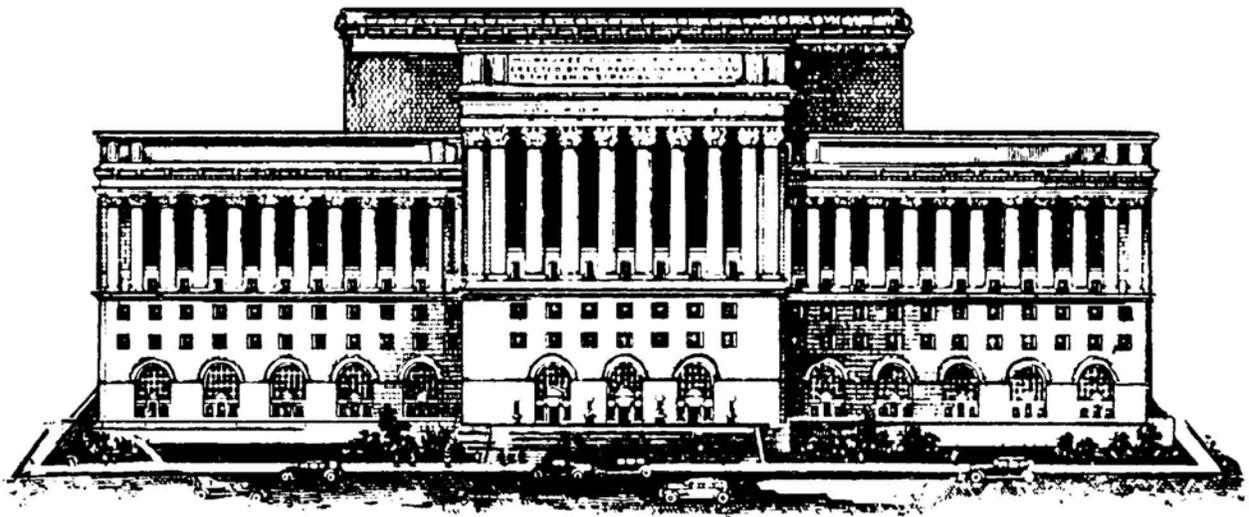


MILWAUKEE COUNTY 2012 EXECUTIVE BUDGET



Chris Abele
Milwaukee County Executive

COUNTY OF MILWAUKEE

MISSION STATEMENT

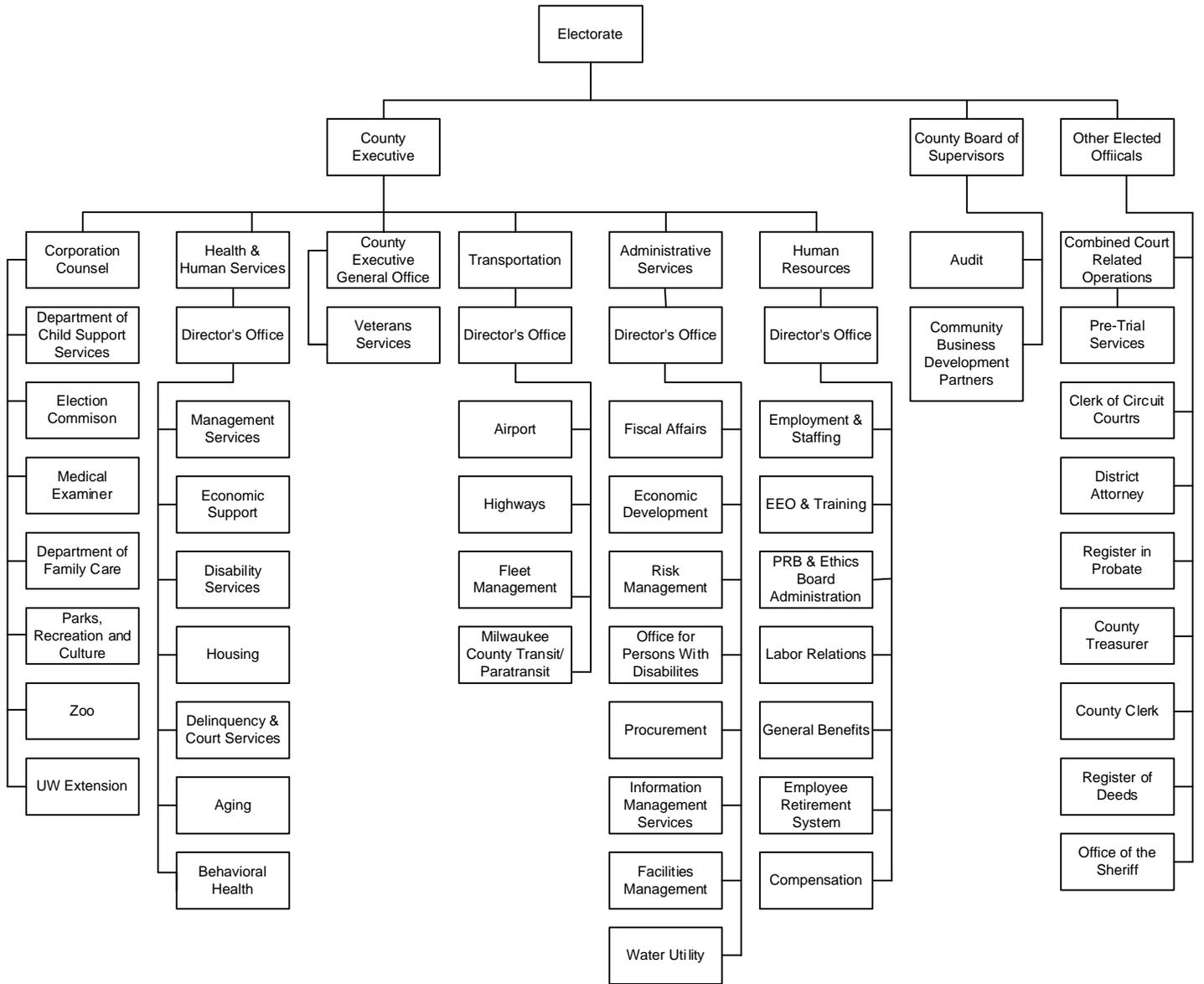
Milwaukee County Government will provide high-quality, responsive services that enhance self-sufficiency, personal safety, economic opportunity and quality of life for all its people.

VISION STATEMENT

The County of Milwaukee will be the premier county in the State of Wisconsin. The County will be a regional leader and the State's economic and cultural center because of its diverse, affordable, safe environment and its efficient and responsive government. It will be a county where people want to live, work and play because:

- ✓ Bright futures for children and youth are secured because of the priority placed on building strong and nurturing families;
- ✓ Every citizen enjoys basic well-being and has access to services that foster self-sufficiency and lead to a rewarding life;
- ✓ Older adults' unique and evolving needs are respected in a community that values their vital and integrated role in society;
- ✓ Cultural, ethnic and socioeconomic diversity is valued by all County residents and businesses;
- ✓ Business flourishes because economic development and opportunity are supported, and every citizen has access to family supporting employment;
- ✓ Affordable, convenient and well-maintained transportation systems promote economic growth and provide all citizens with a means to participate fully in society;
- ✓ Safe communities result from a continued emphasis on prevention and early intervention and an awareness that individuals are held accountable for their actions;
- ✓ Parks and the natural environment thrive because of a community-wide appreciation of nature and commitment to environmental stewardship;
- ✓ Recreational and cultural opportunities are abundant and accessible to all;
- ✓ Challenges are met with new efficiencies driven by innovative application of technology and educational excellence;
- ✓ Tax dollars are spent prudently and effectively and a customer-focused government is accountable to its residents and businesses.

Milwaukee County Government will be one of many leaders that contribute to making this vision a reality.



COUNTY EXECUTIVE'S 2012 BUDGET

GENERAL INFORMATION

The following provisions apply to every Milwaukee County department:

- Departments have the authority to fill unfunded positions provided they do not incur a salary deficit.
- ECP positions are not provided step increases or performance awards in 2011 as allowed in County Ordinance Section 17.265 (3).

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Milwaukee County
2011 Adopted and 2012 Recommended Budgets

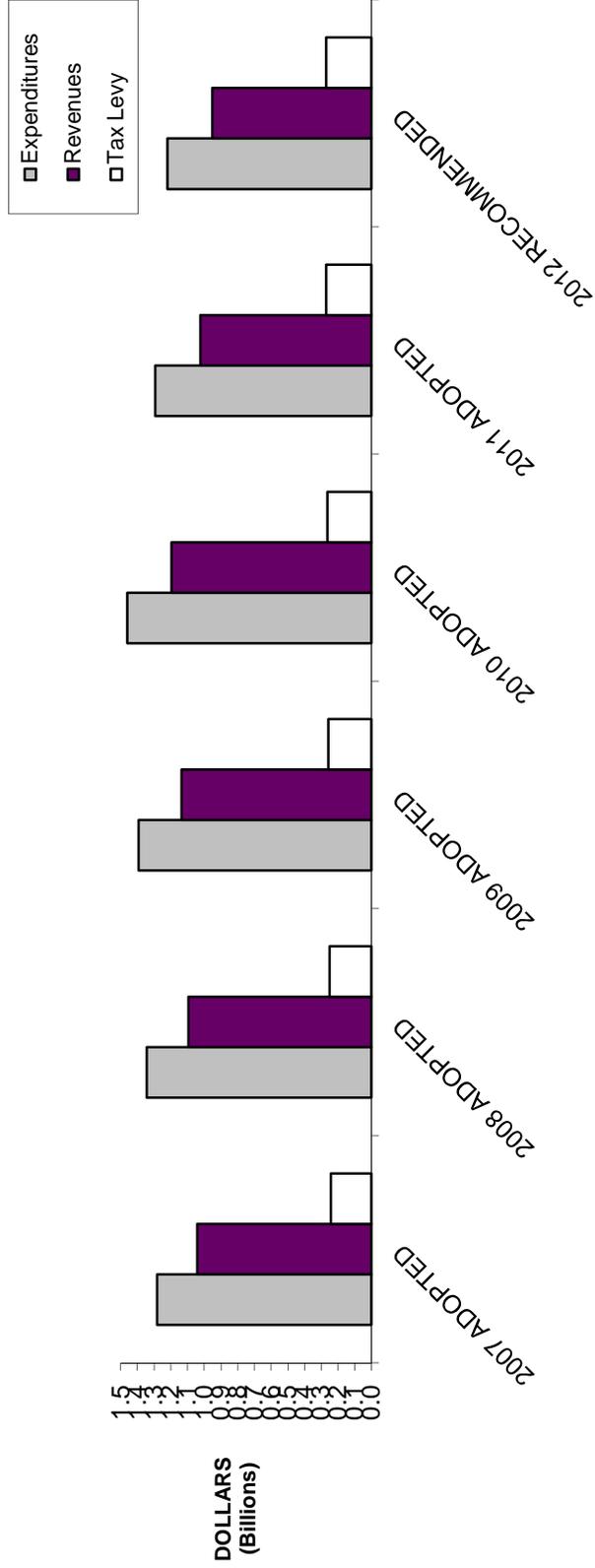
	2011 Adopted Budget	2012 Recommended Budget
<u>Expenditures</u>		
Legislative & Executive	12,053,488	11,656,095
Administration	64,274,124	70,668,235
Courts & Judiciary	63,965,796	62,480,546
Public Safety	176,271,801	160,728,867
General Government	8,001,016	7,896,410
Transportation and Public Works	244,391,770	237,958,000
Health & Human Services	603,007,312	541,372,009
Parks, Recreation & Culture	75,010,079	72,025,837
Debt Service	67,917,596	67,458,328
County-Wide Non-Departmentals	(54,014,113)	(42,754,406)
Capital Improvements	31,770,681	30,664,000
Trust Funds	1,045,149	1,012,524
Total Expenditures	\$1,293,694,700	\$1,221,166,445
<u>Revenues</u>		
Operating		
Sales Tax	64,426,365	64,000,880
Bond Proceeds	10,000	10,000
Other Direct Revenue	479,940,342	452,544,473
State Shared Revenue	39,207,108	30,890,224
Remaining State Revenue	271,574,161	239,970,732
Total Federal Revenue	59,287,915	63,389,200
Indirect Revenue	73,819,409	71,684,056
Prior Year Surplus (Deficit)	4,144,018	8,179
Operating Revenue Subtotal	\$992,409,318	\$922,497,744
Capital Improvement		
Sales Tax	380,000	445,000
Bond Proceeds	16,757,880	6,117,500
Other Direct Revenue	13,788,738	14,994,575
Remaining State Revenue	79,438	1,042,075
Total Federal Revenue	724,625	6,514,850
Capital Improvement Revenue Subtotal	\$31,730,681	\$29,114,000
Property Tax Levy	\$269,554,701	\$269,554,701
Total Revenues	\$1,293,694,700	\$1,221,166,445

**Milwaukee County
2012 Recommended Budget
Functional Tax Levy Distribution**

<u>Function</u>	<u>Expenditures</u>	<u>Non State and Federal Revenue</u>	<u>State and Federal Aids</u>	<u>Net Tax Levy Funds Required</u>	<u>% Tax Levy Funds</u>
Legislative & Executive	\$11,656,095	\$45,000	\$13,000	\$11,598,095	4.30%
Administration	\$70,668,235	\$59,849,975	\$841,207	\$9,977,053	3.70%
Courts & Judiciary	\$62,480,546	\$5,399,241	\$22,103,926	\$34,977,379	12.98%
Public Safety	\$160,728,867	\$12,726,626	\$15,733,488	\$132,268,753	49.07%
General Government	\$7,896,410	\$8,425,361	\$0	(\$528,951)	(0.20%)
Transportation and Public Works	\$237,958,000	\$109,154,256	\$111,320,176	\$17,483,568	6.49%
Health & Human Services	\$541,372,009	\$306,754,757	\$149,589,749	\$85,027,502	31.54%
Parks, Recreation & Culture	\$72,025,837	\$38,042,722	\$167,574	\$33,815,541	12.54%
Debt Service	\$67,458,328	\$8,168,149	\$0	\$59,290,179	22.00%
County-Wide Revenue	\$0	\$72,968,558	\$34,462,669	(\$107,431,227)	(39.86%)
County-Wide Non-Departmentals	(\$42,754,406)	(\$34,281,214)	\$0	(\$8,473,192)	(3.14%)
Capital Improvements	\$30,664,000	\$21,557,075	\$7,556,925	\$1,550,000	0.58%
Trust Funds	\$1,012,524	\$994,157	\$18,367	\$0	0.00%
Grand Total County	\$1,221,166,445	\$609,804,663	\$341,807,081	\$269,554,701	100.00%

RECOMMENDED 2012 BUDGET FOR GENERAL COUNTY PURPOSES

	2011 ADOPTED	2012 RECOMMENDED	CHANGE	PERCENT
EXPENDITURE	\$1,293,694,700	\$1,221,166,445	(\$72,528,255)	-5.61%
REVENUE	<u>1,024,139,999</u>	<u>951,611,744</u>	<u>(72,528,255)</u>	<u>-7.08%</u>
TAX LEVY	\$269,554,701	\$269,554,701	\$0	0.00%



**2012 Recommended Budget
Summary of Expenditures and Revenues
Legislative Executive**

A-1

	2011 Adopted Budget	2012 Recommended Budget	Increase (Decrease) Amount
<u>Expenditures</u>			
County Board	\$6,749,327	\$6,497,860	(\$251,467)
County Board - Department of Audit	\$2,701,900	\$2,677,443	(\$24,457)
County Board - Comm Business Dev Partners	\$1,025,147	\$921,333	(\$103,814)
County Executive - General Office	\$1,229,547	\$1,229,547	(\$0)
County Executive - Veterans Service	\$347,566	\$329,912	(\$17,655)
Office of Economic Advocacy	(\$0)	\$0	\$0
Total Expenditures	\$12,053,488	\$11,656,095	(\$397,393)
<u>Revenues</u>			
County Board - Comm Business Dev Partners	\$45,000	\$45,000	\$0
Total Revenues	\$45,000	\$45,000	\$0
<u>State and Federal Aids</u>			
County Executive - Veterans Service	\$13,000	\$13,000	\$0
Total State and Federal Aids	\$13,000	\$13,000	\$0
NET FUNDS REQUIRED	\$11,995,488	\$11,598,095	(\$397,393)

**2012 Recommended Budget
Summary of Expenditures and Revenues
Administration**

B-1

	2011 Adopted Budget	2012 Recommended Budget	Increase (Decrease) Amount
<u>Expenditures</u>			
Civil Service Commission	\$54,037	\$13,821	(\$40,216)
Personnel Review Board	\$219,711	\$18,182	(\$201,529)
Corporation Counsel	\$1,735,537	\$1,708,431	(\$27,105)
DAS - Office for Persons with Disabilities	\$883,364	\$845,604	(\$37,760)
Human Resources	\$5,481,111	\$5,398,142	(\$82,969)
DAS - Risk Management	\$8,138,795	\$8,196,164	\$57,368
DAS - Fiscal Affairs	\$4,341,702	\$4,692,893	\$351,191
DAS - Procurement	\$703,083	\$1,013,014	\$309,931
DAS - Information Management Services	\$16,738,986	\$15,967,457	(\$771,528)
DAS - Economic Development	\$1,692,754	\$2,560,702	\$867,948
DAS - Facilities Management	\$21,347,450	\$26,060,494	\$4,713,045
DAS - Water Utility	\$2,937,594	\$4,193,330	\$1,255,736
Total Expenditures	\$64,274,124	\$70,668,235	\$6,394,111
<u>Revenues</u>			
Corporation Counsel	\$155,000	\$155,000	\$0
DAS - Office for Persons with Disabilities	\$172,500	\$142,034	(\$30,466)
Human Resources	\$1,867,760	\$1,112,896	(\$754,864)
DAS - Risk Management	\$8,138,795	\$8,196,164	\$57,369
DAS - Fiscal Affairs	\$50,000	\$70,000	\$20,000
DAS - Information Management Services	\$16,492,266	\$15,133,662	(\$1,358,604)
DAS - Economic Development	\$2,188,500	\$2,716,706	\$528,206
DAS - Facilities Management	\$23,557,277	\$28,130,183	\$4,572,906
DAS - Water Utility	\$2,937,594	\$4,193,330	\$1,255,736
Total Revenues	\$55,559,692	\$59,849,975	\$4,290,283
<u>State and Federal Aids</u>			
DAS - Fiscal Affairs	\$7,412	\$7,412	\$0
DAS - Information Management Services	\$246,720	\$833,795	\$587,075
Total State and Federal Aids	\$254,132	\$841,207	\$587,075
NET FUNDS REQUIRED	\$8,460,300	\$9,977,053	\$1,516,753

**2012 Recommended Budget
Summary of Expenditures and Revenues
County-Wide Non-Departmentals**

C-1

	2011 Adopted Budget	2012 Recommended Budget	Increase (Decrease) Amount
<u>Expenditures</u>			
Civil Air Patrol	\$10,000	\$10,000	\$0
Human Resource and Payroll System	\$1,682,922	\$1,839,999	\$157,077
Offset to Internal Service Charges	(\$60,716,014)	(\$58,905,674)	\$1,810,340
Charges to Other County Departments	(\$10,587,574)	(\$8,189,535)	\$2,398,039
Appropriation for Contingencies	\$8,650,000	\$1,000,000	(\$7,650,000)
Employee Fringe Benefits	\$7,072,042	\$19,432,564	\$12,360,522
Litigation Reserve	\$275,000	\$1,650,000	\$1,375,000
Capital Outlay/Depreciation Contra	(\$666,989)	\$141,740	\$808,729
Debt Issue Expense	\$21,500	\$21,500	\$0
Investment Advisory Services	\$245,000	\$245,000	\$0
Total Expenditures	(\$54,014,113)	(\$42,754,406)	\$11,259,707
<u>Revenues</u>			
Human Resource and Payroll System	\$1,682,922	\$1,839,999	\$157,077
Offset to Internal Service Charges	(\$60,716,014)	(\$58,905,674)	\$1,810,340
Appropriation for Contingencies	\$1,500,000	\$0	(\$1,500,000)
Employee Fringe Benefits	\$7,072,042	\$19,432,564	\$12,360,522
Capital Outlay/Depreciation Contra	\$3,177,809	\$3,341,897	\$164,088
Debt Issue Expense	\$10,000	\$10,000	\$0
Total Revenues	(\$47,273,241)	(\$34,281,214)	\$12,992,027
<u>State and Federal Aids</u>			
Appropriation for Contingencies	\$1,750,000	\$0	(\$1,750,000)
Total State and Federal Aids	\$1,750,000	\$0	(\$1,750,000)
NET FUNDS REQUIRED	(\$8,490,872)	(\$8,473,192)	\$17,680

