome: Attracting and Retaining a High-Performing Workforce

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

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Var
Expenditures	\$952,376	\$733,904	\$1,030,727	\$1,265,942	\$235,215
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$952,376	\$733,904	\$1,030,727	\$1,265,942	\$235,215
FTE Positions	7	7	7	10	3

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

Strategic Implementation:

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

The 2017 Budget adds 2 FTE to this strategic area: one Recruitment Representative, and one Outward Facing Recruiter. Two positions are added in the Employment Division in response to requests from County departments to increase services by proactively sourcing and recruiting highly-qualified and talented professionals to serve County government. These positions will perform more rigorous/thorough central Human Resources candidate screening/vetting than is currently done and work to increase the diversity of candidates. One of the additional positions will be assigned to work more closely with Departments to facilitate higher-quality hires, and the other will recruit in the community via social media and networking opportunities.

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General – 0001

Human Resources Budgeted Positions				
Position Title	2016 Budget	2017 Budget	Variance	Explanation
Adm Sec Emp. Access Coord.	1	0	(1)	Retitle to "Manager Program Leave ADA Comp."
Analyst Compensation	2	2	0	
Analyst Financial Retirement	1	1	0	
Analyst Info System Retirement	1	1	0	
Analyst Retirement	4	4	0	
Assistant Administrative HR	1	1	0	
Assistant Compensation/ HRIS	1	1	0	
Assistant Employment	1	1	0	
Assistant Human Resources	1	0	(1)	Retitle to "Mgmt Asst- Human Res"
Assistant Training and Development	1	1	0	
Chief Human Resource Officer	1	1	0	
Clerical Spec HR – ERS (NR)	1	1	0	
Clerical Spec HR (NR)	2	2	0	
Coordinator LMS Training	1	1	0	
Coordinator Pre- Employment	0	1	1	Retitle from "Human Res Coord MHD "
Coordinator Wellness	1	1	0	
Director Benefits	1	1	0	
Director Compensation/ HRIS	1	1	0	
Director Employee Relations	1	1	0	
Director HR Ops and Tal Acq	1	1	0	
Director Retirement Plan Services	1	1	0	
Diversity and Inclusion Coordinator	0	1	1	Create
Employee Development Coordinator	1	1	0	
ERS Coordinator	1	0	(1)	Retitled to "Manager Retirement Services"
Generalist Human Resources	2	1	(1)	Two reclass to "Human Res. Business Partner"; Fund 1
Human Res Analyst 1	2	2	0	
Human Res Analyst 1 - Bil/Span	1	1	0	
Human Res Analyst 2 - Employee Benefits	2	2	0	
Human Res Analyst 3	0	1	1	Fund

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General – 0001

Human Resources Budgeted Positions				
Position Title	2016 Budget	2017 Budget	Variance	Explanation
Human Res Business Partner	0	7	7	Reclasses from Human Res Coord Parks, Generalist Human Resources, Human resources Coordinator MHD, Human Resources Coordinator Zoo
Human Res Coord CSE	1	1	0	
Human Res Coord MHD	1	0	(1)	Retitle to "Coordinator Pre Employment"
Human Res Coord Sheriff	1	1	0	
Human Res Coord Zoo	1	0	(1)	Reclass to "Human Res Business Partner"
Human Res Coord. Parks	1	0	(1)	Reclass to "Human Res Business Partner"
Human Res Coordinator TPW	1	0	(1)	Reclass to "Human Res Business Partner"
Lead Assistant Compensation/HRIS	1	1	0	
Manager Benefits	1	1	0	
Manager Employment	1	0	(1)	Retitle to "Manager Recruitment"
Manager Human Resources	1	1	0	
Manager Program Leave ADA Comp.	0	1	1	Retitle from "Adm Sec Emp Access Coord"
Manager Recruitment	0	1	1	Retitle from "Manager Employment"
Manager Retirement Services	0	1	1	Retitle from "ERS Coordinator"
Manager Training Development	1	1	0	
Mgmt Asst- Human Res	5	6	1	Reclassified position "Assistant Human Resources" here
Outward Facing Recruiter	0	1	1	Create
Receptionist	1	1	0	
Recruitment Representative	0	1	1	Create
Specialist Compensation/HRIS	1	0	(1)	Retitle to "Specialist HR Systems/Comp"
Specialist HR Systems/Comp	0	1	1	Retitle from "Specialist Compensation/HRIS"
Sr Analyst Financial Retirement	1	1	0	
Sr Analyst Pension	1	1	0	
Sr Executive Assistant	1	1	0	
Sr Generalist Human Resources	2	0	(2)	Reclass to "Human Res Business Partner"
Grand Total	57	62	5	