**2012 Recommended Budget
Summary of Expenditures and Revenues
County-Wide Revenue**

D-1

	2011 Adopted Budget	2012 Recommended Budget	Increase (Decrease) Amount
<u>Expenditures</u>			
Land Sales	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$0
<u>Revenues</u>			
Unclaimed Money	\$1,100,000	\$0	(\$1,100,000)
Potawatomi Revenue	\$4,058,477	\$4,084,441	\$25,964
Medicare Part D	\$3,023,647	\$3,023,647	\$0
Earnings on Investments	\$1,779,839	\$1,711,411	(\$68,428)
County Sales Tax Revenue	\$64,426,365	\$64,000,880	(\$425,485)
Power Plant Revenue	\$356,880	\$0	(\$356,880)
Surplus from Prior Year	\$4,144,018	\$8,179	(\$4,135,839)
Other Misc. Revenue	\$180,000	\$140,000	(\$40,000)
Total Revenues	\$79,069,226	\$72,968,558	(\$6,100,668)
<u>State and Federal Aids</u>			
State Shared Taxes	\$39,207,108	\$30,890,224	(\$8,316,884)
State Exempt Computer Aid	\$3,572,445	\$3,572,445	\$0
Total State and Federal Aids	\$42,779,553	\$34,462,669	(\$8,316,884)
NET FUNDS REQUIRED	(\$121,848,779)	(\$107,431,227)	\$14,417,552

**2012 Recommended Budget
Summary of Expenditures and Revenues
Courts Judiciary**

E-1

	2011 Adopted Budget	2012 Recommended Budget	Increase (Decrease) Amount
<u>Expenditures</u>			
Combined Court Related Operations	\$39,328,610	\$38,563,483	(\$765,127)
Courts Pretrial Services	\$4,587,238	\$4,991,075	\$403,837
Department Of Child Support Services	\$20,049,948	\$18,925,987	(\$1,123,961)
Total Expenditures	\$63,965,796	\$62,480,546	(\$1,485,251)
<u>Revenues</u>			
Combined Court Related Operations	\$4,312,376	\$4,232,735	(\$79,641)
Department Of Child Support Services	\$846,150	\$1,166,506	\$320,356
Total Revenues	\$5,158,526	\$5,399,241	\$240,715
<u>State and Federal Aids</u>			
Combined Court Related Operations	\$5,432,978	\$5,006,852	(\$426,126)
Courts Pretrial Services	\$1,164,391	\$653,462	(\$510,929)
Department Of Child Support Services	\$17,887,577	\$16,443,612	(\$1,443,965)
Total State and Federal Aids	\$24,484,946	\$22,103,926	(\$2,381,020)
NET FUNDS REQUIRED	\$34,322,324	\$34,977,379	\$655,055

**2012 Recommended Budget
Summary of Expenditures and Revenues
General Government**

	2011 Adopted Budget	2012 Recommended Budget	Increase (Decrease) Amount
<u>Expenditures</u>			
Election Commission	\$647,006	\$1,021,594	\$374,588
County Treasurer	\$1,646,625	\$1,555,263	(\$91,362)
County Clerk	\$807,053	\$790,195	(\$16,857)
Register of Deeds	\$4,900,333	\$4,529,359	(\$370,975)
Total Expenditures	\$8,001,016	\$7,896,410	(\$104,606)
<u>Revenues</u>			
Election Commission	\$40,500	\$80,500	\$40,000
County Treasurer	\$2,988,423	\$3,205,250	\$216,827
County Clerk	\$512,350	\$470,500	(\$41,850)
Register of Deeds	\$5,077,857	\$4,669,111	(\$408,746)
Total Revenues	\$8,619,130	\$8,425,361	(\$193,769)
NET FUNDS REQUIRED	(\$618,114)	(\$528,951)	\$89,163

**2012 Recommended Budget
Summary of Expenditures and Revenues
Public Safety**

G-1

	2011 Adopted Budget	2012 Recommended Budget	Increase (Decrease) Amount
<u>Expenditures</u>			
Office of the Sheriff	\$152,515,945	\$137,750,238	(\$14,765,707)
District Attorney	\$19,104,579	\$18,359,468	(\$745,111)
Medical Examiner	\$4,651,277	\$4,619,161	(\$32,116)
Total Expenditures	\$176,271,801	\$160,728,867	(\$15,542,934)
<u>Revenues</u>			
Office of the Sheriff	\$10,738,178	\$10,747,576	\$9,398
District Attorney	\$67,318	\$63,300	(\$4,018)
Medical Examiner	\$1,626,500	\$1,915,750	\$289,250
Total Revenues	\$12,431,996	\$12,726,626	\$294,630
<u>State and Federal Aids</u>			
Office of the Sheriff	\$9,304,763	\$8,932,883	(\$371,880)
District Attorney	\$7,103,226	\$6,777,933	(\$325,293)
Medical Examiner	\$33,000	\$22,672	(\$10,328)
Total State and Federal Aids	\$16,440,989	\$15,733,488	(\$707,501)
NET FUNDS REQUIRED	\$147,398,816	\$132,268,753	(\$15,130,063)

**2012 Recommended Budget
Summary of Expenditures and Revenues
Transportation and Public Works**

H-1

	2011 Adopted Budget	2012 Recommended Budget	Increase (Decrease) Amount
<u>Expenditures</u>			
Airport	\$81,698,002	\$85,137,604	\$3,439,602
Transportation Services **Inactive**	\$2,406,851	\$0	(\$2,406,850)
Architect, Engineering & Environ Svcs **Inactive**	\$6,716,935	\$0	(\$6,716,935)
Highways	\$18,637,572	\$19,505,378	\$867,806
Fleet Management	\$8,400,118	\$8,848,271	\$448,153
Transit/Paratransit System	\$126,216,388	\$124,345,925	(\$1,870,463)
Director's Office	\$315,904	\$120,822	(\$195,082)
Total Expenditures	\$244,391,770	\$237,958,000	(\$6,433,769)
<u>Revenues</u>			
Airport	\$81,623,002	\$85,062,604	\$3,439,602
Transportation Services **Inactive**	\$2,196,797	\$0	(\$2,196,797)
Architect, Engineering & Environ Svcs **Inactive**	\$6,109,477	\$0	(\$6,109,477)
Highways	\$126,100	\$1,470,654	\$1,344,554
Fleet Management	\$10,130,265	\$10,825,564	\$695,299
Transit/Paratransit System	\$16,711,125	\$11,545,434	(\$5,165,691)
Director's Office	\$250,000	\$250,000	\$0
Total Revenues	\$117,146,766	\$109,154,256	(\$7,992,510)
<u>State and Federal Aids</u>			
Airport	\$75,000	\$75,000	\$0
Transportation Services **Inactive**	\$6,110	\$0	(\$6,110)
Highways	\$17,537,417	\$17,149,930	(\$387,487)
Fleet Management	\$20,000	\$17,000	(\$3,000)
Transit/Paratransit System	\$91,937,500	\$94,078,246	\$2,140,746
Total State and Federal Aids	\$109,576,027	\$111,320,176	\$1,744,149
NET FUNDS REQUIRED	\$17,668,977	\$17,483,568	(\$185,408)

**2012 Recommended Budget
Summary of Expenditures and Revenues
Health Human Services**

	2011 Adopted Budget	2012 Recommended Budget	Increase (Decrease) Amount
<u>Expenditures</u>			
DHHS - Behavioral Health Division	\$188,541,569	\$185,307,008	(\$3,234,561)
Department on Aging	\$18,609,181	\$18,217,883	(\$391,298)
Department of Family Care	\$263,564,973	\$233,305,474	(\$30,259,498)
Dept of Health & Human Services	\$132,291,589	\$104,541,644	(\$27,749,945)
Total Expenditures	\$603,007,312	\$541,372,009	(\$61,635,303)
<u>Revenues</u>			
DHHS - Behavioral Health Division	\$69,391,139	\$68,569,909	(\$821,230)
Department on Aging	\$1,396,176	\$496,852	(\$899,324)
Department of Family Care	\$263,564,973	\$233,305,474	(\$30,259,499)
Dept of Health & Human Services	\$4,392,344	\$4,382,522	(\$9,822)
Total Revenues	\$338,744,632	\$306,754,757	(\$31,989,875)
<u>State and Federal Aids</u>			
DHHS - Behavioral Health Division	\$59,845,225	\$58,019,971	(\$1,825,254)
Department on Aging	\$15,401,496	\$15,829,156	\$427,660
Dept of Health & Human Services	\$99,295,553	\$75,740,622	(\$23,554,931)
Total State and Federal Aids	\$174,542,274	\$149,589,749	(\$24,952,525)
NET FUNDS REQUIRED	\$89,720,406	\$85,027,502	(\$4,692,904)

**2012 Recommended Budget
Summary of Expenditures and Revenues
Parks, Recreation Culture**

J-1

	2011 Adopted Budget	2012 Recommended Budget	Increase (Decrease) Amount
<u>Expenditures</u>			
Milwaukee County Historical Society	\$242,550	\$206,167	(\$36,383)
War Memorial	\$1,504,594	\$1,278,905	(\$225,689)
Villa Terrace/Charles Allis Art Museums	\$243,656	\$207,108	(\$36,548)
Marcus Center for the Performing Arts	\$1,280,000	\$1,088,000	(\$192,000)
Federated Library System	\$66,650	\$56,652	(\$9,998)
Milwaukee County Funds for the Performing Arts	\$377,688	\$0	(\$377,688)
Parks, Recreation & Culture	\$42,869,922	\$40,243,957	(\$2,625,965)
Zoological Department	\$24,464,755	\$24,984,374	\$519,619
Milwaukee Public Museum	\$3,502,376	\$3,502,376	\$0
UW Extension	\$457,888	\$458,297	\$409
Total Expenditures	\$75,010,079	\$72,025,837	(\$2,984,242)
<u>Revenues</u>			
Parks, Recreation & Culture	\$17,364,162	\$18,238,586	\$874,424
Zoological Department	\$19,683,056	\$19,683,056	\$0
UW Extension	\$121,080	\$121,080	\$0
Total Revenues	\$37,168,298	\$38,042,722	\$874,424
<u>State and Federal Aids</u>			
Parks, Recreation & Culture	\$195,500	\$167,574	(\$27,926)
Total State and Federal Aids	\$195,500	\$167,574	(\$27,926)
NET FUNDS REQUIRED	\$37,646,281	\$33,815,541	(\$3,830,741)

**2012 Recommended Budget
Summary of Expenditures and Revenues
Debt Service**

K-1

	2011 Adopted Budget	2012 Recommended Budget	Increase (Decrease) Amount
<u>Expenditures</u>			
General County Debt Service	\$67,917,596	\$67,458,328	(\$459,268)
Total Expenditures	\$67,917,596	\$67,458,328	(\$459,268)
<u>Revenues</u>			
General County Debt Service	\$14,657,723	\$8,168,149	(\$6,489,574)
Total Revenues	\$14,657,723	\$8,168,149	(\$6,489,574)
NET FUNDS REQUIRED	\$53,259,873	\$59,290,179	\$6,030,306

**2012 Recommended Budget
Summary of Expenditures and Revenues
Capital Improvements**

L-1

	2011 Adopted Budget	2012 Recommended Budget	Increase (Decrease) Amount
<u>Expenditures</u>			
Airport	\$19,428,500	\$27,519,000	\$8,090,500
Mass Transit	\$0	\$0	\$0
Environmental	\$0	\$0	\$0
Parks, Recreation, & Culture	\$5,249,380	\$0	(\$5,249,380)
Museum	\$0	\$0	\$0
Zoological Department	\$400,000	\$100,000	(\$300,000)
Human Services	\$0	\$0	\$0
Courthouse Complex	\$0	\$0	\$0
House of Correction	\$0	\$0	\$0
Other Agencies	\$6,692,801	\$3,045,000	(\$3,647,801)
Total Expenditures	\$31,770,681	\$30,664,000	(\$1,106,681)
<u>Revenues</u>			
Airport	\$18,664,437	\$19,962,075	\$1,297,638
Environmental	\$0	\$0	\$0
Parks, Recreation, & Culture	\$5,169,380	\$0	(\$5,169,380)
Museum	\$0	\$0	\$0
Zoological Department	\$400,000	\$50,000	(\$350,000)
Human Services	\$0	\$0	\$0
Courthouse Complex	\$0	\$0	\$0
Other Agencies	\$6,692,801	\$1,545,000	(\$5,147,801)
Total Revenues	\$30,926,618	\$21,557,075	(\$9,369,543)
<u>State and Federal Aids</u>			
Airport	\$764,063	\$7,556,925	\$6,792,862
Mass Transit	\$0	\$0	\$0
Parks, Recreation, & Culture	\$40,000	\$0	(\$40,000)
Total State and Federal Aids	\$804,063	\$7,556,925	\$6,752,862
NET FUNDS REQUIRED	\$40,000	\$1,550,000	\$1,510,000

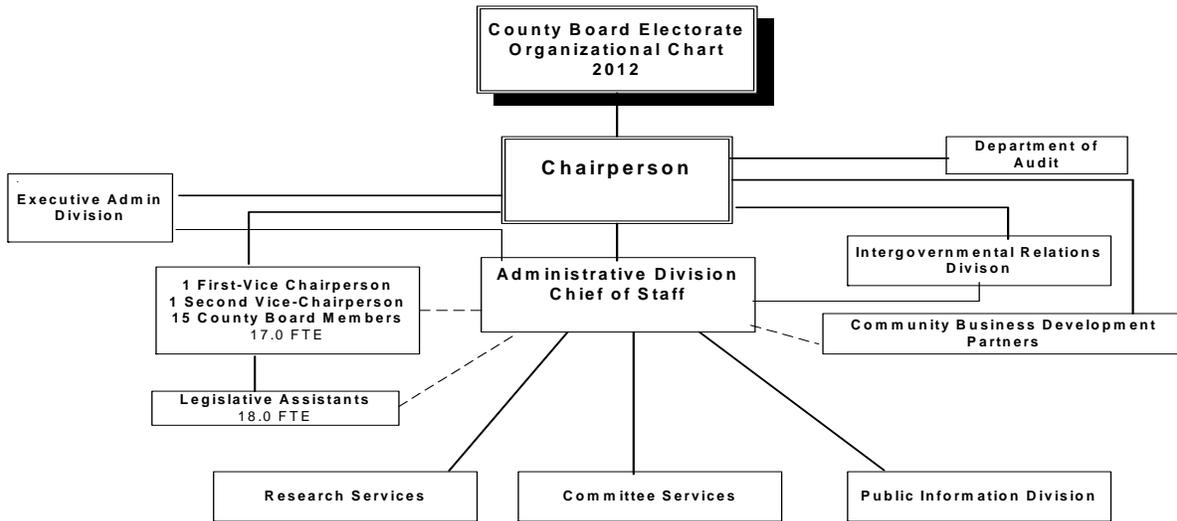
**2012 Recommended Budget
Summary of Expenditures and Revenues
Trust Funds**

M-1

	2011 Adopted Budget	2012 Recommended Budget	Increase (Decrease) Amount
<u>Expenditures</u>			
BHD Research	\$25,000	\$25,000	\$0
BHD Patient Activity/Special Events	\$10,100	\$10,100	\$0
Zoo Specimen	\$48,325	\$48,185	(\$140)
Zoo Railroad	\$936,724	\$904,239	(\$32,485)
Office on Disabilities Expendable Trust	\$25,000	\$25,000	\$0
Total Expenditures	\$1,045,149	\$1,012,524	(\$32,625)
<u>Revenues</u>			
BHD Research	\$25,000	\$25,000	\$0
BHD Patient Activity/Special Events	\$10,100	\$10,100	\$0
Zoo Specimen	\$48,325	\$48,185	(\$140)
Zoo Railroad	\$903,961	\$885,872	(\$18,089)
Office on Disabilities Expendable Trust	\$25,000	\$25,000	\$0
Total Revenues	\$1,012,386	\$994,157	(\$18,229)
<u>State and Federal Aids</u>			
Zoo Railroad	\$32,763	\$18,367	(\$14,396)
Total State and Federal Aids	\$32,763	\$18,367	(\$14,396)
NET FUNDS REQUIRED	\$0	\$0	\$0

COUNTY BOARD

COUNTY BOARD (1000)



MISSION

The mission of the Board of Supervisors is to ensure a responsive, accessible and accountable government for the people of the County of Milwaukee, and to establish County policies that enhance self-sufficiency, personal safety, economic opportunity and quality of life.

Budget Summary		
	2012	2011/2012 Change
Expenditures	6,497,860	(251,467)
Revenue	0	0
Levy	6,497,860	(251,467)
FTE's	56.8	(1.7)
Major Programmatic Changes		
<ul style="list-style-type: none"> Staffing reduction of one County Board Supervisor and Legislative Assistant Partial unfunding of one Research Analyst and one Administrative Assistant position Membership reduction 		

OBJECTIVES

- The County Board will continue to make fiscal and programmatic decisions and provide overall policy direction to ensure essential and important services for the community involving the safety, health and welfare needs of citizens.
- County Supervisors will continue to communicate with constituents, organizations, and businesses on the needs of the community, the laws, procedures, and available resources under which Milwaukee County operates.

COUNTY EXECUTIVE'S 2012 BUDGET

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- County Board staff will continue to provide timely and accurate information for policymakers to make sound decisions for their constituency and the County as a whole; and to communicate those decisions and actions to the public.
- The County Board, as the legislative branch of County government, will continue strengthening relationships with the executive and judicial branches of Milwaukee County and with other levels of government.
- The County Board, as the legislative branch of County government, will continue to maximize State and Federal aid to Milwaukee County - as well as other counties, and municipalities, especially those located within the boundaries of Milwaukee County.
- County Board administration will continue to improve business operations to ensure the County Board is managed in an efficient and fiscally prudent manner.

DEPARTMENTAL PROGRAM DESCRIPTION

Legislative Services

The Milwaukee County Board of Supervisors is a body of 18 legislative representatives elected by residents of 18 supervisory districts in the County; this information is based on the current 2011 redistricting plan. Legislative Services includes 18 Board members who elect from their body the Chairperson of the Board and the First and Second Vice Chairpersons. Also included are Legislative Assistant positions assigned to each Supervisor. Upper management of all County Board services is the responsibility of the Chairperson of the County Board, who functions as the department head.

The Board's primary power is to determine policy and direct County government through the adoption of ordinances and resolutions. As such, the Board establishes programs, services, and laws for the County. Among the Board's most important means of establishing policy is the adoption of the annual County Budget. The Board conducts its business through nine standing committees, various subcommittees, commissions and task forces.

At the committee level, members hear testimony from Supervisors proposing legislation, requests from departments, and outside agencies regarding policy changes. The public is also offered the opportunity to speak to committees on an issue. Committee members may amend legislation to reflect the will of the committee and then vote on the item. Committee recommendations are forwarded to the County Board with a recommendation for approval or rejection. The full Board may further amend the resolution or ordinance, lay it over, or send it back to committee for additional study. The full County Board votes on a measure, accepting or rejecting it, and finally, if the County Executive vetoes the measure, the County Board must vote to either sustain or override the veto.

Legislative Support Services

Research Services

Duties include specialized research analysis and studies for specific standing committees, subcommittees and other special committees of the County Board, and preparation of resolutions, ordinances, and fiscal notes. Research staff is involved annually in the review, analysis and development of recommendations for the Finance and Audit Committee and the County Board on Countywide departmental operations and capital budget requests as presented in the County Executive Budget.

Committee Services

Duties include committee-meeting support essential to the operation of the County Board. Primary responsibilities involve issuing committee agendas and meeting notices, prepare committee reports for Board action, and to enter in appropriate files kept for that purpose, a complete record of all committee meetings, including attendance, appearances for and against pending matters, and to record and prepare minutes of meetings. These include all

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: County Board

UNIT NO. 1000
FUND: General - 0001

motions made, by whom, and how each member voted upon each matter considered, together with a final action by the committee.

Public Information Services

Duties include the provision of information to the public through all written, electronic and visual media, including newsletters, press releases, press relations, community outreach, web development, etc.

Administration / Operations

Functions include overall administration and policy support, departmental information technology systems, budget and accounting, fiscal monitoring, purchasing, reception, constituent services, facilities management, general operations and clerical support.

Intergovernmental Relations

The Intergovernmental Relations Division is a function within the budget of the County Board to reflect the County Board's overall legislative and policy oversight function. Intergovernmental Relations assists in coordinating and developing a legislative package and budgetary agenda for Milwaukee County, which defines areas where modifications to State and Federal legislation should be developed and introduced. Intergovernmental Relations also communicates and works with State and Federal officials to enact the County's legislative and budgetary package, and interfaces with other local units of government.

2012 Budget

Approach and Priorities

- Maintain the current level of services provided on behalf of the citizens of Milwaukee County.

Legislative Workflow and Public Access Program **(\$1,569)**

An appropriation of \$16,431 continues software maintenance and support of a new legislative workflow initiative. This capital improvement project, commenced in 2010, installs an integrated workflow and agenda management system that completely automates the entire legislative process from drafting to final disposition and publication. Implementation of a program to digitize documents and circulate via the Internet is anticipated to significantly reduce the use of paper and greatly improve public transparency and accessibility. This project is modeled after the successful implementation of a legislative workflow product that is currently in use at the City of Milwaukee and City of Racine. Also to assist with broadcasting County Board meetings, as part of this project, \$5,000 is included for services from IMSD. These costs will be offset by a reduction in staff time necessary for the legislative process, as reflected in continued unfunding of one Committee Clerk position.

Reduced Funding for Positions **(\$152,412)**

1.0 FTE County Supervisor and 1.0 FTE Legislative Assistant are unfunded, although approximately 40 percent of the salary and fringe costs are provided for in a salary adjustment account, reflecting the 2012 redistricting plan and the elimination of one district in the April 2012. In addition, 0.4 FTE Research Analyst and 0.4 FTE Administrative Assistant position are unfunded through vacancy and turnover.

Elimination of Funding for Redistricting **(\$42,500)**

\$40,000 for redistricting consultant services and \$2,500 for redistricting software services from the DTPW-Engineering Division, which were budgeted in 2011, are not needed in 2012.

Increased Funding for Sundry Services **\$2,000**

Sundry Services are increased \$2,000 for 2012 for the Milwaukee County Sister Cities relationships.

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Decreased Funding for Memberships

(\$35,000)

Due to budget constraints, membership expenses are decreased \$35,000 reflecting termination of Milwaukee County's \$42,000 membership in Wisconsin Counties Association, (partly offset by \$7,000 for other memberships).

BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 2,923,427	\$ 3,078,555	\$ 3,093,464	\$ 14,909
Employee Fringe Benefits (EFB)	2,384,723	2,431,175	2,266,905	(164,270)
Services	232,228	363,226	286,731	(76,495)
Commodities	36,800	51,000	74,750	23,750
Other Charges	3,030	2,500	2,500	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	829,592	822,871	773,510	(49,361)
Abatements	0	0	0	0
Total Expenditures	\$ 6,409,800	\$ 6,749,327	\$ 6,497,860	\$ (251,467)
Direct Revenue	16,791	0	0	0
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	\$ 16,791	\$ 0	\$ 0	\$ 0
Direct Total Tax Levy	6,393,009	6,749,327	6,497,860	(251,467)

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	60.2	58.5	56.8	(1.7)
% of Gross Wages Funded	98.7	100.0	98.3	(1.7)
Overtime (Dollars)	\$ (13)	\$ 0	\$ 0	\$ 0
Overtime (Equivalent to Position)	0.0	0.0	0.0	0.0

* For 2010 Actuals, the Position Equivalent is the budgeted amount.

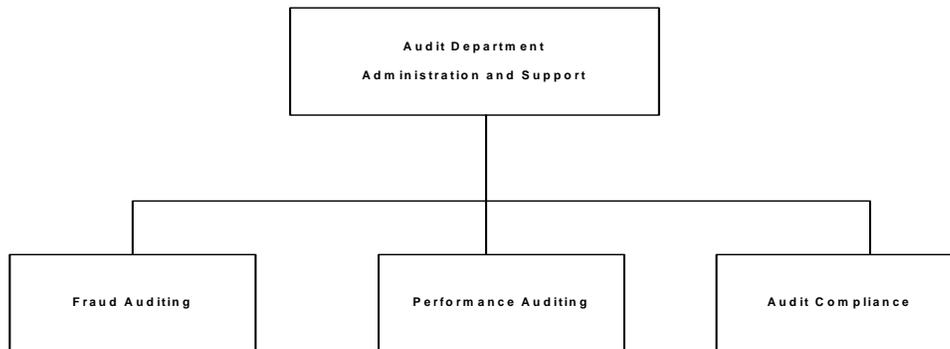
PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
County Supervisor*	80600	Unfund	(1)	(1.00)	Elected Official	(52,090)
Legislative Assistant*	87693	Unfund	(1)	(1.00)	Admin Services	(18,423)
					TOTAL	\$ (70,513)

*The positions of County Supervisor and Legislative Assistant are unfunded for 2012; however, approximately 40% of the salary and fringe costs are provided for in a salary adjustment.

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. 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 subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

COUNTY BOARD – DEPARTMENT OF AUDIT

COUNTY BOARD-DEPT OF AUDIT (1001)



MISSION

Through independent, objective and timely analysis of information, the Milwaukee County Department of Audit assists both policy makers and program managers in providing high-quality services in a manner that is honest, efficient, effective and accountable to the citizens of Milwaukee County.

Budget Summary		
	2012	2011/2012 Change
Expenditures	2,677,443	(24,457)
Revenue	0	0
Levy	2,677,443	(24,457)
FTE's	16.0	0.0
<p>Major Programmatic Changes</p> <ul style="list-style-type: none"> Reassess department staffing needs and organizational structure due to recent, pending, and potential retirements. 		

OBJECTIVES

- Improve the pool of knowledge concerning Milwaukee County issues and programs among policy and administrative decision-makers.
- Increase the County Board's level of confidence in Milwaukee County's management of resources and program administration.
- Improve efficiency and effectiveness of Milwaukee County government services.

DEPARTMENTAL PROGRAM DESCRIPTION

Pursuant to Section 59.47 of the Wisconsin Statutes and Chapter 57 of the Milwaukee County Ordinances, the Department of Audit is responsible for post auditing the fiscal concerns of Milwaukee County, including but not limited to, the following functions:

1. Examining the records and procedures of County offices and departments to reach a conclusion as to economy and efficiency, program effectiveness, and compliance with regulatory authority.
2. Monitoring the propriety of departmental recordkeeping throughout the County relating to cash receipts and disbursements, cost accounting procedures, assets held in trust, and supplies and equipment inventories.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: County Board-Dept of Audit

UNIT NO. 1001
FUND: General - 0001

3. Determining the adequacy of internal control. Internal control is the system and methods management establishes to provide reasonable assurance that the following objectives are being achieved:
 - effectiveness and efficiency of operations,
 - reliability of financial reporting, and
 - compliance with applicable laws and regulations.
4. Auditing, when warranted, agencies receiving County funds or providing services to the County.
5. Monitoring contracts with vendors of goods and services for compliance with affirmative action requirements as provided in Section 56.17 of the County Ordinances.
6. Contracting for the annual audit of the financial statements of Milwaukee County and the Single Audit of Federal and State grants required by Federal OMB Circular A-133 and State Single Audit Guidelines.
7. Pursuant to Section 15.15 of the County Ordinances, the department reconciles the County’s checking accounts and maintains custody of the cancelled checks.

2012 BUDGET

Approach and Priorities

- Maintain responsiveness to County Board audit requests and inquiries
- Continue efforts to achieve direct taxpayer savings through investigation of allegations of fraud, waste and abuse reported to the Fraud Hotline
- Facilitate the audit of the County’s 2011 financial statements and Single Audit of federal and state grants

Budget Highlights

Elimination of Step Increases for 2012 for Employees in Certain Pay Grades **(\$5,539)**

This budget includes an expenditure reduction of \$5,539 based on the elimination of step increases for 2012, as provided for in Chapter 17 of the Milwaukee County General Ordinances, for employees in certain pay grades. (See Appendix B for pay grades affected.)

Elimination of One-Time Personnel Study Funding **(\$75,000)**

The 2011 adopted budget included \$75,000 in one-time tax levy funding to study employee compensation in comparison to other public and private sector employers. No further funding is required to complete this study, resulting in a tax levy reduction from 2011 of \$75,000.

Increased Costs for County-wide Audit **\$17,000**

Estimated professional service fees to conduct the annual County-wide audit increase \$17,000, from \$416,000 to \$433,000.

Increased Costs for Audit Consulting Services **\$36,983**

Due to recent and pending retirements, professional service fees for audit consulting services increase \$36,983, from \$62,090 to \$99,073.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: County Board-Dept of Audit

UNIT NO. 1001
FUND: General - 0001

BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 1,086,252	\$ 1,100,551	\$ 1,117,889	\$ 17,339
Employee Fringe Benefits (EFB)	786,518	769,486	729,017	(40,469)
Services	419,657	581,061	562,044	(19,017)
Commodities	5,741	7,055	7,055	0
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	304,835	288,320	307,831	19,511
Abatements	(42,858)	(44,572)	(46,393)	(1,821)
Total Expenditures	\$ 2,560,145	\$ 2,701,901	\$ 2,677,443	\$ (24,457)
Direct Revenue	0	0	0	0
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	\$ 0	\$ 0	\$ 0	\$ 0
Direct Total Tax Levy	2,560,145	2,701,901	2,677,443	(24,457)

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	18.0	16.0	16.0	0.0
% of Gross Wages Funded*	100.0	100.0	100.0	0.0
Overtime (Dollars)	\$ 0	\$ 0	\$ 0	\$ 0
Overtime (Equivalent to Position)	0.0	0.0	0.0	0.0

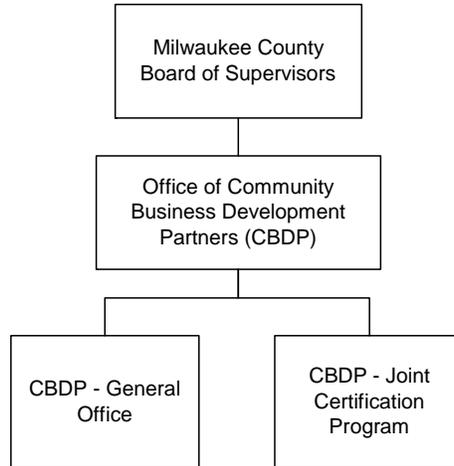
* For 2010 Actuals, the Position Equivalent is the budgeted amount.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
None						
					TOTAL	\$ 0

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. 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 subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

**COUNTY BOARD –
OFFICE OF COMMUNITY BUSINESS DEVELOPMENT PARTNERS**

COUNTY BOARD-OFFICE OF COMMUNITY BUSINESS PARTNERS (1040)



MISSION

The Office of Community Business Development Partners (CBDP) implements County/Federal Disadvantaged Business Enterprise (DBE) program regulations, establishes DBE goals, certifies DBE firms, monitors and enforces contract compliance, and promotes business opportunities and capacity building which increases overall economic viability for small and disadvantaged businesses in Milwaukee County.

Budget Summary		
	2012	2011/2012 Change
Expenditures	921,333	(103,813)
Revenue	45,000	0
Levy	876,333	(103,813)
FTE's	6.0	0.0

Major Programmatic Changes

- Begin implementation of a contract compliance auto solution database.

OBJECTIVES

- Ensure DBE goals are appropriately set and monitored on professional services and construction contracts.
- Begin implementation of a contract compliance automated solution in the Department of Transportation with full implementation continuing to Information Management Services Division (IMSD), Airport, Transit and Treasurer's Office. Provide education and training to staff in participating departments on the contract compliance automated solution.
- Continue to update and amend all DBE related Milwaukee County ordinances, policies, and procedures consistent with Federal and Milwaukee County regulations, and educate Milwaukee County department and division personnel on the proper implementation of those policies and procedures.
- Continue community outreach to attract potential DBEs and to bring an understanding of the mission and purpose of the CBDP. Continue capacity building with our current DBEs and Milwaukee County departments. This will allow CBDP to be more proactive within the County and allow current DBEs to grow and be prosperous through our program.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: County Board-Office of Community Business Partners

UNIT NO. 1040
FUND: General - 0001

DEPARTMENTAL PROGRAM DESCRIPTION

The Office of the Community Business Development Partners (CBDP) is responsible for the DBE program of Milwaukee County. Milwaukee County receives substantial Federal funding for its Transit and Paratransit systems, Airports and Federal and State highway programs from the United States Department of Transportation (USDOT). The DBE program, on behalf of Milwaukee County, ensures that full compliance is maintained with all Federal DBE laws.

Specific responsibilities of the office include annual and project goal setting for Federal Aviation Administration (FAA), Federal Transit Administration (FTA) and Wisconsin Department of Transportation (WisDOT) administered Federal Highway Administration (FHWA) programs; contract compliance monitoring; DBE firm certifications and appeals in accordance with 49 CFR 26 and terms of the Wisconsin Unified Certification Program (UCP) Agreement; DBE outreach programs that seek to promote greater utilization of DBE firms; DBE business development and technical assistance efforts; administration of revolving loan accounts to provide short-term assistance to qualifying DBE firms; and development of various small business seminars on effective business operations to qualifying DBE firms.

2012 Budget

Approach and Priorities

- Continue to provide clients with the service levels that are required of this department.
- Improve level of service provided to current and prospective DBEs in relation to informing them of available contractual opportunities.
- Ensure DBE goals are appropriately set and monitored on professional services and construction contracts.

Programmatic Impacts

- Begin implementation of a contract compliance automated solution.
- Pursuant to the directive from the County Board, a representative from CBDP will be included on all contract selection panels for professional services contracts of \$100,000 or more.

Budget Highlights

Elimination of Step Increases for 2012 for Employees in Certain Pay Grades **(\$800)**

This budget includes an expenditure reduction of \$800 based on the elimination of step increases for 2012, as provided for in Chapter 17 of the Milwaukee County General Ordinances, for employees in certain pay grades. (See Appendix B for pay grades affected.)

Cross-Charges **\$0**

Two cross-charges are included in the 2012 budget for non-capital, or direct, services by the CBDP. The Airport is charged \$20,000 and the Milwaukee County Transit System (MCTS) is charged \$25,000. The cross-charge amounts are the same as 2011.

Interpreter Fees **(\$5,000)**

Appropriations for Interpreter Fees decrease from \$15,000 to \$10,000 to more accurately reflect 2010 actual expenditures of \$8,315 and 2009 actual expenditures of \$2,550.

Men of Color Taskforce **(\$125,000)**

Appropriations for Professional Services – Non Recurring operations decrease by \$125,000 due to one-time funding in 2011 of the Men of Color Taskforce.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: County Board-Office of Community Business Partners

UNIT NO. 1040
FUND: General - 0001

Departmental Operations

\$0

Pursuant to the directive from the County Board, a representative from CBDP will be included on all contract selection panels for professional services contracts of \$100,000 or more. This action increases the department's involvement in the contracts by setting appropriate DBE goals and monitoring and enforcing contract compliance.

BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 342,090	\$ 389,127	\$ 401,483	\$ 12,357
Employee Fringe Benefits (EFB)	255,802	265,554	258,344	(7,210)
Services	125,634	223,296	96,796	(126,500)
Commodities	6,404	6,420	7,020	600
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	145,837	140,750	157,690	16,940
Abatements	0	0	0	0
Total Expenditures	\$ 875,767	\$ 1,025,147	\$ 921,333	\$ (103,813)
Direct Revenue	0	0	0	0
State & Federal Revenue	6,450	0	0	0
Indirect Revenue	214,430	45,000	45,000	0
Total Revenue	\$ 220,880	\$ 45,000	\$ 45,000	\$ 0
Direct Total Tax Levy	654,887	980,147	876,333	(103,813)

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	6.0	6.0	6.0	0.0
% of Gross Wages Funded	100.0	100.0	100.0	0.0
Overtime (Dollars)	\$ 0	\$ 0	\$ 0	\$ 0
Overtime (Equivalent to Position)	0.0	0.0	0.0	0.0

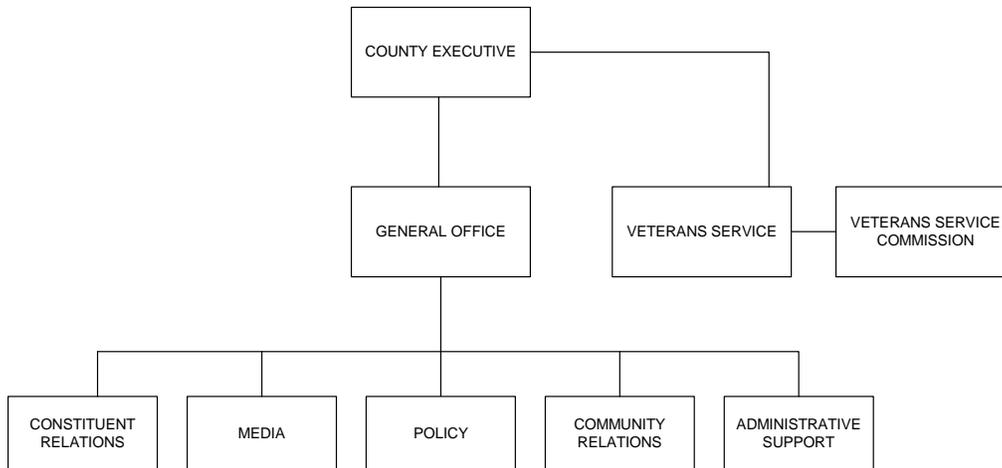
* For 2010 Actuals, the Position Equivalent is the budgeted amount.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
None						
					TOTAL	\$ 0

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. 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 subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

COUNTY EXECUTIVE – GENERAL OFFICE

COUNTY EXEC-GENERAL OFFICE (1011)



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.

Budget Summary		
	2012	2011/2012 Change
Expenditures	1,229,547	(1)
Revenue	0	0
Levy	1,229,547	(1)
FTE's	9.5	0.5

OBJECTIVES

- The County Executive will direct his Cabinet and staff to continue providing all citizens with a safe environment in which to live, raise a family, work, play, and retire. The County Executive will continue efforts to provide affordable County services, while also endeavoring to achieve those goals in a fiscally responsible manner.
- The County Executive will direct departments and divisions to provide efficient and effective safety net services to the County's most vulnerable residents, including quality managed health care for low-income residents, better housing options for those with mental illness, and other special needs.
- The County Executive will continue to work with the Legislative and Judicial branches of County government, as well as State and Federal governments, to obtain, and provide the fiscal resources necessary to achieve Milwaukee County's mission.
- The County Executive will work with the County Board of Supervisors to provide a long-term plan of reform and good management through more financial oversight, continued development of a master space plan, and a long-term strategic planning process.
- The County Executive, departments, divisions, and staff will continue working with the County Board to achieve our mutual goals of providing the highest quality of services for all Milwaukee County residents.

DEPARTMENTAL PROGRAM DESCRIPTION

The County Executive is the elected chief administrative officer for Milwaukee County. The County Executive has the following duties and responsibilities: coordinate and direct all administrative and management functions of

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: County Exec-General Office

UNIT NO. 1011
FUND: General - 0001

County government; appoint department heads and members of boards and commissions, subject to County Board confirmation; 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.

2012 BUDGET

Approach and Priorities

- Maintain the current level of services provided on behalf of the citizens of Milwaukee County.

Budget Highlights

Refunding of Administrative Secretary –Executive Assistant to the County Executive **\$54,510**
 The position of Administrative Secretary –Executive Assistant to the County Executive position is refunded for a total of 1040 hours in 2012 for a salary and active fringe cost of \$54,510.

BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 535,972	\$ 589,625	\$ 631,304	\$ 41,679
Employee Fringe Benefits (EFB)	402,326	420,943	408,038	(12,905)
Services	7,714	13,500	12,850	(650)
Commodities	2,695	5,526	6,150	624
Other Charges	0	500	500	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	224,675	199,454	170,705	(28,749)
Abatements	0	0	0	0
Total Expenditures	\$ 1,173,381	\$ 1,229,547	\$ 1,229,547	\$ (1)
Direct Revenue	5,549	0	0	0
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	\$ 5,549	\$ 0	\$ 0	\$ 0
Direct Total Tax Levy	1,167,832	1,229,547	1,229,547	(1)

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	10.0	9.0	9.5	0.5
% of Gross Wages Funded	100.0	100.0	97.4	(2.6)
Overtime (Dollars)	\$ 0	\$ 0	\$ 0	\$ 0
Overtime (Equivalent to Position)	0.0	0.0	0.0	0.0

* For 2010 Actuals, the Position Equivalent is the budgeted amount.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: County Exec-General Office

UNIT NO. 1011
FUND: General - 0001

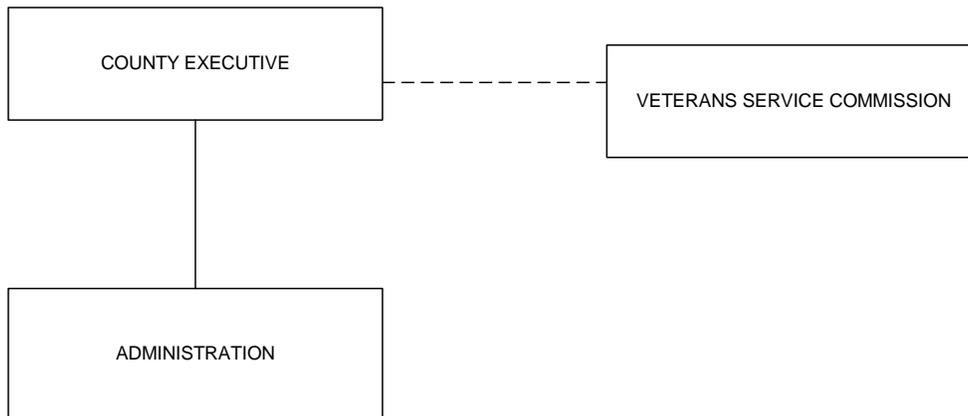
PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Adm Sec Exec Asst to COE*	80002	Re-fund	1	0.50	General Office	\$ 37,872
					TOTAL	\$ 37,872

* This position is a full-time position funded for 1040 hours; the remaining 1040 hours are unfunded.