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

Strategic Program Area 17: Facilities Operations & Maintenance

Service Provision: Administrative

Strategic Outcome: High Quality, Response Services

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

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures	\$24,125,935	\$24,526,935	\$24,272,220	\$24,628,535	\$356,315
Revenues	\$23,468,168	\$23,634,292	\$25,939,006	\$25,018,442	(\$920,564)
Tax Levy	\$657,767	\$892,643	(\$1,666,786)	(\$389,907)	\$1,276,879
FTE Positions	84	84	88.2	89	0.8

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

Strategic Implementation:

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

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

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

Overall expenditures increase just over 1%, or \$356,315, largely due Personnel Service costs of \$149,854, Operating Costs of \$229,214, and Interdepartmental Charges of \$21,525. This is partially offset by a decrease in Major Maintenance of \$44,278. Revenue for this program area is mainly derived from facility services provided to other County departments, primarily within the Courthouse Complex and County Grounds. Overall revenue decreases from \$25.9 million to \$25.0 million.

COURTS (2000) BUDGET

DEPT: Courts

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	2015 Actual	2016 Budget	2017 Budget
This Service does not have Activity Data			

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Var
Expenditures	\$620,421	\$691,375	\$627,411	\$632,184	\$4,773
Revenues	\$620,421	\$759,031	\$627,411	\$632,184	\$4,773
Tax Levy	\$0	(\$67,656)	\$0	\$0	\$0
FTE Positions	5.5	5.5	5.5	5.5	0

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

Strategic Implementation:

This program area is responsible for the Permanency Plan Review. Expenditures for this area are entirely offset with revenue from the Division of Milwaukee Child Protective Services, resulting in no tax levy impact. Services continue to be provided by 5.5 FTEs.

COURTS (2000) BUDGET

DEPT: Courts

UNIT NO. 2000
FUND: General - 0001

Courts Budgeted Positions				
Position Title	2016 Budget	2017 Budget	Variance	Explanation
Accountant	3	3	0	
Administrator Justice Center	1	1	0	
Analyst Budget and Mgmt	1	1	0	
Analyst IT-	1	1	0	
Assistant Accounting-	7	7	0	
Assistant Administrative-	4	4	0	
Assistant Executive-	2	2	0	
Assistant Legal-	1	1	0	
Assistant Purchasing-	1	1	0	
Associate Accountant-	1	1	0	
Asst Chief DeputyClerk CivAdm	1	1	0	
Asst Chief DeputyClerk DivAdm	2	2	0	
Asst Chief DeputyClerk Probat	1	1	0	
Asst Chief DeputyClerk Sr Adm	1	1	0	
Asst Commissioner Fam Ct	8	8	0	
Chief Deputy CircuitCourtClerk	1	1	0	
Clerk Cash-	3	3	0	
Clerk Circuit Crt	1	1	0	
Clerk Court Services-	9	9	0	
Commissioner Cir Ct-	10.5	10.5	0	
Commissioner Cir Ct Presiding	1	1	0	
Commissioner Cir Ct Probate	1	1	0	
Commissioner Fam Ct	1	1	0	
Coordinator Childrens Ct	2	0	(2)	Reclass to Coordinator Court
Coordinator Court-	1	5	4	Reclass from Various
Coordinator Felony Ct	1	0	(1)	Reclass to Coordinator Court
Coordinator Intake Ct	1	0	(1)	Reclass to Coordinator Court
Coordinator Interpreter	1	1	0	
Coordinator Researcher Ct-	1	1	0	
Counsel Legal	5	5	0	
Deputy Administrator Division	5	5	0	
Deputy Clerk Crt Jud Asst	90	91	1	2016 Current Year Action
Deputy Commissioner Fam Ct	1	1	0	
Deputy Register Probate	2	2	0	
Interpreter-	1	1	0	
Manager IT U	1	1	0	
Manager Jury Services-	1	1	0	
Manager Operations Judicial-	1	1	0	
Paralegal-	1	1	0	
Specialist Clerical Cts-	29	31	2	2016 Current Year Action
Specialist Court Services-	2	2	0	
Sr Assistant Clerical-	73.5	73.5	0	
Sr Manager Financial	1	1	0	
Supervisor Accounting-	1	1	0	
Supervisor Office Management-	1	0	(1)	Reclass to Supv Ops
Supervisor Operations Ct-	4	5	1	Reclass from Supv Ofc Mgmt
Technician Audiovisual-	1	1	0	
Grand Total	290	293	3	