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. 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 subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

COUNTY EXECUTIVE – VETERANS SERVICE

COUNTY EXEC-VETERANS SERVICE (1021)



MISSION

The mission of the Milwaukee County Department of Veterans Services is 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.

Budget Summary		
	2012	2011/2012 Change
Expenditures	329,912	(17,655)
Revenue	13,000	0
Levy	316,912	(17,655)
FTE's	6.0	0.0

OBJECTIVES

- Provide a high level of quality, knowledgeable service to Milwaukee County veterans and their families
- Expand services through outreach programs, including briefings and benefits seminars at local military units, veterans organizations, independent/assisted living facilities and other public venues

DEPARTMENTAL PROGRAM DESCRIPTION

On a daily basis, employees assist veterans and their families in determining eligibility for the full range of State and Federal veterans benefits. As part of this process, employees obtain and screen source documents, identify eligible programs, and facilitate the application process. Further, this office brings supportive governmental and public agencies onsite to provide complimentary services. These include the State Department of Workforce Development (DWD) Office of Veterans Services (job search assistance), DWD Bureau of Apprenticeships (entry into trades), Milwaukee County Health and Human Services (public aid), and the Marquette Volunteer Legal Clinic (legal services). In addition, this office provides used clothing and household goods to needy veterans through a volunteer donor program. Throughout the year, briefings and seminars are conducted at public venues to increase the awareness of veterans programs and benefits.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: County Exec-Veterans Service

UNIT NO. 1021
FUND: General - 0001

2012 Budget

Approach and Priorities

- Expand services provided by collaborating with existing governmental and social service agencies.
- Maintain the Milwaukee County Needy Veterans Fund (\$13,500) 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.
- Maintain funding for flags for placement on veterans graves throughout Milwaukee County.

Budget Highlights

Elimination of Step Increases for 2012 for Employees in Certain Pay Grades (\$1,240)

This budget includes an expenditure reduction of \$1,240 based on the elimination of step increases for 2012, as provided for in Chapter 17 of the Milwaukee County General Ordinances, for employees in certain pay grades. (See Appendix B for pay grades affected.)

BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 108,304	\$ 149,208	\$ 139,675	\$ (9,533)
Employee Fringe Benefits (EFB)	113,311	120,956	113,470	(7,486)
Services	17,649	21,660	22,860	1,200
Commodities	25,114	29,000	32,000	3,000
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	29,633	26,743	21,907	(4,836)
Abatements	0	0	0	0
Total Expenditures	\$ 294,011	\$ 347,567	\$ 329,912	\$ (17,655)
Direct Revenue	0	0	0	0
State & Federal Revenue	13,000	13,000	13,000	0
Indirect Revenue	0	0	0	0
Total Revenue	\$ 13,000	\$ 13,000	\$ 13,000	\$ 0
Direct Total Tax Levy	281,011	334,567	316,912	(17,655)

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	5.0	6.0	6.0	0.0
% of Gross Wages Funded	83.4	100.0	100.0	0.0
Overtime (Dollars)	\$ 0	\$ 0	\$ 0	\$ 0
Overtime (Equivalent to Position)	0.0	0.0	0.0	0.0

* For 2010 Actuals, the Position Equivalent is the budgeted amount.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: County Exec-Veterans Service

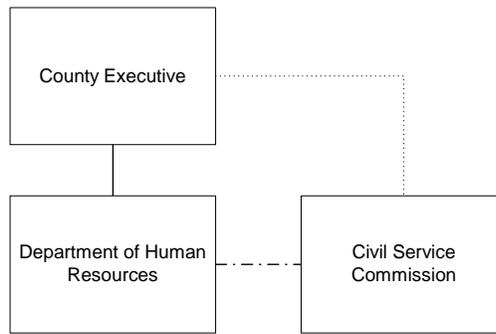
UNIT NO. 1021
FUND: General - 0001

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
None						
					TOTAL	\$ 0

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. 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 subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

CIVIL SERVICE COMMISSION

CIVIL SERVICE COMMISSION (1110)



MISSION

The Civil Service Commission will serve the residents of Milwaukee County by conducting hearings and rendering decisions on merit system violations and appeals of actions taken by the Director of Human Resources. In addition, the Civil Service Commission has responsibility for the adoption and amendment of rules and regulations governing the merit system.

Budget Summary		
	2012	2011/2012 Change
Expenditures	13,821	(40,216)
Revenue	0	0
Levy	13,821	(40,216)
FTE's	5.0	0.0

DEPARTMENTAL PROGRAM DESCRIPTION

Pursuant to Sections 63.01 to 63.03 of the Wisconsin Statutes, there shall be a Civil Service Commission in every county containing 500,000 or more residents. The five-member Civil Service Commission conducts hearings on the merit system and, when necessary, makes recommendations to the County Board or its committees. The Civil Service Commission budget includes the following two programs:

- Quasi-Judicial – The Civil Service Commission acts as an adjudicating body, conducting hearings on merit system violations and appeals of actions taken by the Director of Human Resources and rendering decisions thereon.
- Administrative – The Civil Service Commission exercises administrative control over the merit system, including promulgation of rules.

2012 BUDGET

Approach and Priorities

- Maintain same level of service.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Civil Service Commission

UNIT NO. 1110
FUND: General - 0001

Budget Highlights

Transfer Administrative Expenditures

(\$38,595)

Administrative expenditures including the cross charge for the Human Resources Director are transferred to the Department of Human Resources.

BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 40,758	\$ 48,143	\$ 9,722	\$ (38,421)
Employee Fringe Benefits (EFB)	7,089	25	44	19
Services	1,282	4,231	4,055	(176)
Commodities	0	0	0	0
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	1,534	1,638	0	(1,638)
Abatements	0	0	0	0
Total Expenditures	\$ 50,662	\$ 54,037	\$ 13,821	\$ (40,216)
Direct Revenue	0	0	0	0
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	\$ 0	\$ 0	\$ 0	\$ 0
Direct Total Tax Levy	50,662	54,037	13,821	(40,216)

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	5.0	5.0	5.0	0.0
% of Gross Wages Funded	100.0	100.0	100.0	0.0
Overtime (Dollars)	\$ 0	\$ 0	\$ 0	\$ 0
Overtime (Equivalent to Position)	0.0	0.0	0.0	0.0

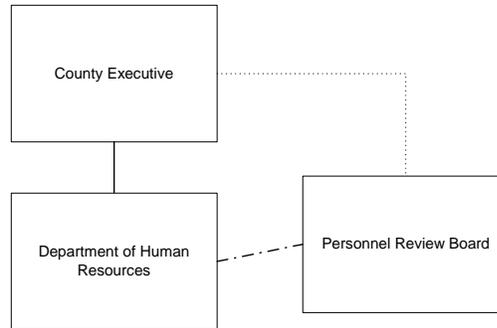
* For 2010 Actuals, the Position Equivalent is the budgeted amount.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
None						
					TOTAL	\$ 0

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. 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 subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

PERSONNEL REVIEW BOARD

PERSONNEL REVIEW BOARD (1120)



MISSION

The mission of the Milwaukee County Personnel Review Board (PRB) is to ensure that administrative decisions related to discipline of employees in the classified civil service and grievances by employees in the classified civil service who are not subject to a bargaining agreement are made in a fair and impartial manner.

Budget Summary		
	2012	2011/2012 Change
Expenditures	18,182	(201,529)
Revenue	0	0
Levy	18,182	(201,529)
FTE's	5.0	(2.3)

Major Programmatic Changes

- Maintain core services and process increased disciplinary case workload.
- Reassess department staffing needs due to anticipated changes to state or local laws or policies.
- Complete implementation of automated workflow mechanism to enhance efficiency and allow minimized staffing.

OBJECTIVES

- Review cases in an efficient, effective, and expedient manner, whether by hearing or by administrative file review.
- Improve operations by expanded use of technology, such as implementation of workflow tracking; enhanced electronic case data and statistical tracking; and online PRB training modules.
- Investigate, identify, and recommend cost-effective means to fulfill civil service rules review duties identified in Chapter 33, Milwaukee County General Ordinances.
- Maintain employee and statistical records on disciplinary cases that may assist the county in litigation or that may provide data useful for determining patterns in disciplinary behavior and outcomes.
- Exercise all options allowed or required under Wisconsin's Open Records laws.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Personnel Review Board

UNIT NO. 1120
FUND: General - 0001

DEPARTMENTAL PROGRAM DESCRIPTION

- Pursuant to Wis. Stats. 63.10 and 63.12 and Chapter 33 of the Milwaukee County General Ordinances, the five-member Personnel Review Board 1) provides quasi-judicial hearings of charges filed by appointing authorities, or other persons authorized to file such charges, where the charges allege actions of an individual in the classified civil service merit suspension (second in six months or more than eleven days), demotion, or discharge; and 2) hears citizen complaints.
- Pursuant to Chapter 33 and Milwaukee County General Ordinance 17.207, the PRB provides administrative file review or quasi-judicial hearings of final step grievance appeals by County employees, where not superseded by a bargaining agreement.
- Pursuant to Chapter 9, Milwaukee County General Ordinances and the Board's own Rules of Procedure, the Board acts as an "Independent Fact Finder" for cases forwarded by the Ethics Board, and may act as a hearing body for other disciplinary actions that call for an administrative hearing.
- Also pursuant to Chapter 33, Milwaukee County General Ordinances, the Personnel Review Board is responsible for annually reviewing and reporting on the rules, practices and procedures of the Milwaukee County Civil Service Commission.

2012 BUDGET

Approach and Priorities

This budget was prepared with consideration of five-year average actual usage, including assumed usage of all dollars in 2011 adopted budget. Additionally, this budget considers the following administrative priorities:

- Preserve core services and process cases with efficiency and accuracy.
- Work with departments, unions, or attorneys to identify and address barriers to reducing average turnaround time of PRB cases to within a 6 to 9 month period.
- Reduce time to prepare case outcome documents and respond to inquiries in a more timely fashion.
- Provide periodic procedural training sessions related to the PRB rules, procedures, and decisions.

Programmatic Impacts

- Historically, PRB case volume increases from year to year. This trend is expected to continue.
- In addition to increased volume, the number of cases being heard by the PRB in mid-2011 has begun to trend upward due to cases going to hearing instead of being settled.
- Potential changes to Wisconsin's collective bargaining law, which may result in an increase in grievances escalated to the level of the Personnel Review Board, pursuant to Milwaukee County's well-established grievance procedure for non-represented County employees, may result in a moderate to high increase in the PRB's workload.

Budget Highlights

Human Resources Reorganization

(\$291,200)

The administrative functions and the associated expenditures of the Personnel Review Board are transferred to the Department of Human Resources. This organizational unit is maintained to provide for the salary of the Personnel Review Board members.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Personnel Review Board

UNIT NO. 1120
FUND: General - 0001

BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 146,356	\$ 118,847	\$ 18,182	\$ (100,665)
Employee Fringe Benefits (EFB)	72,938	67,974	0	(67,974)
Services	1,369	3,730	0	(3,730)
Commodities	864	2,350	0	(2,350)
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	28,076	26,810	0	(26,810)
Abatements	(3,736)	0	0	0
Total Expenditures	\$ 245,867	\$ 219,711	\$ 18,182	\$ (201,529)
Direct Revenue	36	0	0	0
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	\$ 36	\$ 0	\$ 0	\$ 0
Direct Total Tax Levy	245,831	219,711	18,182	(201,529)

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	6.9	7.3	5.0	(2.2)
% of Gross Wages Funded	98.3	100.0	100.0	0.0
Overtime (Dollars)	\$ 0	\$ 0	\$ 0	\$ 0
Overtime (Equivalent to Position)	0.0	0.0	0.0	0.0

* For 2010 Actuals, the Position Equivalent is the budgeted amount.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Administrative Assistant NR	40	Transfer Out	(1)	(0.75)	PRB	\$ (43,818)
PRB Secretary	85110	Transfer Out	(1)	(0.75)	PRB	(31,494)
					TOTAL	\$ (75,312)

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Personnel Review Board

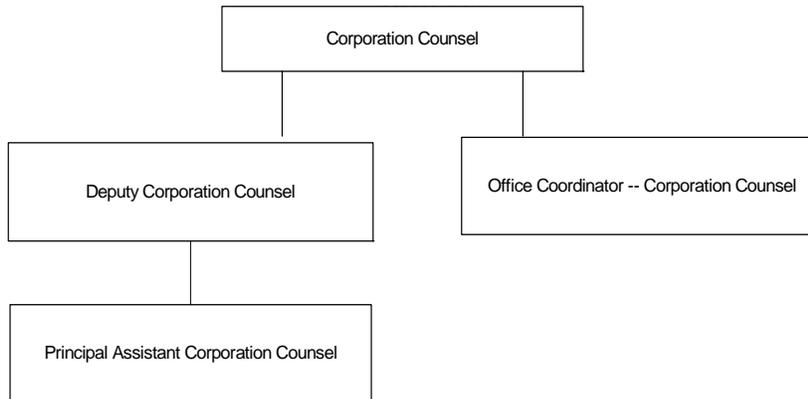
UNIT NO. 1120
FUND: General - 0001

ACTIVITY AND STATISTICAL SUMMARY				
	2009	2010	2011	2012
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
Discipline/Grievance Hearings Placed on Docket	235	290	290	235
Number of PRB Meetings with Hearings	27	28	28	28
Hours Met in Session	81	61	61	61

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. 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 subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

CORPORATION COUNSEL

CORPORATION COUNSEL (1130)



MISSION

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

Budget Summary		
	2012	2011/2012 Change
Expenditures	1,708,431	(27,105)
Revenue	155,000	0
Levy	1,553,431	(27,105)
FTE's	18.8	(0.9)

OBJECTIVES

- Maintain positive constituent relations by servicing the public that relies on the services of this office during times of personal crisis
- Respond timely to requests for legal advice
- Provide zealous advocacy on behalf of Milwaukee County and its departments, divisions and elected officials

DEPARTMENTAL PROGRAM DESCRIPTION

The Office of Corporation Counsel serves as chief legal counsel to all Milwaukee County departments, employees and elected officials. The three main functions are the provision of general legal advice, the provision of quasi-prosecutorial functions in mental health, guardianship and protective placement and open records and public meetings, and the provision of 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.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Corporation Counsel

UNIT NO. 1130
FUND: General - 0001

2012 Budget

Approach and Priorities

- Maintain the current level of services provided on behalf of the citizens of Milwaukee County.

Budget Highlights

Personnel Changes **(\$157,330)**

In order to continue providing the existing level of service while minimizing costs, the staff is restructured as follows: 1.0 FTE vacant Deputy Corporation Counsel is unfunded for an active salary and fringe benefit savings of \$166,592. Additionally, 1.0 FTE Executive Assistant Corporation Counsel is funded with an active salary and fringe benefit cost of \$63,222; offset by the unfunding of 1.0 FTE Legal Secretary NR with an active salary and fringe benefit savings of \$54,360, for a net tax levy impact of \$9,262. The Executive Assistant position can provide more research and administrative capacity than the Legal Secretary.

Elimination of Bar Dues and Continuing Legal Education costs **(\$10,000)**

Due to the expiration of the collective bargaining agreement with the Association of Milwaukee County Attorneys, the County will no longer reimburse legal staff for Wisconsin bar dues or Continuing Legal Education (CLE) credits. This recommendation includes the elimination of County Ordinance 17.33 which provides these benefits to non-represented attorneys.

Reduction in Charges to County Departments **\$191,232**

Corporation Counsel charges departments for attorneys whose time is completely or partially dedicated. This crosscharge is based on a fully-loaded hourly rate and a projected number of hours based on previous year and current year-to-date billings. This is reflected as an abatement in Corporation Counsel's budget and decreases by a corresponding amount. This reduction is a direct reflection of a more realistic cross charge based on 2010s actual charges to other departments.

	2011	2012	Increase
Employee Benefits	\$ 100,000	\$ 30,000	\$ (70,000)
Child Support	\$ 5,000	\$ 5,000	\$ -
Airport	\$ 325,091	\$ 295,338	\$ (29,753)
Highways	\$ 25,000	\$ 25,000	\$ -
Behaviorial Health	\$ 676,143	\$ 647,312	\$ (28,831)
Aging	\$ 67,581	\$ 99,232	\$ 31,651
Family Care	\$ 137,211	\$ 102,912	\$ (34,299)
Health and Human Services	\$ 138,177	\$ 90,000	\$ (48,177)
TOTAL	\$ 1,486,026	\$ 1,294,794	\$ (191,232)

Vacancy and Turnover Reduction **\$16,908**

Vacancy and Turnover savings is reduced from the 2011 Adopted Budget by \$16,908 to \$21,576, based on an anticipation of fewer vacancies in 2012. Percentage of gross wages funded increases from 98.5 percent to 99 percent.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Corporation Counsel

UNIT NO. 1130
FUND: General - 0001

BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 1,810,454	\$ 1,797,202	\$ 1,695,885	\$ (101,316)
Employee Fringe Benefits (EFB)	988,493	1,029,105	954,113	(74,992)
Services	59,420	73,402	58,402	(15,000)
Commodities	16,342	19,100	19,100	0
Other Charges	2,464	22,000	10,000	(12,000)
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	260,295	280,754	265,725	(15,029)
Abatements	(1,251,629)	(1,486,026)	(1,294,794)	191,232
Total Expenditures	\$ 1,885,839	\$ 1,735,537	\$ 1,708,431	\$ (27,105)
Direct Revenue	177,232	155,000	155,000	0
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	\$ 177,232	\$ 155,000	\$ 155,000	\$ 0
Direct Total Tax Levy	1,708,607	1,580,537	1,553,431	(27,105)

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	20.0	19.7	18.8	(0.9)
% of Gross Wages Funded	99.3	100.0	99.1	(0.9)
Overtime (Dollars)	\$ 715	\$ 0	\$ 0	\$ 0
Overtime (Equivalent to Position)	0.0	0.0	0.0	0.0

* For 2010 Actuals, the Position Equivalent is the budgeted amount.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Executive Assistant	00000060	Fund	(1)	(1.00)	Corporation Counsel	\$ 38,988
Legal Secretary	00000069	Unfund	(1)	(1.00)	Corporation Counsel	(31,494)
Deputy Corporation Counsel	00059210	Unfund	(1)	(1.00)	Corporation Counsel	(122,310)
TOTAL						\$ (114,816)

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. 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 subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

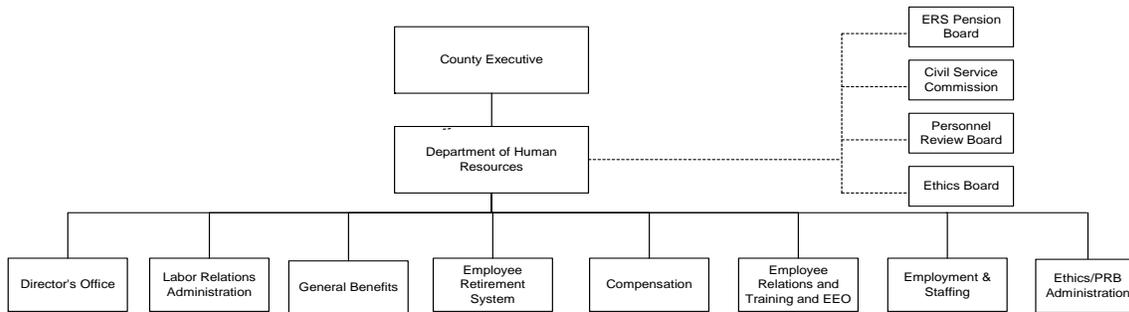
DEPARTMENT OF LABOR RELATIONS

DEPARTMENT OF LABOR RELATIONS (1135)

- The Department of Labor Relations is transferred to the Department of Human Resources as a new division.

DEPARTMENT OF HUMAN RESOURCES

HUMAN RESOURCES (1140)



MISSION

The Department of Human Resources (DHR) will provide Milwaukee County government with an equitable and effective system for the recruitment, classification, compensation, development and retention of a talented, skilled and culturally diversified workforce. DHR will create eligible lists in a timely manner for vacant positions, administer the FMLA for County employees, and administer training and development programs as required by county ordinance. At all times, DHR will assure strict adherence to Civil Service Rules, State, Federal laws and County ordinances, regulations and policies related to human resources and affirmative action. The Labor Relations section will negotiate and administer responsible and cost-effective collective bargaining agreements for Milwaukee County and its bargaining units. The General Benefits section manages the benefits program that provides health and pension benefits to active Milwaukee County employees and retirees. The Ethics Board will 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 Ethics Code requirements as outlined in Chapter 9 of the Milwaukee County General ordinances. The Milwaukee County Personnel Review Board ensures that administrative decisions related to discipline of employees in the classified civil service and grievances by employees in the classified civil Service who are not subject to a bargaining agreement are made in a fair and impartial manner.

Budget Summary

	2012	2011/2012 Change
Expenditures	5,398,142	(82,969)
Revenue	1,112,896	(754,864)
Levy	4,285,246	671,895
FTE's	58.1	17.5

Major Programmatic Changes

- Consolidate Labor Relations, General Benefits, Employee Retirement, administration of Ethics and Personnel Review Board within the Department of Human Resources.
- Fully staff the Compensation and Employment & Staffing Units to ensure the maintenance of Milwaukee County's employment and classification systems.
- Reinstigate responsible supervision training for all supervisory and managerial staff as mandated by county ordinance.
- Centralize human resource field staff.
- Continue negotiation of successor agreements with all County labor unions.
- Ongoing ethics training and education.
- Complete implementation of PRB automated workflow mechanisms to enhance efficiency and allow minimized staffing.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

OBJECTIVES

- DHR will continue its comprehensive web-based recruitment initiative to attract the most qualified and capable applicants to contribute to Milwaukee County's diversified workforce.
- DHR will fully utilize the Ceridian Recruitment System (CRS) to accelerate the application and selection processes, and to enhance recruitment capability, applicant tracking, and the employee self-service function.
- DHR will actively administer the countywide FMLA application process in conjunction with user departments.
- DHR will develop and administer a countywide supervisory development and training program.
- Develop and implement strategies to reduce the cost of health care provided to employees and retirees while maintaining high quality of care.
- Continue to work with members of the Milwaukee County Employee Health Care Workgroup in identifying alternatives for cost-effective delivery of employee health care.
- Continued refinement of the V3 Pension System, Ceridian Benefits System, and associated processes will result in cost savings through greater efficiencies in system utilization, better financial controls, and increased automated processing. This will enable available staff to spend more time with clients providing pension counseling and assisting with ongoing benefits questions.
- Serve the Pension Board by efficiently administering pension benefits and provide proper management of services provided through the Employee Retirement System (ERS).
- Improve communication with active employees and retirees providing information regarding County benefit plans to encourage participants to be more efficient and effective consumers of healthcare.
- Promote voluntary compliance with the requirements of the Ethics Code, pursuant to Chapter 9 of County Ordinances, through improved communication and through annual mandatory ethics training and through ongoing ethics training and education.
- Improve operational efficiency and maintain or improve service levels through successful software and/or hardware installations and shared resources.
- Complete regular audits of financial disclosure forms in support of compliance with the Milwaukee County Ethics Code.
- Review procedures and policies on grievances; make necessary adjustments to ensure proper and timely grievance handling.
- Continue to negotiate successor agreements to the existing labor contracts.
- Continue to review all known/existing collateral agreements. Check them for relevance and incorporate into labor agreements when applicable.
- Improve operations by expanded use of technology, such as implementation of workflow tracking, enhanced electronic case data and statistical tracking; and online PRB training modules.
- Investigate, identify and recommend cost-effective means to fulfill civil service rules review duties identified in Chapter 33.

DEPARTMENTAL PROGRAM DESCRIPTION

The **Director's Office** administers human resources programs, assigns projects, assists County departments in identifying resources for training and staff development, prepares the Affirmative Action report, receives employee complaints related to Title VII, submits the annual departmental budget, presents all department recommendations to the Civil Service Commission and the Personnel Committee of the County Board, serves as staff to the Personnel Committee, analyzes and reports on legislation affecting the human resource function in Milwaukee County, directs the implementation of the automated Human Resources Information System (HRIS), including CRS, and provides analysis, recommendations, and implementation of new approaches to human resource/human capital administration. The Director of Human Resources serves as secretary of the Civil Service Commission.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

Employee Relations and Training & Equal Opportunity is responsible for the mandated filing of EE04 and EE01 reports for affirmative action. Additionally this office conducts the mandated training of responsible supervision classes and other training that has broad application to all County workplaces such as diversity, sexual harassment, etc. This office serves as the receiver of any Title VII claims or complaints. The County diversity committees are coordinated through this office.

The **Compensation Unit** studies requests for salary reallocations, changes in compensation policies and practices, and estimates the fiscal impact of these actions. This unit also maintains the classification system, performs job analyses, maintains salary provisions mandated by labor contracts or County Ordinances, implements provisions of the Executive Compensation Plan, and prepares recommendations to County Ordinances reflecting various compensation related policies such as the Federal Labor Standards Act (FLSA).

Employment and Staffing develops, administers, and monitors employee selection processes for all positions in the Milwaukee County Classified Service and, upon request, for positions in the unclassified service. This effort includes the assessment of job specifications and minimum qualifications, the development and administration of applicant examinations, and the certification of qualified candidates to department heads and appointing authorities. This section is responsible for activities recruiting employees to the Milwaukee County Classified Service, as well as the maintenance of appropriate records, applicant tracking and reports.

Employee Retirement Services (ERS) operates two retirement plans: ERS for regular County employees and OBRA for irregular part-time employees. The ERS operation provides customer services to employees that include individual retirement interviews, benefit calculations, eligibility determination, payment generation, community resources information and support services referrals. ERS transitions County employees into retirement status and provides ongoing support for over 7,300 retirees. ERS, at the direction of the pension board, manages an investment portfolio of approximately \$1.7 billion and disburses annual pension payments of approximately \$150 million.

General Benefits provides 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. General Benefits provides customer service support to over 20,000 active employees, retirees, and covered dependents. General Benefits is also responsible for benefit plan design, monitoring and forecasting plan costs, managing relationships with plan vendors, and reviewing, soliciting, and awarding benefit plan contracts.

Personnel Review Board/Personnel Review Board Administration consists of the Executive Secretary and staff allotting a percentage of their time to staff and manage the Office of the Ethics and Personnel Review Boards.

Labor Relations negotiates and administers all collective bargaining agreements, establishes labor relations training programs for supervisory staff and conducts all procedures ordered by the Wisconsin Employment Relations Commission, U.S. Department of Labor, or the Wisconsin Department of Workforce Development. All matters relating to labor relations introduced to the County Board are referred to DLR for recommendation. In addition, DLR may, under the direction of the County Board Personnel Committee, carry out those procedural responsibilities delegated to that committee by Chapter 80 of the Milwaukee County General Ordinances, annually review the wages, hours and conditions of employment of all employees not represented for purposes of collective bargaining, and submit recommendations to the County Board of Supervisors each year for the following year.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

2012 BUDGET

Approach and Priorities

- Increase service levels to user departments.
- Fully staff and maintain the Compensation and Employment & Staffing Units.
- Develop and maintain countywide supervisory training program.
- Coordinate more efficient use of county resources.

Programmatic Impacts

- The Compensation and Employment & Staffing Units will be fully staffed, allowing DHR to respond in timely manner to requests from departments regarding filling vacancies, changes in compensation, job analyses and comparison studies.
- Reinststitute responsible supervision training for all supervisory and managerial staff as mandated by county ordinance.
- Consolidate Labor Relations, General Benefits, Employee Retirement, Ethics and Personnel Review Board functions within the Department of Human Resources.
- Centralize Human Resource field staff.
- The Personnel Review Board Executive Secretary and staff allot a percentage of their time to staff and manage the Office of the Ethics Board.
- Increases in the administrative activities of the Ethics Board, resulting largely from its ongoing efforts to fulfill the spirit of education duties identified in Chapter 9.10, M.C.G.O, are expected to increase the workload of the PRB staff and the research and administrative responsibilities of the PRB Executive Secretary.

Budget Highlights

Human Resources

Human Resources Consolidation

\$111,788

In 2012, the following departments are consolidated within the Department of Human Resources: Labor Relations, Employee Benefits, and the Administrative Staff of Ethics and the Personnel Review Board. As a result of this consolidation, 1.0 FTE Deputy Director HR is created for a salary and fringe benefits cost of \$111,788. This consolidation is expected to improve efficiencies within these functional areas.

Personnel Changes

\$160,552

The Department is recommending the creation of the following positions: 2.0 FTE Human Resources Analyst 3 (\$167,972), 1.0 FTE HR Compensation Manager (\$109,046), and 1.0 FTE Management Assistant HR (\$57,660) for a salary and fringe benefit cost of \$334,678. This cost is partially offset by abolishing 1.0 FTE HR Manager-Compliance (\$109,046) and 1.0 FTE Admin Specialist (\$65,080) for a savings of \$174,126. This results in a net levy cost of \$160,552.

Centralization of HR Field Staff

(\$0)

In 2010, Human Resources staff were budgeted and deployed throughout various departments and are now budgeted and allocated centrally within the new Department of Human Resources and crosscharged to their respective field departments. This is a technical change and has no levy impact. The table on the following page reflects the 16.0 FTE of HR Staff that will be transferred into HR:

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

Org	Org Name	Title Code	Pos Desc.	FTE
DHHS				
8231	Department of Health and Human Services	00076610	Hum Res Mgr DSS	1.00
8231	Department of Health and Human Services	00000019	Mgmt Asst- HR*	1.00
BHD				
6300	Behavioral Health Division	00000019	Mgmt Asst- HR	1.00
6300	Behavioral Health Division	00006980	HR Coord MHD	1.00
Family Care				
7990	Department of Family Care	00065850	Human Res Coord Aging	1.00
CSS				
2432	Department of Child Support Services	00065830	HR Coord CSE	1.00
Zoo				
9559	Zoological Department	00000019	Mgmt Asst- HR	1.00
9559	Zoological Department	00005750	HR Coord Zoo	1.00
DTPW				
5801	DTPW- Director's Office	00000019	Mgmt Asst- HR	1.00
5801	DTPW- Director's Office	00005735	HR Coord TPW	1.00
Sheriff				
4002	Sheriff	00000019	Mgmt Asst- HR**	1.00
4311	Sheriff	00006580	HR Coord Sheriff	1.00
Parks				
9020	Parks Department	00005740	HR Coord	1.00
9020	Parks Department	00040402	Parks Operations Analyst 2 NR	1.00
9020	Parks Department	00000032	Clerical Spec HR (nr)	1.00
Courts				
2811	Courts	00076660	HR Mgr Courts	1.00

Reduction in Professional Services (\$36,000)

The department has reduced professional service expenditures by a total of \$36,000. This reduction is due to a decrease in several consulting contracts (i.e. HR Consulting, FLSA, and the Medical Review Officer contract for drug testing), test scoring services, and the elimination of temporary compensation help, and bringing the services in-house.

ERS/Health Benefits

Consolidation of General Benefits and Employee Retirement System \$0

In his efforts to curtail the rising costs of the County's benefit plans, and in order to provide sound financial oversight over general benefits and the Employee Retirement System, the County Board Chairman, with support of the County Board, vigorously sought to create a new division of employee benefits with additional oversight by the Department of Audit and County Controller. This vision came to fruition in the 2007 Adopted Budget through the creation of the Employee Benefits Division in the Department of Administrative Services. Since the division has been created, it has been successful at limiting year-over-year increases in general healthcare benefits and at finding cost-effective ways to administer the ERS.

As the County continues to evolve its human resource practices, it is critical that areas of focus within human resources, such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training, be consolidated within one, cohesive department - the new Department of Human Resources, which will report directly the County Executive. The reorganization of the Employee Benefits Division within the new department is done with the original vision still at the forefront, but with newly added objectives of creating a strategic and comprehensive approach to managing people and the workplace culture and environment. The Department of Audit and Controller will still provide ongoing audits and fiscal support, while the Health Benefits Manager and Employee Retirement System Manager continuing to provide a focused approach on benefits and the ERS.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

<i>Dependent Eligibility Audit</i>	\$0
DAS – Employee Benefits will conduct dependent eligibility audit to verify that enrolled dependents satisfy the County’s criteria for coverage. All potential savings from this program will be reflected in organization 1950 - Non-Departmental Fringe Benefits through avoided health care claims experience.	
<i>Reduced Reimbursement from the ERS for Administrative Costs</i>	\$250,000
Milwaukee County has been borrowing from the ERS for the cost of administrative expenses. The County pays these costs back at a rate of 8 percent interest over a ten year period. Since 2000, the County has incurred approximately \$5.8 million in interest costs and still owes principal on amounts borrowed in 2002. In order to minimize unnecessary interest costs, the County will begin funding the ERS administrative costs with tax levy. However, the County will phase in the tax levy payment over a four to five year period. Various position actions coincide with this action to reduce the overall administrative costs associated with the administration of the ERS.	
<i>Staffing Reorganization</i>	(\$452,818)
Based on a review of staffing needs, the 2012 Budget continues the reorganization of management roles and responsibilities within General Benefits and ERS. In General Benefits, the following positions are abolished: 1.0 FTE Dir of Employee Benefits (\$136,512), 1.0 FTE Admin Specialist EE Benefits (\$61,564), 1.0 FTE Health Care Benefits Coord (\$87,242) and 1.0 FTE Employee Benefits Manager (\$94,874) is created. In ERS, the following positions are abolished: 2.0 FTE Clerical Asst 2 NR (\$103,248), 1.0 FTE Admin Spec – Human Res (\$65,074) and 1.0 FTE Retirement System Coordinator (\$94,052). In total, this reorganization will result in a savings of \$452,818.	
<i>Increase Professional Services</i>	\$20,000
Due to the lean staff model resulting from the staff reorganization, additional funds of \$10,000 were budgeted in professional services to allow for temporary staff to maintain current levels of service during peak activity periods. An additional \$10,000 was allocated to professional services to accommodate programming changes to the active and retiree benefits systems resulting from potential legislative or County policy changes.	
<i>Sick Leave Payout Expense</i>	(\$66,118)
Reduce sick leave payout by \$66,118.	
<i>Reduce Overtime Expense</i>	(\$16,240)
Overtime expense is reduced by \$16,240 due to the inclusion of temporary staff support in Professional Services.	
<i>ERS / V3 Co-Development</i>	\$0
ERS will implement and refine a co-development process aimed at reducing ongoing reprogramming and maintenance fees incurred under the Vitech pension system. Due to revenue offsets in ERS, savings from this effort are realized in the annual ERS funding request.	
Ethics/Personnel Review Board Administration	
<i>Increase Sundry Services</i>	\$7,538
Sundry Services expenditures are decreased by \$7,538.	
<i>Personnel Changes</i>	(\$24,674)
In 2012, the administrative staff from Ethics/Personnel Review Board which consist of 1.0 FTE PRB Secretary, 1.0 FTE Administrative Assistant NR, and 1.0 FTE Administrative Intern, will be budgeted within the Human Resources Department. The Administrative Intern will be unfunded and an unpaid internship is created for savings of \$24,674.	

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

Shared Services with Labor Relations (\$54,364)

In 2012, the Labor Relations Analyst will work with the Personnel Review Board on grievances. In addition, 1.0 FTE Clerical Specialist is created for a salary and benefits cost of \$54,364. This position will be shared between Ethics/PRB and Labor Relations.

Employee Relations & Equal Opportunity

Ethics Education and Training Development Services \$20,000

The Budget includes funding for the ongoing development, implementation, and delivery of an ongoing, multifaceted ethics training and education system, including annual mandatory ethics training administered in conjunction with other education and training modules. The mandatory ethics training module is administered through a flexible subscription service costing approximately \$3.00 per employee or less. The Ethics Board will seek to partner with other departments who might want to utilize the subscription service to meet other training needs, which will allow the County to significantly maximize the cost of the subscription service. The cost of the subscription service is included in the standard budget services request.

Personnel Changes \$87,242

In addition, the department is creating 1.0 FTE Employee Development Coordinator for a salary and fringe benefit cost of \$87,242. This position will assist the Employee Relations and training section with developing and conducting county-wide training on various subjects, including Ethics and Supervision.

Labor Relations

Personnel Changes \$14,612

Unfund 1.0 FTE Labor Relations Director (\$111,788) and create 1.0 Labor Relations Manager (\$126,400) for a total increase of \$14,612.

BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 2,103,346	\$ 2,479,716	\$ 3,560,211	\$ 1,080,495
Employee Fringe Benefits (EFB)	1,647,624	1,747,772	2,144,620	396,848
Services	181,879	303,973	287,138	(16,835)
Commodities	39,072	45,700	49,300	3,600
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	10,133	0	0	0
Capital Contra	0	0	0	0
County Service Charges	841,230	903,950	783,016	(120,934)
Abatements	0	0	(1,426,143)	(1,426,143)
Total Expenditures	\$ 4,823,284	\$ 5,481,111	\$ 5,398,142	\$ (82,969)
Direct Revenue	1,312,615	1,867,760	1,112,896	(754,864)
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	\$ 1,312,615	\$ 1,867,760	\$ 1,112,896	\$ (754,864)
Direct Total Tax Levy	3,510,669	3,613,351	4,285,246	671,895

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	13.5	40.6	58.1	17.5
% of Gross Wages Funded	97.3	95.7	99.0	3.3
Overtime (Dollars)	\$ 1,130	\$ 0	\$ 0	\$ 0
Overtime (Equivalent to Position)	0.0	0.3	0.0	(0.3)

* For 2010 Actuals, the Position Equivalent is the budgeted amount.

Job Title/Classification	Title Code	Action	Personnel Changes		Section	Cost of Positions (Salary Only)
			# of Positions	Total FTE		
Employee Development Coord	Z0065	Create	<u>1</u>	<u>1.00</u>	Empl Relations	\$ 58,104
Total Employee Relations			1	1.00		\$ 58,104
<u>Compensation</u>						
Mgmt Asst - HR	00000019	Create	<u>1</u>	<u>1.00</u>	Compensation	\$ 34,168
Total Compensation			1	1.00		\$ 34,168
<u>ERS</u>						
Clerical Asst 2 NR	00000017	Abolish	(2)	(2.00)	ERS	\$ (58,546)
Admin Spec - Human Res NR	00000072	Abolish	(1)	(1.00)	ERS	\$ (43,350)
Retirement System Coordinator	00012255	Abolish	(1)	(1.00)	ERS	\$ (63,610)
Clerical Spec HR	00000032	Transfer In	2	2.00	ERS	\$ 74,497
Admin Spec - Retirement	00000096	Transfer In	5	5.00	ERS	\$ 207,122
Fiscal Officer - ERS	00004700	Transfer In	1	1.00	ERS	\$ 64,819
Fiscal Officer Asst	00004705	Transfer In	1	1.00	ERS	\$ 55,466
Pension Info Systems Spec	00004885	Transfer In	1	1.00	ERS	\$ 54,752
ERS Coordinator	00005661	Transfer In	1	1.00	ERS	\$ 63,610
Exdir1 - Retirement Sys Mgr	00080074	Transfer In	1	1.00	ERS	\$ 89,598
Sr Exec Asst DHR	00004199	Transfer Out	(1)	(0.25)	ERS	\$ (11,026)
Total ERS			7	7.75		\$ 433,332
<u>Health Benefits</u>						
Dir of Employee Benefits	00089075	Abolish	(1)	(1.00)	Health Benefits	\$ (97,976)
Admin Specialist EE Benefits	00000085	Abolish	(1)	(1.00)	Health Benefits	\$ (37,324)
Health Care Benefits Coord	00004894	Abolish	(1)	(1.00)	Health Benefits	\$ (58,104)
Employee Benefits Manager	Z0060	Create	1	1.00	Health Benefits	\$ 96,446
Business Manager	00002746	Transfer In	1	1.00	Health Benefits	\$ 67,352
Human Res Analyst 2	00005760	Transfer In	2	2.00	Health Benefits	\$ 92,678
Fin Analyst Employee BE	00009415	Transfer In	1	1.00	Health Benefits	\$ 91,213
Sr Exec Asst DHR	00004199	Transfer Out	(1)	(0.25)	Health Benefits	\$ (11,026)
Total Health Benefits			1	1.75		\$ 143,259