SHERIFF (4000) BUDGET

DEPT: Sheriff

UNIT NO. 4000
FUND: General - 0001

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs**	\$57,744,659	\$57,107,616	\$60,940,438	\$55,947,482	(\$4,992,956)
Operation Costs	\$5,618,061	\$3,957,084	\$7,114,433	\$6,960,077	(\$154,356)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$992,810	\$104,000	\$516,802	\$285,750	(\$231,052)
Interdept. Charges	\$4,478,926	\$5,633,287	\$7,352,711	\$7,345,932	(\$6,779)
Cost Abatements	(\$1,879,621)	\$0	(\$5,747,755)	\$0	\$5,747,755
Total Expenditures**	\$66,954,835	\$66,801,596	\$70,176,629	\$70,539,241	\$362,612
<i>Legacy Healthcare-Pension</i>	<i>\$15,214,169</i>	<i>\$15,541,496</i>	<i>\$17,106,919</i>	<i>\$18,042,153</i>	<i>\$935,234</i>
Revenues					
Direct Revenue	\$5,103,250	\$5,042,686	\$6,480,988	\$5,802,050	(\$678,938)
Intergov Revenue	\$4,805,349	\$5,030,716	\$4,436,994	\$4,224,410	(\$212,584)
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$9,908,599	\$10,073,402	\$10,917,982	\$10,026,460	(\$891,522)
Tax Levy**	\$57,046,236	\$56,728,193	\$59,258,647	\$60,512,781	\$1,254,134
Personnel					
Full-Time Pos. (FTE)*	743.3	743.3	771.4	693.4	(78) ¹
Seas/Hourly/Pool Pos.	7.2	7.2	8.4	18.1	9.7
Overtime \$	\$4,213,452	\$8,427,904	\$4,721,724	\$1,963,764	(\$2,757,960)

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

**The 2017 Budget figures exclude Legacy Health and Pension benefits due to centralization of these costs in low-org 1951. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to include this change (non-restated figures are included in Appendix A). Program area tables also reflect this change. Low Orgs 4016 and 4018 in Program Area 6 and Low Org 4017 in Program Area 9 still contain legacy costs due to revenue offsets.

MISSION:

We are law enforcement professionals, representing a variety of criminal justice disciplines, and we exist to serve the public. We are committed to creating a culture of service that views our citizens as customers whose satisfaction is absolutely essential to our success. Public safety is a priority of citizens. Performance matters here.

¹ No positions in the Sheriff's Office are eliminated in the 2017 Budget. The number of FTE's is reduced as a result of a reduction in overtime possible due to increased labor hours available from newly hired deputies, an increase in vacancy and turnover deduction to 3% and in anticipation of a reduction to command staffing levels through attrition.

SHERIFF (4000) BUDGET

DEPT: Sheriff

UNIT NO. 4000
FUND: General - 0001

Admin Service Bureau Budgeted Positions				
Position Title	2016 Budget	2017 Budget	Variance	Explanation
Accountant 2	1	1	0	
Accountant 3	1	1	0	
Accounting-Manager	1	1	0	
Adm Asst	1	0	(1)	2016 Current Year Action
Adm Asst NR	1	0	(1)	2016 Current Year Action
Administrator FAC	0	1	1	Retitle
Administrator Sheriffs	0	1	1	Retitle
Clerical Asst 1	1	0	(1)	2016 Current Year Action
Clerical Asst 2	3	4	1	2016 Current Year Action
Corr Offcr 1 Sheriff	2	1	(1)	Transfer
Corr Offcr Lt	0	0	0	
Dep Sheriff 1	4	6	2	Transfer
Dep Sheriff 1 BI Sp	2	0	(2)	Transfer
Dep Sheriff Lt	3	2	(1)	Transfer
Dep Sheriff Sgt	0	1	1	Transfer
Deputy Director Sheriff	0	5	5	Retitle
Exdir1-Sheriffdepburdir	5	0	(5)	Retitle
Exdir2-Facility Admnstr	1	0	(1)	Retitle
Exdir2-Sherdeptadmstrt	1	0	(1)	Retitle
Fiscal Asst 1	1	1	0	
Fiscal Asst 2	1	1	0	
Fiscal Spec	2	2	0	
Law Enforcement Analyst	0	0	0	
Network Appls Spec 4	0	0	0	
Office Coord Sheriff	1	1	0	
Public Safety Fis Admin	1	1	0	
Public Safety Fisc Anls	2	2	0	
Sheriff	1	1	0	
Sheriff Sales Coordinator	1	1	0	
Sheriffs Dept Captain	6	6	0	
Stores Clerk 3	1	1	0	
Supervisor Office Management	0	1	1	2016 Current Year Action
Assistant Training Academy	1	1	0	
Grand Total	45	43	(2)	