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

Personnel Changes						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Section	Cost of Positions (Salary Only)
<u>Human Resources</u>						
Admin Spec HR NR	00000072	Abolish	(1)	(1.00)	HR	\$ (40,162)
HR Manager Compliance	00076330	Abolish	(1)	(1.00)	HR	\$ (75,740)
Management Asst HR	00000019	Create	1	1.00	HR	\$ 34,168
ExDir2 Deputy Dir HR	Z0063	Create	1	1.00	HR	\$ 77,974
Human resources Analyst 3	00005765	Create	2	2.00	HR	\$ 110,932
HR Manager Compensation	00076632	Create	1	1.00	HR	\$ 75,740
Sr Exec Asst DHR	00004199	Transfer-In	1	0.50	HR	\$ 22,052
Hum Res Mgr DSS	00076610	Transfer-In	1	1.00	HR	\$ 85,288
Mgmnt Asst-HR	00000019	Transfer-In	1	1.00	HR	\$ 37,366
Mgmnt Asst-HR	00000019	Transfer-In	1	1.00	HR	\$ 43,818
HR Coord MHD	00006980	Transfer-In	1	1.00	HR	\$ 69,390
Human res Coord Aging	00065850	Transfer-In	1	1.00	HR	\$ 67,254
HR Coord CSE	00065830	Transfer-In	1	1.00	HR	\$ 69,390
Mgmnt Asst - HR	00000019	Transfer-In	1	1.00	HR	\$ 43,818
HR Coord Zoo	00005750	Transfer-In	1	1.00	HR	\$ 101,188
Mgmt Asst - HR	00000019	Transfer-In	1	1.00	HR	\$ 39,174
HR Coord TPW	00005735	Transfer-In	1	1.00	HR	\$ 69,390
Mgmt Asst - HR	00000019	Transfer-In	1	1.00	HR	\$ 43,400
HR Coord Sheriff	00006580	Transfer-In	1	1.00	HR	\$ 69,390
HR Coord	00005740	Transfer-In	1	1.00	HR	\$ 58,104
Parks Operations Analyst 2 NR	00040402	Transfer-In	1	1.00	HR	\$ 50,818
Clerical Spec HR	00000032	Transfer-In	1	1.00	HR	\$ 31,563
HR Mgr Courts	00076660	Transfer-In	1	1.00	HR	\$ 65,314
Total HR			20	19.50		\$ 1,149,629
<u>Labor Relations</u>						
Director-Labor Relations	00080008	Abolish	(1)	(1.00)	Labor Relations	\$ (77,974)
Labor Relations Manager	Z0061	Create	1	1.00	Labor Relations	\$ 90,284
Clerical Spec HR	00000032	Transfer In	1	0.50	Labor Relations	\$ 15,752
Labor Relations Spec 3	00008570	Transfer In	1	1.00	Labor Relations	\$ 69,390
Labor Relations Analyst	00008575	Transfer In	1	1.00	Labor Relations	\$ 70,136
Total Labor Relations			3	2.50		\$ 167,588
<u>PRB/Ethics Administration</u>						
Administrative Intern	00087700	Unfund	(1)	1.00	Ethics/PRB	\$ (24,674)
Clerical Asst 2 NR	00000017	Abolish	(1)	(1.00)	Ethics/PRB	\$ (29,234)
Clerical Spec HR	00000032	Create	1	0.50	Ethics/PRB	\$ 15,752

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Human Resources

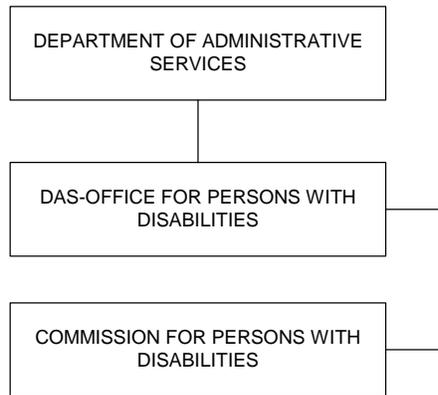
UNIT NO. 1140
FUND: General - 0001

Personnel Changes						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Section	Cost of Positions (Salary Only)
Adm Asst NR	00000040	Transfer In	1	1.00	Ethics/PRB	\$ 34,168
PRB Secretary	00085110	Transfer In	<u>1</u>	<u>1.00</u>	Ethics/PRB	<u>\$ 62,820</u>
Total PRB/Ethics Admin			2	2.00		\$ 96,988
Grant Total Department of HR			34	36.0		\$2,044,912

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. 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 subsection is void. A county officer who knowingly violates this subsection 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."

**DEPARTMENT OF ADMINISTRATIVE SERVICES –
OFFICE FOR PERSONS WITH DISABILITIES**

DAS-OFFICE FOR PERSONS WITH DISABILITIES (1019)



MISSION

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



Budget Summary

	2012	2011/2012 Change
Expenditures	845,604	(37,760)
Revenue	142,034	(30,466)
Levy	703,570	(7,294)
FTE's	4.1	0.0

Major Programmatic Changes

- Office will assist citizens with disabilities to obtain necessary voter identification and to register for voting.
- Staff will review currently sponsored recreation and respite resources in preparation for 2012 Request For Proposal.
- Staff will identify alternative use of Wil-O-Way Grant as Goodwill anticipates relinquishing lease in spring 2012.
- Staff will outline project and identify resources to create an application featuring accessibility information.
- Office continues to promote transportation alternatives through New Freedom Program involvement.
- Efforts continue to improve accessibility and building efficiency for Wil-O-Way and Holler Park recreation facilities

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DAS-Office for Persons with Disabilities

UNIT NO. 1019
FUND: General - 0001

OBJECTIVES

- The Office for Persons with Disabilities (OPD) will apply its staff expertise, leverage its fiscal resources, and promote collaborations to access the benefits offered within Milwaukee County to people with disabilities.
- OPD will strive to make Milwaukee County government welcoming to the aspirations and needs of people with disabilities by advocating on their behalf, anticipating access needs, assuring competent services, and by providing knowledgeable support to departments and individuals providing services to citizens with disabilities.
- OPD will showcase the talents and abilities of people with disabilities by supporting productive employees, promoting positive community awareness events, and by enhancing the independence of people with disabilities.
- OPD will continue to participate in inter-departmental activities to “right-size” transportation services for people requiring special transportation services. Efforts will be directed at providing efficient and effective transportation that assures dignity and independence while being cost effective.

DEPARTMENTAL PROGRAM DESCRIPTION

The Office for Persons with Disabilities includes the following functions: Employment, Transportation, Accessibility, Sign Language Interpreting and Recreation.

Employment includes administering and implementing the Disabled Expanded Certification Appointment (DECA) program, as well as providing job accommodation consultations and the Job Relocation Program to Milwaukee County departments and employees with disabilities.

Transportation involves the assurance of appropriate access to specialized transportation for persons with disabilities. Assistance is provided with problem solving, advocacy and consumer planning through the Transit Plus Advisory Council.

Accessibility consists of the review of building/remodeling plans proposed by departments for their facilities to assure compliance with accessibility standards. This is accomplished through physical site surveys as well as architectural plan reviews and technical guidance. In addition, this function also involves working with other departments in upgrading their level of accessibility offered to citizens with disabilities.

Sign Language Interpreting involves the coordination and provision of sign language interpreting for County departments to citizens who are deaf/hard of hearing. It also coordinates and provides assistance to County departments with such technology as Assistive Listening Devices, and telephone relay services.

Recreation is responsible for the creation and assured provision of integrated recreation programming for citizens with disabilities in venues operated by Milwaukee County and other community resources. OPD manages and operates two center-based recreational facilities, Wil-O-Way Grant and Wil-O-Way Underwood.

The department also provides other activities such as, but not limited to, the distribution of an informational newsletter (Handy-NEWS & NOTES), disability-related training to Milwaukee County departments and the public and the distribution of tickets to people with disabilities for the Admirals, Brewers, Bucks, Wave and Holiday Folk Fair.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DAS-Office for Persons with Disabilities

UNIT NO. 1019
FUND: General - 0001

2012 BUDGET

Approach and Priorities

- Preserve existing staff resources and program elements to promote compliance with ADA and other legal access requirements and maintain core services to benefit people with disabilities.
- Continue to promote the use of fixed route bus service to people with disabilities through the New Freedom Program.
- Maintain core services through support from other Milwaukee County departments and divisions and the County's recreation/respite contract with Easter Seals of Southeastern Wisconsin. Relying on facilitation of existing resources, OPD has leveraged staff assets to offer timely and effective accommodation services to County departments and to constituents with disabilities. Where OPD cannot provide direct staff intervention, the Division has judiciously used community organizations to promote improved access to the programs, services, and facilities of Milwaukee County.

Programmatic Impacts

- To maintain service levels, OPD is required to maximize revenue from community rental of the Wil-O-Way Recreation Centers. With the impending loss of a longtime lessee at Grant, Goodwill Industries of Southeastern Wisconsin, it is necessary to identify appropriate use for this asset and to regain needed rental revenue. OPD will work with other Milwaukee County departments and the community to identify alternatives which meet both the division's mission and which also provide for fiscally sound management of this asset.
- DAS-OPD is assisting the Milwaukee County Transit System (MCTS) with an application for re-authorization of a New Freedom grant to be used to increase ridership of individuals with disabilities on the MCTS fixed route system. Recent statistics reveal that wheelchair ridership on the fixed route system has increased 39% over the previous time span. (Note that wheelchair ridership is approximate to New Freedom recipients but not an exact measure). A total of 2,100 New Freedom passes have been distributed to County residents.
- The County is requesting a reallocation of the 2011 New Freedom grant to include a "car-share" pilot program which would make handi-cap accessible vehicles available to paratransit eligible residents. It is anticipated that riders will have additional flexible transportation options and that paratransit demand will decrease for riders using the shared car system. The shared car program will be operated by a contractor and will cost users approximately \$8 per hour with no tax levy expense for the County. This program will be managed by OPD in partnership with the Department of Family Care.

Budget Highlights

Wil-O-Way Rental Revenue **(\$30,466)**

Rental revenue decreases \$30,466 from \$115,000 in 2011 to \$84,534 in 2012 due to the termination of a lease agreement with Goodwill Industries in the first quarter of 2012 and a reduction in rental revenue related to Holler Park lodge rentals. Peak rental rates are to begin on May 1 and extend through September 30 resulting in a projection of \$84,534 in revenue from rental of the Wil-O-Way facilities.

Transportation Expenditure Reduction **(\$3,000)**

Transportation expenditures decrease \$3,000 from \$83,000 in 2011 to \$80,000 in 2012 to reflect actual spending associated with costs for summer camp and other recreation transportation.

Repair & Maintenance Expenditure Reduction **(\$6,000)**

Other repair and maintenance expenditures are reduced \$6,000 from \$8,000 in 2011 to \$2,000 in 2012 to reflect actual spending.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DAS-Office for Persons with Disabilities

UNIT NO. 1019
FUND: General - 0001

**DEPARTMENT OF ADMINISTRATIVE SERVICES - OFFICE FOR PERSONS WITH DISABILITIES
EXPENDABLE TRUST (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.

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

Total 2010 expenditures and revenues for the Disabilities Expendable Trust Fund are \$25,000 and include the following:

Expenditure - \$25,000: For the activities of the Commission throughout the year including, but not limited to, support for disability-related community events.

Revenue - \$25,000: From grants and advertisements in Handy-NEWS & NOTES.

BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 186,826	\$ 262,451	\$ 266,822	\$ 4,371
Employee Fringe Benefits (EFB)	151,254	178,352	175,930	(2,422)
Services	186,685	249,086	233,286	(15,800)
Commodities	5,199	8,550	8,811	261
Other Charges	254,226	254,226	254,226	0
Debt & Depreciation	0	0	0	0
Capital Outlay	7,360	78,000	78,000	0
Capital Contra	0	0	0	0
County Service Charges	83,202	71,552	57,729	(13,823)
Abatements	(92,710)	(218,853)	(229,200)	(10,347)
Total Expenditures	\$ 782,042	\$ 883,364	\$ 845,604	\$ (37,760)
Direct Revenue	191,069	172,500	142,034	(30,466)
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	\$ 191,069	\$ 172,500	\$ 142,034	\$ (30,466)
Direct Total Tax Levy	590,973	710,864	703,570	(7,294)

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DAS-Office for Persons with Disabilities

UNIT NO. 1019
FUND: General - 0001

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	4.1	4.1	4.1	0.0
% of Gross Wages Funded	100.0	100.0	100.0	0.0
Overtime (Dollars)	\$ 285	\$ 1,188	\$ 972	\$ (216)
Overtime (Equivalent to Position)	0.0	0.0	0.0	0.0

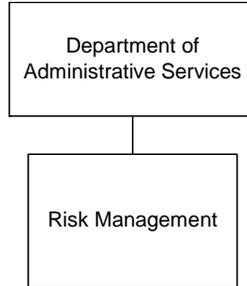
* For 2010 Actuals, the Position Equivalent is the budgeted amount.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
None						
					TOTAL	\$ 0

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. 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 subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

**DEPARTMENT OF ADMINISTRATIVE SERVICES –
RISK MANAGEMENT**

DAS-RISK MANAGEMENT (1150)



MISSION

Provide a comprehensive risk management program to minimize the County's property and casualty liabilities and to ensure the health and safety of employees, residents and guests utilizing County services and facilities.

Budget Summary		
	2012	2011/2012 Change
Expenditures	8,196,164	57,368
Revenue	8,196,164	57,369
Levy	0	(1)
FTE's	5.0	0.0
<p>Major Programmatic Changes</p> <ul style="list-style-type: none"> Continued implementation of Federal secondary payer reporting requirement related to Medicare/Medicaid and self-insured Work Comp Program. Continued Implementation of expanded light duty program for employees receiving Worker's Compensation. 		

OBJECTIVES

- Ensure County assets and liabilities are effectively protected through risk management and risk financing programs.
- Provide a safe and healthy environment for County workers and the general public.
- Investigate and process work related injury claims in an efficient manner while minimizing the related costs.
- Educate departments on loss experience and serve as a resource for implementing best practices in reduction, reporting and mitigation of losses.
- Increased communication to departments related to claim reporting, loss information and methods of loss control with emphasis on reducing Workers Compensation Claim exposure.
- Enhanced coordination of Occupational Health Program into overall loss control efforts.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DAS-Risk Management

UNIT NO. 1150
FUND: General - 0001

DEPARTMENTAL PROGRAM DESCRIPTION

Risk Management is divided into five sections; administration, loss control, self-insurance/deductibles, insurance purchases, and worker's compensation. The budgeted positions include: Director of Risk Management, Safety Coordinator, Administrative Claims Examiner, Claims Adjuster and Claims Technician.

The **Administration Section** supervises the professional staff, coordinates risk management activities between departments and submits reports. The Risk Manager reviews all professional services contracts to advise departments relative to potential liability to ensure that insurance requirements and opportunity for contractual transfer of risk are in place.

The **Loss Control Section** develops and coordinates occupational safety, health and loss control programs and procedures with County Departments. This includes serving as chair of the Joint Safety Committee and consulting on departmental safety issues including WI OSHA compliance and allocating training resources provided through the County's liability insurer. This section also coordinates the property insurance and boiler and machinery program including maintaining building and equipment inventory and property claim management.

The **Self-Insurance Section** is responsible for property, general and automobile liability claim reporting, loss analysis, claim data and financing of self-retained losses.

The **Insurance Policy and Services Section** is responsible for selection of brokers, requests for proposals, determination of appropriate deductibles, limits and insurance coverage, researching the market and negotiating with brokers and companies for insurance policies

The **Claims Management Section** is responsible for administering the Workers' Compensation claims of employees who sustain job-related injuries for medical-only and lost-time claims, and coordination of the return-to-work efforts. The section is responsible for submitting required State Work Comp reports, claim management recovering payments made from negligent third parties, coordinating return to work program with departments and developing and coordinating defense and settlement strategies for litigated claims with Corporation Counsel. In addition, a database is maintained for all Workers' Compensation claims.

2012 BUDGET

Approach and Priorities

- Promote safety and loss prevention to reduce accidents and injuries by serving as a resource for departments.
- Maintain service levels and statutory compliance for Workers Compensation Claim processing.
- Effectively manage County's Occupational Health activities.
- Utilize a combination of self-insurance and commercial insurance programs to minimize adverse affects from unplanned events.
- Assist departments in expanding light duty and injury prevention programs.

Programmatic Impacts

- Risk Management will utilize claim information to identify departments or activities that could benefit from a targeted loss prevention initiative along with education relating to best practices in claims management. The largest single Risk Management expenditure relates to workplace injuries. Working with departments on items such as prompt claim reporting, return to work initiatives and ownership of the process will both keep employees safe and reduce the overall cost of our self insured program.
- Continue to expand the County's light duty program through contracted services with the goal of reducing temporary disability payments, assisting employees in their reentry to the County workforce, and reducing expenses for overtime and temporary help. The contractor will assist the Risk Manager in finding light duty assignments on a case-by-case basis.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DAS-Risk Management

UNIT NO. 1150
FUND: General - 0001

Budget Highlights

For purposes of presentation, a change in levy is identified for each budget highlight, however actual levy is \$0 because Risk Management's net expense is crosscharged to user departments.

Elimination of Step Increases for 2012 for Employees in Certain Pay Grades **\$0**

This budget includes an expenditure reduction of \$0 based on the elimination of step increases for 2012, as provided for in Chapter 17 of the Milwaukee County General Ordinances, for employees in certain pay grades. Although the expenditure reduction is \$0, there are Risk Management positions that will be subject to the 2012 step elimination increase. (See Appendix B for pay grades affected.)

Direct Revenue **(\$5,090)**

The budget for direct revenue includes the following: 1.) \$53,088 from the Milwaukee Public Museum insurance premiums; 2.) \$40,000 of projected dividends from Wisconsin County Mutual; 3.) \$40,000 from Workers Compensation subrogation recoveries.

In 2012, direct revenue is used to reduce cross charges to departments.

Insurance Policy and Services **\$11,874**

Insurance purchases increase \$11,874 from \$1,936,812 to \$1,948,686. Insurance market conditions remain largely stable and savings have been achieved from favorable insurance Request for Proposal results. The 2012 increase is due to an anticipated 3 percent increase in our property policy rate coupled with the addition of the 440th Airforce base at GMIA. This expense is fully charged out to County departments. Direct revenue reduces this cross charge by \$53,088.

Claims Management (Workers' Compensation) **\$61,298**

Workers' Compensation self-insurance expenditures increase \$61,298 from \$3,602,247 to \$3,663,545 (excluding appropriations relating to the Contribution from Reserves, see below). The frequency of claims has decreased but the severity, driven primarily by medical costs and permanent partial disability awards, has increased. This expense is fully charged out to County departments based on loss experience and payroll. Direct revenue reduces this cross charge by \$40,000.

Contribution from Reserves/Worker's Compensation Expense **\$0**

The 2012 Recommended Budget includes a Contribution from the Risk Management Reserve of \$500,000 which funds additional appropriations for worker's compensation claims. Since 2007, Risk Management has requested a fund transfer in mid-year to cover additional worker's compensation expenses. The Contribution from Reserves will allow Risk Management to postpone the fund transfer from Contingency until November or December when a more accurate projection of year-end expense can be made. At year-end close, the Controller will review actual Worker's Comp expenses, any available fund balance, the actuarial report for the Reserve, and return all or a portion of the budgeted contribution back to the Reserve.

Enhanced Light Duty and Injury Prevention Program – Contracted Services **\$10,220**

An appropriation of \$10,220 is provided for Light Duty Return to Work and Injury Prevention Program Services to assist DAS – Risk Management with case management of light duty assignments and with injury prevention. The Contractor will work directly with Risk Management and departments to place workers who are medically able to perform light duty in appropriate assignments, and to implement appropriate injury prevention techniques.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DAS-Risk Management

UNIT NO. 1150
FUND: General - 0001

Activity and Statistical Summary

Insurance Premiums and Self Insurance

	2010 Actual	2011 Budget	2012 Budget
Retained Losses (self insured/deductible)	\$761,799	\$917,583	\$917,500
Insurance Premiums	\$1,431,240	\$1,878,717	\$1,895,598

Workers Compensation

	2010 Actual	2011 Budget	2012 Budget
Workers Comp Claims Processed	566	580	570
Dollar Amount of Work Comp Claims Processed	\$3,947,218	\$3,802,247	\$3,863,545

Property Claims

	2010 Actual	2011 Estimate	2012 Estimate
Property Claims Processed	63	85	100
Insurance Recoveries	\$2,869,509	\$1,500,000	\$1,000,000

Contract Review

	2010 Actual	2011 Estimate	2012 Estimate
Relative to Insurance Requirements*	328	375	350

*Does not include language for RFP's

BUDGET SUMMARY

Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 319,682	\$ 355,685	\$ 361,387	\$ 5,701
Employee Fringe Benefits (EFB)	346,803	313,298	273,432	(39,866)
Services	49,835	128,454	141,502	13,048
Commodities	1,922	7,900	7,900	0
Other Charges	7,243,694	7,195,559	7,268,731	73,172
Debt & Depreciation	982	1,000	1,117	117
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	170,811	136,899	142,095	5,196
Abatements	0	0	0	0
Total Expenditures	\$ 8,133,729	\$ 8,138,795	\$ 8,196,164	\$ 57,368
Direct Revenue	345,854	638,178	633,088	(5,090)
State & Federal Revenue	0	0	0	0
Indirect Revenue	7,001,208	7,500,617	7,563,076	62,459
Total Revenue	\$ 7,347,062	\$ 8,138,795	\$ 8,196,164	\$ 57,369
Direct Total Tax Levy	786,667	0	0	(1)

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DAS-Risk Management

UNIT NO. 1150
FUND: General - 0001

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	5.0	5.1	5.0	0.0
% of Gross Wages Funded	100.0	100.0	100.0	0.0
Overtime (Dollars)	\$ 0	\$ 0	\$ 0	\$ 0
Overtime (Equivalent to Position)	0.0	0.0	0.0	0.0

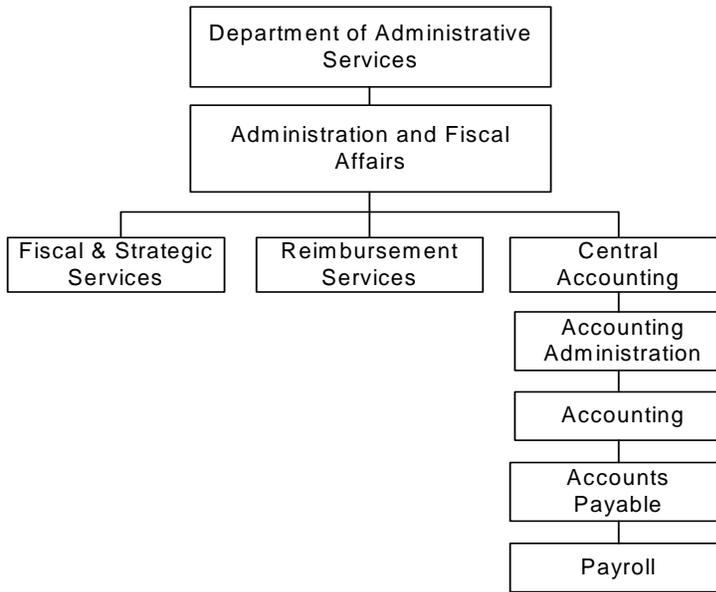
* For 2010 Actuals, the Position Equivalent is the budgeted amount.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
None						
					TOTAL	\$ 0

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. 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 subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

**DEPARTMENT OF ADMINISTRATIVE SERVICES –
ADMINISTRATION AND FISCAL AFFAIRS DIVISION**

DAS-ADMIN AND FISCAL AFFAIRS (1151)



MISSION

Provide high quality, efficient and responsive 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.

Budget Summary		
	2012	2011/2012 Change
Expenditures	4,692,893	351,191
Revenue	77,412	20,000
Levy	4,615,481	331,191
FTE's	45.1	2.4
<p>Major Programmatic Changes</p> <ul style="list-style-type: none"> Continue to enhance budgeting practices and financial forecasting. 		

OBJECTIVES

- Expand and enhance the County Financial website and promote additional automation initiatives such as workflow automation.
- Continue the development of strategic planning initiatives that are essential to the County's ability to responsibly and effectively address its long-term fiscal challenges and facility needs.
- Work with policymakers to identify program priorities, taking into account mandated and non-mandated services, availability of outside revenue, and other factors.
- Continue improvements to long range financial forecasting and budgeting.
- Improve collaboration between DAS divisions and explore potential for increased efficiencies by sharing staff or other resources.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DAS-Admin and Fiscal Affairs

UNIT NO. 1151
FUND: General - 0001

- Implement strategies developed by a work group of finance and budget staff from overlapping taxing bodies in Milwaukee County designed to achieve cost savings through intergovernmental collaboration.
- Monitor the implementation of the accelerated financing of 2010-2012 capital improvements.
- Develop a long-term plan for the County's financial management information system.
- Initiate an update of crucial sections of the Administrative Manual and continue efforts to post the Administrative Manual on the County intranet.
- Pursue changes to State Statute to allow the County to maintain adequate levels of reserves.

DEPARTMENTAL PROGRAM DESCRIPTION

The Department of Administrative Services (DAS) Fiscal Affairs Division includes the following four sections: Administration, Fiscal and Strategic Services, Reimbursement Services, and Central Accounting.

Administration. The DAS Director is responsible for coordinating the operations of all DAS divisions, including Procurement, Information Management Services, Fiscal Affairs, Risk Management, Economic Development and Office for Persons with Disabilities.

The primary responsibilities of the **Fiscal and Strategic Services Section** are budget preparation and fiscal control for both operations and capital. All budget requests are analyzed with recommendations submitted to the County Executive. Assistance is provided both to the County Executive in preparing and presenting the Executive Budget, and to the Finance and Audit Committee in its review of the County Executive's recommended budget, including the preparation of budget amendments approved by the Finance and Audit Committee and the County Board. During the year, all appropriation transfer requests are analyzed and a recommendation is submitted to the County Executive. In conjunction with the Accounting Section, County departmental accounts are analyzed to determine potential expenditure deficits or revenue shortfalls, with department administrators required to submit a corrective plan of action. Other major duties include (a) the study of all new position requests, with reports and recommendations submitted to County Board committees; (b) fiscal studies for the County Executive and County Board committees, including fiscal impact of legislative bills; and (c) special studies for the County Executive and County Board committees.

Reimbursement Services is responsible for the County-wide Tax Refund Intercept Program.

Central Accounting functions include Accounting Administration, Accounting, Accounts Payable and Payroll. A brief description of the responsibilities of each area follows:

- Accounting Administration is responsible for the overall management and coordination of Central Accounting activities, the development of special studies and reports and technical assistance to both Central Accounting and other County departments and the publishing of the Comprehensive Annual Financial Report (CAFR) and the Single Audit Report.
- Accounting is responsible for the timely and accurate preparation of countywide monthly financial reports, publication of the Comprehensive Annual Financial Report, the State of Wisconsin Financial Report Reform, and the Single Audit Report and development of the indirect cost allocation plan. In addition, Accounting is responsible for adherence to Generally Accepted Accounting Principles (GAAP), the development and maintenance of the Advantage financial information system, the fixed-asset system and the grant system, conducting budget performance reviews on an ongoing basis to identify potential year-end deficits so that problems can be resolved in a timely manner, and ongoing training and technical assistance to departments.
- Accounts Payable is responsible for establishment of countywide payment procedures, coordination with the Procurement Division, encumbrances of purchases, payment of vendor invoices, development and maintenance of the accounts payable system, and technical assistance to departments. In addition, Accounts Payable monitors payments to ensure that purchasing regulations have been followed by

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DAS-Admin and Fiscal Affairs

UNIT NO. 1151
FUND: General - 0001

departments and unencumbered appropriation balances to ensure that the County has sufficient appropriations available for each payment.

- Payroll is responsible for establishment of County-wide payroll procedures, coordination with the Department of Human Resources, monitoring the preparation of payroll checks and maintenance of all earnings and deductions records, ensuring that County payroll practices meet Federal, State and contractual requirements, and filing of all required Federal and State reports on a timely basis.

2012 BUDGET

Approach and Priorities

- Identify opportunities for increased efficiencies within DAS and throughout the County with a focus on automation initiatives.
- Work with outside agencies to identify ways to reduce overall public service costs by consolidation of services.

Programmatic Impacts

- There are no programmatic impacts in this budget.

Budget Highlights

Elimination of Step Increases for 2012 for Employees in Certain Pay Grades **(\$9,929)**

This budget includes an expenditure reduction of \$9,929 based on the elimination of step increases for 2012, as provided for in Chapter 17 of the Milwaukee County General Ordinances, for employees in certain pay grades. (See Appendix B for pay grades affected.)

Staffing Changes **(\$47,524)**

The following positions are unfunded: 1.0 FTE Fiscal and Management Analyst 1; 1.0 FTE Accounting Manager; 1.0 FTE Fiscal Assistant 2; and 1.0 FTE Accounting Manager – Aging for a savings of \$214,938. The following positions are funded: 1.0 FTE Senior Policy Advisor and 0.5 FTE Clerical Assistant 2 is transferred in from the DAS – Procurement Division for a cost of \$167,414. The total tax levy savings from these position changes is \$47,524.

Miscellaneous Fees **\$15,000**

Due to changes in collective bargaining, fees collected by the Payroll Section from unions for the various reports and services provided by the section is reduced \$15,000 to reflect the anticipated reduction in services in 2012.

Garnishment Fees **(\$35,000)**

Garnishments of County employee wages was transferred to the Payroll Division from the Office of the County Clerk in 2011. Fees related to garnishments are now included in the DAS – Fiscal budget.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DAS-Admin and Fiscal Affairs

UNIT NO. 1151
FUND: General - 0001

BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 2,503,504	\$ 2,859,567	\$ 3,044,090	\$ 184,523
Employee Fringe Benefits (EFB)	1,911,133	2,008,965	1,965,011	(43,954)
Services	145,523	86,695	86,233	(462)
Commodities	13,327	10,693	10,693	0
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	9,605	0	0	0
Capital Contra	0	0	0	0
County Service Charges	561,446	564,140	588,155	24,015
Abatements	(1,160,501)	(1,188,358)	(1,001,289)	187,069
Total Expenditures	\$ 3,984,037	\$ 4,341,702	\$ 4,692,893	\$ 351,191
Direct Revenue	25,182	50,000	70,000	20,000
State & Federal Revenue	0	7,412	7,412	0
Indirect Revenue	0	0	0	0
Total Revenue	\$ 25,182	\$ 57,412	\$ 77,412	\$ 20,000
Direct Total Tax Levy	3,958,855	4,284,290	4,615,481	331,191

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	46.4	42.7	45.1	2.4
% of Gross Wages Funded	97.1	93.0	97.5	4.5
Overtime (Dollars)	\$ 3,153	\$ 0	\$ 0	\$ 0
Overtime (Equivalent to Position)	0.1	0.0	0.0	0.0

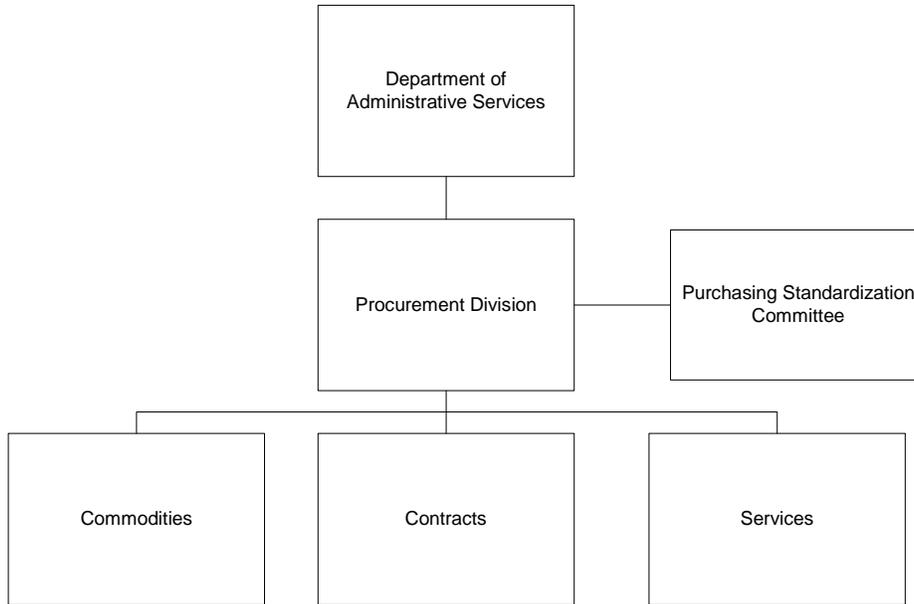
* For 2010 Actuals, the Position Equivalent is the budgeted amount.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Fiscal and Mgmt Analyst 1	12240	Unfund	(1)	(1.00)	DAS Budget	\$ (42,416)
Clerical Asst 2	0007	Transfer-in	1	0.50	DAS Admin	18,742
Fiscal Asst 2	04041	Unfund	(1)	(1.00)	Accounts Payable	(30,416)
Senior Policy Advisor	Z0058	Fund	1	1.00	DAS Admin	98,000
Accnting Manager - Aging	76150	Unfund	(1)	(1.00)	Accounting Admin	(78,052)
Accnting Manager	4605	Unfund	(1)	(1.00)	Accounting Admin	(63,610)
					TOTAL	\$ (97,752)

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. 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 subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

DEPARTMENT OF ADMINISTRATIVE SERVICES – PROCUREMENT

DAS-PROCUREMENT (1152)



MISSION

The Procurement Division of the Department of Administrative Services, within the scope of Chapter 32, Milwaukee County Ordinances, shall obtain 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.

Budget Summary

	2012	2011/2012 Change
Expenditures	1,013,014	309,931
Revenue	0	0
Levy	1,013,014	309,931
FTE's	7.5	2.0

Major Programmatic Changes

- Expand Procurement services to include three different areas of Commodities, Contracts and Services.
- Fund a study to review best management practices for Procurement.

OBJECTIVES

- Procure needed goods and services for County departments in an efficient, cost-effective, legal and timely manner.
- Provide an atmosphere of equal opportunity for all vendors and suppliers who wish to participate in County contracts.
- Provide more efficient service while assisting in reducing the demand on staff, by continuing strategic partnerships with other County departments and local government agencies in utilizing collaborative contract agreements. The department will also continue to seek best practices in purchasing.
- Provide a central location, working with Corporation Counsel, for negotiation of all contracts and leases.

COUNTY EXECUTIVE'S 2012 BUDGET

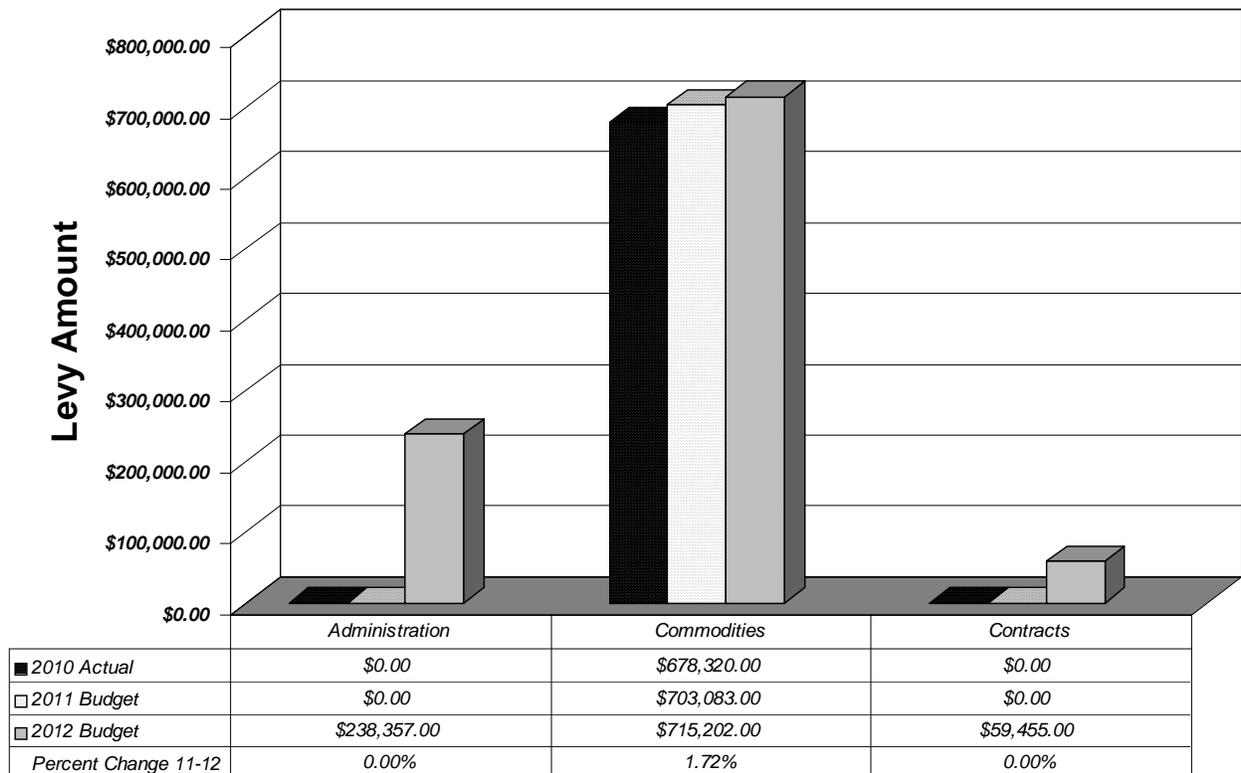
DEPT: DAS-Procurement

UNIT NO. 1152
FUND: General - 0001

DEPARTMENTAL PROGRAM DESCRIPTION

The Procurement Division of the Department of Administrative Services is empowered by Chapter 32 of the Milwaukee County Ordinances to purchase or contract for supplies, materials, equipment, and contractual services needed by County departments, agencies and institutions. This authority does not include public works programs, professional service contracts, repairs or alterations to buildings, structures, purchase or leases of County-owned real estate or fixtures.

Organizational Levy Summary



2012 BUDGET

Approach and Priorities

- Continue strategic partnerships with other County departments and government agencies.
- Develop more in-house expertise on the development and evaluation of Request for Proposals (RFP).
- Create a “best in class” procurement operation for the County, utilizing best practices in public sector procurement.

Budget Highlights

Elimination of Step Increases for 2012 for Employees in Certain Pay Grades (\$3,094)

This budget includes an expenditure reduction of \$3,094 based on the elimination of step increases for 2012, as provided for in Chapter 17 of the Milwaukee County General Ordinances, for employees in certain pay grades. (See Appendix B for pay grades affected.)

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DAS-Procurement

UNIT NO. 1152
FUND: General - 0001

Expansion of Procurement Services

\$195,288

The 2012 Budget expands the Procurement Division to include 3 areas of Commodities, Services and Contracts. The Division would include a new position of Procurement Director to oversee all 3 areas. The current Procurement staff would work in the Commodities area.

A new position of Contracts Administrator is created and funded for half the year in 2012. This position would work with the Procurement Director and existing Contracts staff in the Departments to create standard contracts language and to determine fair market value for lease rates. The Contracts area would become a central location for review and recordkeeping of all County contracts and leases. The intention is to move Contracts staff within the Departments into DAS – Procurement in the 2013 Budget.

The 2012 Budget also creates the Services area within Procurement. There is no funding allocated to this area in 2012. The Procurement Director would set up the structure and guidelines for the Services area with the intention of adding staffing in 2013. The Services area would focus on having a central location for review and recordkeeping of all service contracts.

The creation of the 1.0 FTE Procurement Director (\$136,514) and 0.5 FTE Contracts Administrator (\$58,774) is budgeted at a cost of \$195,288 in 2012.

Procurement Study

\$100,000

The 2012 Budget includes \$100,000 to work with a consultant on a study of best management practices in Procurement. The study would include recommendations to create a County procurement system that meets or exceeds best practices in public sector procurement to generate greater efficiencies and savings in the Procurement Division. The study would focus on the recommendations included in the Department of Audit's 2008 review of the Procurement Division.