DHHS (8000) BUDGET

DEPT: DHHS

UNIT NO. 8000
FUND: General – 0001

Major Changes in FY 2017:

- Personal Services in the 2017 DHHS Budget is increased by \$1,756,945, reflecting a rise in salary and active fringe costs of \$1,505,865 and legacy pension and legacy health care costs of \$251,080. Overall, operational costs within the DHHS budget increase by \$31,075,115. This primarily reflects increased expenditures of \$26,369,109 offset by revenues of \$26,369,109 related to a change in accounting practice for the Children's Long Term Support (CLTS) Program and payment and reimbursement of State juvenile corrections charge. The countywide legacy pension abatement for most departments impacts the interdepartmental charges which declined by \$1,981,115. These adjustments contribute to an overall tax levy reduction of \$472,175 in DHHS.
- The budget adds a net total of 34.17 FTEs including 14 FTEs carried forward into 2017 as a result of 2016 mid-year create actions, an additional 23.17 FTEs created in the 2017 budget as well as three vacant positions that are abolished in 2017.
- In collaboration with Milwaukee Wraparound, the Delinquency and Court Services Division (DCSD) will open a 44-bed, staff-secure Residential Treatment Center(RTC) that will serve as a "step down" program for high-risk delinquent youth discharged from the Milwaukee County Accountability Program (MCAP) or juvenile corrections and who are in need of additional treatment in a structured residential program. The RTC will be phased-in throughout 2017 and is funded by a combination of Medicaid and Youth Aids revenue.
- DCSD continues its investment in community-based services such as Level II monitoring with Global Positioning System (GPS), intensive mentoring and supervision for delinquent youth. This expansion of community-based programming is part of a comprehensive effort to provide alternatives to State institutional placements in order to achieve better outcomes for delinquent youth.
- With the investment of additional community and evidence-based alternatives, it is anticipated the judiciary will utilize these new resources in diverting youth from the State institutes. As a result, the budget assumes less youth will be ordered to the State institutes providing for an ADP of 87 which reflects a reduction of 38 compared to the 2016 Budget resulting in an additional \$3.8 million in Youth Aids to fund the community-based alternatives.
- Four FTE positions and funding of \$120,000 has been allocated to DSD for administrative support related to Milwaukee County Transit's Growing Opportunities Pass.
- The Housing First Initiative continues to advance toward its goal to End Chronic Homelessness. This philosophy offers homeless individuals barrier free housing without conditions. Once an individual is placed into permanent housing as quickly as possible, wraparound services are offered. These services are all voluntary and client specific, so each participant can choose their service array. The Housing Budget reflects an increase in expenditures and revenue of \$1.7 million for the addition of 250 rent assistance vouchers related to this initiative as well as \$380,568 for case management services to approximately 125 homeless individuals and families.
- The Substance Abuse and Mental Health Services Administration (SAMHSA) Grant award of \$2.4 Million was granted to the Housing Division. This award is to be distributed over three years. The 2017 Housing Division budget reflects first installment of this grant as a revenue increase of \$800,000. Three FTEs have been added in the Housing Division to assist in administration of programing related to this grant.

DHHS (8000) BUDGET

DEPT: DHHS

UNIT NO. 8000
FUND: General - 0001

Housing First Initiative

Housing First is based on the concept that a homeless individual or household's first and primary need is to obtain stable housing. With the launch of this initiative in 2015, the Housing Division has been working in collaboration with DSD, BHD, City of Milwaukee, Milwaukee Police Department and its network of providers to house many additional homeless individuals and families through the existing Section 8 program. The budget reflects an increase in expenditures and revenue of \$1.7 million for the addition of 250 rent assistance vouchers related to this initiative.

A majority of these individuals need case management services in order to be successful in permanent housing. Through the addition of wraparound services, individuals tend to be far more successful in maintaining their permanent housing unit. Nationally, the availability of these services has shown to dramatically reduce expensive public service costs such as, emergency room visits, inpatient psychiatric hospitalizations, police time, and court appearances.

In mid-2016, the County Board approved the expansion of case management services delivered through several provider contracts. The 2017 Budget reflects the full year cost of \$380,568 for this expansion. Through these contracts, agencies will be able to provide case management services to approximately 125 homeless individuals and families.

This initiative also includes the creation of 1 FTE Community Intervention Specialist at a cost of \$73,912 which is added to assist in the continued expansion of the Housing First Initiative. Since the summer of 2015, an additional 150 homeless individuals and families have been housed through this program. All of the participants in the program have been found to either have a severe mental health or substance abuse issue. The Behavioral Health Division increases its contribution to the Housing First Initiative by \$250,000 to support the case management expansion.

The Substance Abuse and Mental Health Services Administration (SAMHSA) Grant award of \$2.4 Million was granted to the Housing Division. This award is to be distributed over three years. The 2017 Housing Division budget reflects first installment of this grant as a revenue increase of \$800,000. Three FTEs have been added to assist in administration of programming related to this grant.

In 2017, the Housing Division will no longer subsidize \$50,000 for the City of Milwaukee's staff support of the Continuum of Care, a planning body that meets on homelessness-related services in the community.

Community Comprehensive Services (CCS) Revenue

Community Comprehensive Services (CCS) is a Medicaid entitlement that provides a coordinated and comprehensive array of recovery services, treatment, and psychosocial rehabilitation services that assist individuals to utilize professional, community, and natural supports to address their needs. Due to a smaller number of clients enrolled in 2016 than anticipated, CCS Revenue is decreased by \$248,000, from \$552,000 to \$302,000. The Division will continue to partner with BHD to increase potential revenue.

Temporary Assistance

The Housing Division will continue to assist clients with short-term rental assistance at a cost of \$150,000. For several years, these rental payments have historically been funded in the BHD budget. In 2017, these funds are transferred into the Housing Division.

Emergency Shelter Care

Emergency shelter care is funding remains level with a total of \$718,000 budgeted.

DHHS (8000) BUDGET

DEPT: DHHS

UNIT NO. 8000
FUND: General - 0001

Department of Health and Human Services Budgeted Positions				
Position Title	2016 Budget	2017 Budget	Variance	Explanation
Accountant 3	1.0	1.0	0.0	
Accounting Coord - DHHS	1.0	1.0	0.0	
Adm Asst	1.0	0.0	(1.0)	Abolish (DCSD)
Adm Asst 2-Accts Rec	1.0	1.0	0.0	
Adm Coord Alco Drug Prog	1.0	1.0	0.0	
Admin Coord	3.0	3.0	0.0	
Administrator Contracts	1.0	1.0	0.0	
Administrator Delinquency Crts	1.0	1.0	0.0	
Administrator Disability Svcs	1.0	1.0	0.0	
Administrator Housing	1.0	1.0	0.0	
Analyst IT-	0.0	1.0	1.0	Create (DCSD)
Assistant Administrative-	1.0	1.0	0.0	
Assistant Administrative-	2.0	3.0	1.0	Create (Housing)
Asst Housing Prog Coord SN	1.0	0.0	(1.0)	Abolish
Asst Housing And Dev Coord	1.0	1.0	0.0	
Asst Superintendent Juv Det	1.0	1.0	0.0	
Clerical Asst 1	4.0	4.0	0.0	
Clerical Asst 2	6.0	6.0	0.0	
Clerical Spec DHS	2.0	2.0	0.0	
Community Intervention Spec	3.0	6.0	3.0	Create (Housing)
Contract Serv Coord	5.0	5.0	0.0	
Control Center Asst	8.0	8.0	0.0	
Coordinator Grant Program	0.0	1.0	1.0	Create (Management Services)
Custody Placement Specialist	1.0	1.0	0.0	
Deputy Administrator Disability	1.0	1.0	0.0	
Deputy Director DHHS	1.0	1.0	0.0	
Director Strategic Initiatives	1.0	1.0	0.0	
Disabilities Benefits Spec	4.0	5.0	1.0	Create (DSD)
Disabilities Services Coord	4.0	4.0	0.0	
Energy Asst Prog Int	1.0	1.0	0.0	
Energy Asst Prog Spec	1.0	2.0	1.0	Create (Management Services)

DHHS (8000) BUDGET

DEPT: DHHS

UNIT NO. 8000
FUND: General - 0001

Department of Health and Human Services Budgeted Positions				
Position Title	2016 Budget	2017 Budget	Variance	Explanation
Prog Coord - Res Center	1.0	1.0	0.0	
Prog Manager Children Services	1.0	1.0	0.0	
Psych Soc Wkr	1.0	1.0	0.0	
Quality Assur Coord - DHHS	1.0	1.0	0.0	
Quality Assur Spec DHHS	1.0	1.0	0.0	
Quality Assurance Specialist	2.0	2.0	0.0	
Quality Strategist	1.0	1.0	0.0	
Resource Center Mgr-Disab	1.0	1.0	0.0	
RN 1	3.0	3.0	0.0	
RN 2	1.0	1.0	0.0	
RN 3 - DSD	2.0	2.0	0.0	
SAMHSA Program Manager	0.0	1.0	1.0	Create (Housing)
Sect Manager	2.0	2.0	0.0	
Service Supp Spec	1.0	2.0	1.0	Create (DSD)
Sr Analyst Budget and Management	1.0	1.0	0.0	
Sr Assistant Executive-	1.0	1.0	0.0	
Stores And Distribution Asst 1	1.0	1.0	0.0	
Superintendent Juvenile Detent	1.0	1.0	0.0	
Supervisor Juvenile Correctional Officer	7.0	7.0	0.0	
Supervisor Office Management-	1.0	1.0	0.0	
Unit Supervisor - LTS-	3.0	3.0	0.0	
Grand Total	292.5	326.7	33.2	

MILWAUKEE COUNTY MENTAL HEALTH BOARD (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General – 0077

Behavioral Health Division Budgeted Positions				
Full Time Position Titles	2016 Budget	2017 Budget	Variance	Explanation
RN Infection Control	1	1	0	
RN Manager Quality Improvement	1	1	0	
RN Risk Management	1	1	0	
RN Utilization Review	6.5	7.5	1	Create
Specialist Collections	1	1	0	
Specialist Compliance	5	5	0	
Specialist Credentialing	0	3	3	Reclass from Clerical Spec MHD
Specialist Developmental Disab	1	1	0	
Specialist Provider Network	1	1	0	
Sr Accountant	0	2	2	Create
Sr Analyst Budget	3	2	(1)	Reclass
Sr Assistant Executive	1	1	0	
Sr Revenue Cycle Analyst	0	1	1	Reclass
Staffing Assistant	4	0	(4)	Abolish
Supervisor Maintenance	1	1	0	
Supervisor Medical Records	2	2	0	
Supervisor Nursing	6	4.5	(1.5)	Abolish
Supervisor Office Management-	3	1	(2)	Abolish 1.0, Reclass 1.0
Technician Quality Assurance	1	1	0	
Therapist Music	3	3	0	
Therapist Occupational	10	11	1	Create
Worker Maintenance	9	10	1	Create
Worker Psych Social	16.5	17	0.5	Create
Supervisor Nursing Pool	1.1	2	0.9	Fund
Psych Social Wkr Pool	1.5	2.86	1.36	Fund
Advanced Nurse Prescriber Pool	0.9	0.62	(0.28)	Unfund
Occupational Therapist Pool	0.5	1	0.5	Fund
RN Pool	1.1	1.2	0.1	Fund
CNA Pool	0.05	0.1	0.05	Fund
Full-Time Total	539.4	545.9	6.5	
Part-Time Total	5.2	7.8	2.6	
Grand Total	544.6	553.7	8.1	

EMPLOYEE & RETIREE FRINGE BENEFITS (1950) BUDGET

DEPT: Fringe Benefits

UNIT NO. 1950
FUND: General - 0001

The Flexible Spending Account (FSA) Employer contribution for 2017 is a maximum of \$1,000. Employees eligible for a FSA must provide \$1,000 (a 1 dollar to 1 dollar match) to receive the maximum County contribution. For 2017, the maximum an employee may contribute is \$2,550.

Expenditures in Org. 1950 – Employee Fringe Benefits include:

- Health and dental insurance benefits.
- Third-party administrative costs for health insurance, prescription drugs, dental insurance, and wellness.
- Stop loss insurance.
- Fees required by the Affordable Care Act.

In addition to the health plan design above, appropriations of \$8,173,000 are provided for:

- Medicare Part B premium reimbursements for retirees (\$7,560,000)
- Actuarial and consulting costs (\$400,000)
- Opt-out payments to employees who decline health insurance benefits (\$150,000)
- Employee flu shots (\$44,100)