Position Changes

\$17,696

Due to organizational changes and critical needs of the division, 0.5 FTE of a Clerical Assistant 2 (\$30,876) is transferred from Procurement to DAS – Fiscal and one FTE Office Support Assistant 2 position (\$48,572) is fully funded for a total tax levy cost of \$17,696. This position change increases operating efficiencies.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DAS-Procurement

UNIT NO. 1152
FUND: General - 0001

BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 220,676	\$ 362,752	\$ 518,262	\$ 155,510
Employee Fringe Benefits (EFB)	226,829	255,312	300,860	45,548
Services	111,554	27,300	121,950	94,650
Commodities	1,667	2,980	2,980	0
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	117,592	54,739	68,962	14,223
Abatements	0	0	0	0
Total Expenditures	\$ 678,318	\$ 703,083	\$ 1,013,014	\$ 309,931
Direct Revenue	0	0	0	0
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	\$ 0	\$ 0	\$ 0	\$ 0
Direct Total Tax Levy	678,318	703,083	1,013,014	309,931

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	5.8	5.5	7.5	2.0
% of Gross Wages Funded	100.0	100.0	100.0	0.0
Overtime (Dollars)	\$ 0	\$ 0	\$ 0	\$ 0
Overtime (Equivalent to Position)	0.0	0.0	0.0	0.0

* For 2010 Actuals, the Position Equivalent is the budgeted amount.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Procurement Director	Z0059	Create	1	1.00	Administration	\$ 97,976
Contracts Administrator*	Z0062	Create	1	1.00	Contracts	41,324
Office Asst 2	00007	Fund	1	1.00	Purchasing	26,804
Clerical Asst 2	00017	Transfer-out	1	(0.50)	Purchasing	(18,742)
TOTAL						\$ 147,362

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DAS-Procurement

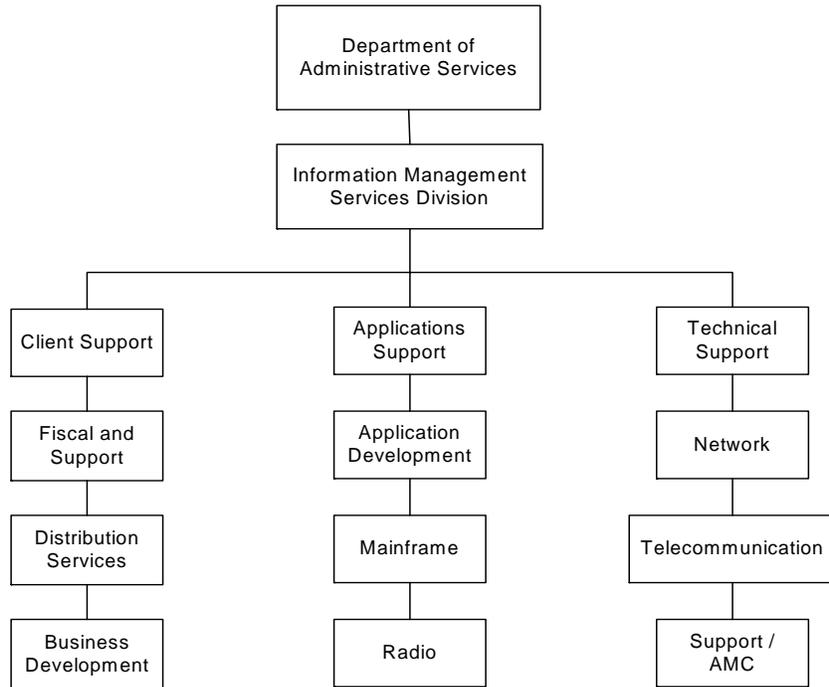
UNIT NO. 1152
FUND: General - 0001

ORGANIZATIONAL COST SUMMARY					
DIVISION		2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Administration	Expenditure	\$ 0	\$ 0	\$ 238,357	\$ 238,357
	Revenue	0	0	0	0
	Tax Levy	\$ 0	\$ 0	\$ 238,357	\$ 238,357
Commodities	Expenditure	\$ 678,320	\$ 703,083	\$ 715,202	\$ 12,119
	Revenue	0	0	0	0
	Tax Levy	\$ 678,320	\$ 703,083	\$ 715,202	\$ 12,119
Contracts	Expenditure	\$ 0	\$ 0	\$ 59,455	\$ 59,455
	Revenue	0	0	0	0
	Tax Levy	\$ 0	\$ 0	\$ 59,455	\$ 59,455

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**DEPARTMENT OF ADMINISTRATIVE SERVICES –
INFORMATION MANAGEMENT SERVICES DIVISION**

DAS-INFORMATION MGMT SERV DIV (1160)



MISSION

It is the mission of the Department of Administrative Services – Information Management Services Division (DAS – IMSD) to exceed user department expectations by providing reliable, timely and innovative information technology (IT) services. DAS - IMSD will achieve its mission through understanding and focusing on user department needs, employing IT best practices and solutions, and effective communication.

Budget Summary

	2012	2011/2012 Change
Expenditures	15,967,457	(771,527)
Revenue	15,967,457	(771,529)
Levy	0	2
FTE's	58.0	(3.4)

OBJECTIVES

- Employ innovative technology solutions to reduce cost and drive user department efficiencies
- Responsive customer service and communication
- Financial stewardship

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DAS-Information Mgmt Serv Div

UNIT NO. 1160
FUND: General - 0001

DEPARTMENTAL PROGRAM DESCRIPTION

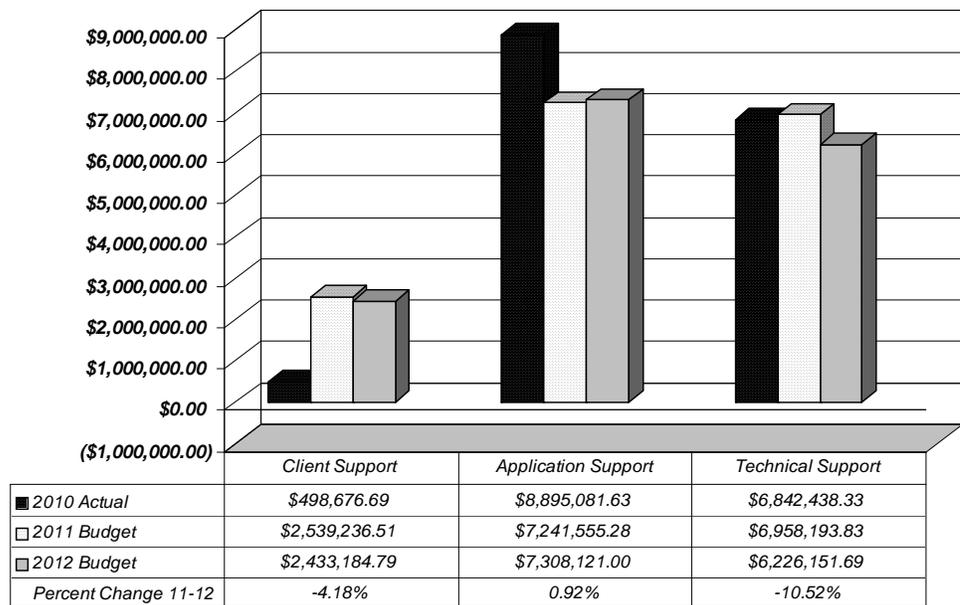
The Information Management Services Division of the Department of Administrative Services consists of three areas of service: Client Support, Applications Support, and Technical Support.

Client Support focuses on the administrative aspect of information technology services to all Milwaukee County IT users including fiscal and policy compliance, distribution services, and project management.

Applications Support focuses on the implementation, management and maintenance of the various Milwaukee County software applications that operate on a variety of information technology platforms including mainframe, servers, internet, telecommunications and local desktop computers.

Technical Support focuses on the implementation, management and maintenance of the Milwaukee County information technology infrastructure. The IT infrastructure includes the hardware and operating systems for mainframe, servers, internet, telecommunications, and local desktop computers upon which many applications operate.

Expenditures



Note: The increase in Client Support Services from 2010 to 2011 relates to a realignment of costs to more accurately reflect the types of services being provided by DAS – IMSD staff.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DAS-Information Mgmt Serv Div

UNIT NO. 1160
FUND: General - 0001

2012 BUDGET

Approach and Priorities

- Maintain Core Services: Continuation of core IT services to user departments
- Regional Collaboration: Partner with municipal, state and other government agencies through shared services model
- Business Continuity Framework: Leverage technologies and processes that provide a greater return for systems availability and recovery
- Innovative Solutions: Align IT with business needs to gain overall efficiencies by focusing on innovative, shareable enterprise-class solutions to replace proprietary costly customized applications
- Best Practices: Build an organizational culture where repeatable standards and processes can be applied to continuous service delivery improvements

Programmatic Impacts

- The core function of DAS – IMSD is to deliver reliable, timely, and innovative IT services and solutions to County departments and its citizens.

Budget Highlights¹

Services Provided to the State of Wisconsin **(\$596,395)**

This budget includes \$596,395 in revenue for the provision of IT related services to the State of Wisconsin provided to the Department of Health Services (DHS) and the Department of Children & Families for State administered economic support programs and the continuation of all IT services for these programs.

Microsoft Settlement Agreement **\$159,199**

Revenue from Microsoft settlement decreases from \$159,199 to zero. This was a revenue source in the 2011 budget reflecting settlement of a class action lawsuit.

Personnel Changes **(\$305,576)**

The following positions are unfunded: 1.0 FTE Network Technical Specialist 4 (\$120,126), 1.0 FTE Communications Spec 3 (\$99,670), 1.0 FTE Accountant IV position (\$83,986) and a vacant 1.0 FTE Network Applications Spec 3 position (\$98,358) for a savings of \$402,140. The following position is created and replaces current contracted personnel in CSS: 1.0 FTE Network Tech CSE, 64 percent of which will cross charge to the Department of Child Support Services (\$73,788 salary & benefit costs, (\$47,224) cross charge). , offset by the addition of \$70,000 in contracted services for a contracted position.

Maintenance and Software Licensing Expense **(\$393,308)**

Total expenditures for long-term software license and maintenance agreements and other services in 2012 increases by \$393,308 due to annual licensing agreement increases involving over 80 applications.

Facilities Rewiring Project **75,242**

Internal Service Revenue is increased by \$75,242 for charges to the capital project W0606 County Rewiring Project for 64 percent of staff time for project implementation.

Investments in Technology **(\$123,558)**

Due to the following changes, expenditures are reduced by \$123,558: Move to a native TCIP/IP environment and eliminating the OSA Adapter (\$20,000); a reduction in licensing costs associated with Milwaukee County's virtual server architecture (\$50,000); and migrating the remaining 4 Oracle databases to SQL server or decommissioning the databases once they are no longer utilized (\$53,558).

¹ For purposes of presentation, a change in levy is identified for each budget highlight, however IMSD's actual levy is \$0 because IMSD's net expense is crosscharged to user departments.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DAS-Information Mgmt Serv Div

UNIT NO. 1160
FUND: General - 0001

Eliminate Training Funds **(\$32,500)**

Services expense is reduced by \$32,500 by eliminating department training funds.

PC Replacement Program **(\$105,000)**

Commodities expense is reduced by \$85,000 by suspending hardware purchases for the Scheduled PC Replacement Program. Services expense is reduced by \$20,000 by eliminating the contract labor portion of the program. The division will evaluate the use of various technologies to determine the most efficient and economical use of computers at the County.

Elimination of Step Increases for 2012 for Employees in Certain Pay Grades **(\$68,819)**

This budget includes an expenditure reduction of \$68,819 based on the elimination of step increases for 2012, as provided for in Chapter 17 of the Milwaukee County General Ordinances, for employees in certain pay grades. (See Appendix B for pay grades affected.)

BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 3,639,256	\$ 4,512,912	\$ 4,321,678	\$ (191,234)
Employee Fringe Benefits (EFB)	3,967,194	3,434,221	2,816,829	(617,392)
Services	4,948,888	5,396,909	5,610,371	213,462
Commodities	432,415	281,771	234,599	(47,171)
Other Charges	0	0	0	0
Debt & Depreciation	2,339,337	2,342,000	2,342,000	0
Capital Outlay	84,483	0	0	0
Capital Contra	(68,839)	0	0	0
County Service Charges	3,523,218	1,254,653	1,291,539	36,886
Abatements	(2,629,755)	(483,481)	(649,559)	(166,078)
Total Expenditures	\$ 16,236,179	\$ 16,738,986	\$ 15,967,457	\$ (771,527)
Direct Revenue	333,997	259,199	50,000	(209,199)
State & Federal Revenue	1,272,893	246,720	833,795	587,075
Indirect Revenue	14,608,522	16,233,067	15,083,662	(1,149,405)
Total Revenue	\$ 16,215,412	\$ 16,738,986	\$ 15,967,457	\$ (771,529)
Direct Total Tax Levy	20,785	0	0	2

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	62.6	61.3	58.0	(3.3)
% of Gross Wages Funded	95.5	97.0	96.8	0.0
Overtime (Dollars)	\$ 16,364	\$ 62,352	\$ 28,644	\$ (33,708)
Overtime (Equivalent to Position)	0.2	0.9	0.4	(0.5)

* For 2010 Actuals, the Position Equivalent is the budgeted amount.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DAS-Information Mgmt Serv Div

UNIT NO. 1160
FUND: General - 0001

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Accountant 4 - NR	4350	Unfund	(1.0)	(1.0)	Fiscal & Support	\$ (55,466)
Network Appls Spec 3	65591	Unfund	(1.0)	(1.0)	Network Apps	(67,104)
Network Tech Spec 2 CSE	65621	Add	1.0	1.0	Applications Support	47,720
Communications Spec 3	65671	Unfund	(1.0)	(1.0)	Telecommunications	(68,168)
Network Tech Spec 4	65641	Unfund	(1.0)	(1.0)	Applications Support	(84,714)
					TOTAL	\$ (227,732)

ORGANIZATIONAL COST SUMMARY					
DIVISION		2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Client Support	Expenditure	\$ 498,677	\$ 2,539,237	\$ 2,433,185	\$ (106,052)
	Revenue	470,741	2,539,236	2,433,185	(106,051)
	Tax Levy	\$ 27,936	\$ 1	\$ 0	\$ (1)
Application Support	Expenditure	\$ 8,895,082	\$ 7,241,555	\$ 7,308,121	\$ 66,566
	Revenue	7,973,968	7,241,555	7,308,121	66,566
	Tax Levy	\$ 921,114	\$ 0	\$ 0	\$ 0
Technical Support	Expenditure	\$ 6,842,438	\$ 6,958,194	\$ 6,226,152	\$ (732,042)
	Revenue	7,770,702	6,958,195	6,226,152	(732,044)
	Tax Levy	\$ (928,264)	\$ (1)	\$ 0	\$ 1

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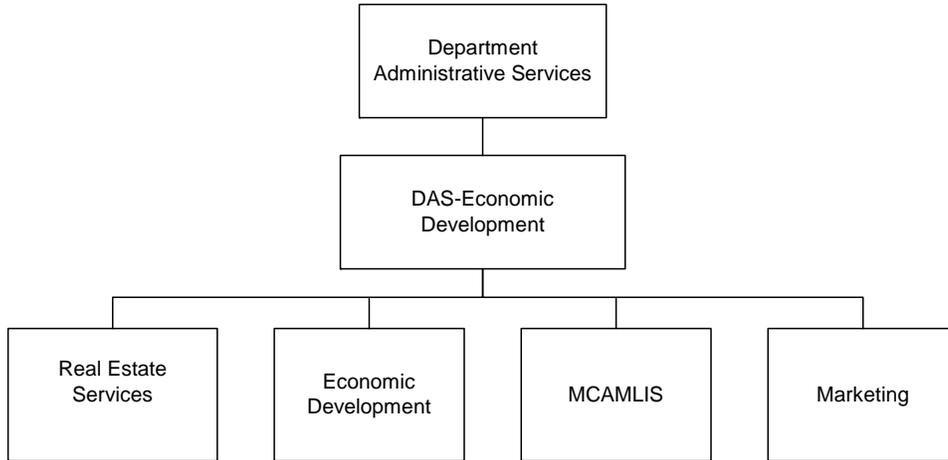
**DEPARTMENT OF ADMINISTRATIVE SERVICES –
EMPLOYEE BENEFITS**

DAS-EMPLOYEE BENEFITS (1188)

- The Department of Administrative Services – Employee Benefits Division is transferred to the Department of Human Resources as a new division.

**DEPARTMENT OF ADMINISTRATIVE SERVICES –
ECONOMIC DEVELOPMENT**

DAS-ECONOMIC DEVELOPMENT (1192)



MISSION

Provide a comprehensive strategy/implementation that includes business and employment expansion and retention within Milwaukee County while working in coordination with all incorporated municipalities and their economic development agents.

Budget Summary		
	2012	2011/2012 Change
Expenditures	2,560,702	867,948
Revenue	2,716,706	528,206
Levy	(156,004)	339,742
FTE's	8.0	1.8
<p>Major Programmatic Changes</p> <ul style="list-style-type: none"> A new Division of DAS-Economic Development is created. Real Estate Services, the Economic Development Section, and Milwaukee County Automated Mapping & Land Information System are transferred into the newly created DAS-Economic Development Division (as sections). 		

OBJECTIVES

- Function as the central point of communication for job development, retention and expansion progress and strategy among civic, regional economic development and non-profit community organizations.
- Leverage County resources and financial position to support job creation and retention through the efforts of staff with a high level of expertise.

DEPARTMENTAL PROGRAM DESCRIPTION

The **Economic Development Section** provides management and oversight of the DAS-ED Division. This section also is responsible for the development and administration of business and job retention/development activities focused within Milwaukee County.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DAS-Economic Development

UNIT NO. 1192
FUND: General - 0001

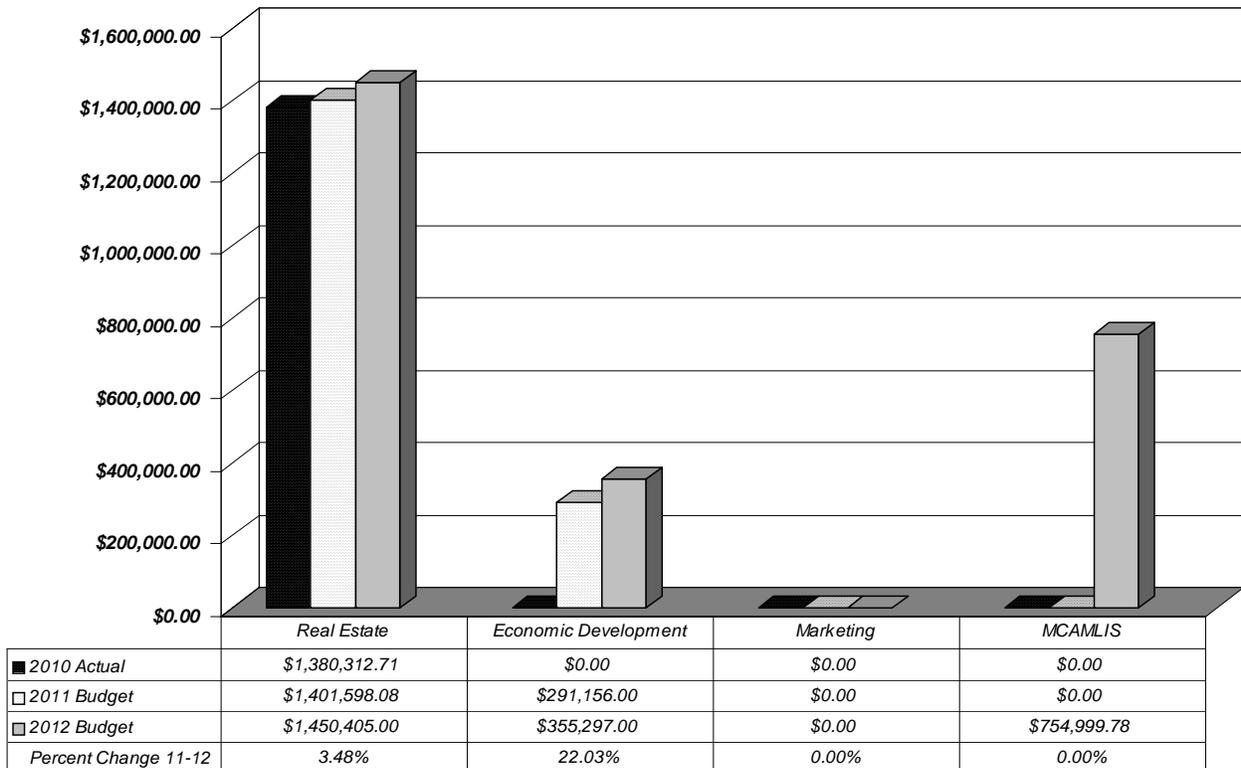
The **Real Estate Services Section** administers the leasing, acquisition and disposition of a wide variety of buildings and vacant property owned by Milwaukee County. The Real Estate Section is specifically responsible for marketing, negotiation and sale of excess County-owned properties, including the property management and disposition of tax delinquent properties acquired by the Milwaukee County Treasurer through the tax foreclosure process.

The Real Estate Services Section establishes and provides the due diligence procedures and standards, which are the sole responsibility of the departments to follow prior to executing lease agreements.

The **Marketing Section** provides for a coordinated and efficient use of County marketing-related resources that actively promotes and improves the marketability of County assets.

The **Milwaukee County Automated Mapping and Land Information System (MCAMLIS) Section** functions as the County's Land Information Office. Pursuant to Section 59.72 of the Wisconsin Statutes and County Board Resolution File 90-707(a), approved on November 8, 1990, 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 with documented accuracy suitable for local planning. Six dollars out of the \$25 recording fee is retained to fund MCAMLIS operations. The \$6 surcharge is only available for expenditures related to MCAMLIS operations and may not be used for any other County purpose.

Expenditures



COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DAS-Economic Development

UNIT NO. 1192
FUND: General - 0001

2012 BUDGET

Approach and Priorities

- Coordinate efforts to market Milwaukee County to businesses and business organizations.
- Facilitate employment retention and growth.
- Provide assistance to business considering expanding operations in Milwaukee County.

Budget Highlights

Department of Administrative Services - Economic Development (DAS-ED) is a new division within DAS that is responsible for supporting employment and business creation and retention in Milwaukee County. Strategies envisioned include job development, real estate coordination efforts and assistance with local compliance and incentives. DAS-ED will also work closely with economic development agencies in the County to accomplish its mission through supporting existing marketing campaigns and coordinating closer ties and communication between municipal economic development agencies.

Marketing staff will remain budgeted and physically located in their current locations for 2012 but are anticipated to be budgeted and transferred into DAS-ED in 2013. This will provide for a transition period in 2012 allowing DAS-Fiscal, DAS-ED, and marketing staff to develop a structure for the Marketing section.

M7 and VISIT Milwaukee Memberships **\$0**
The County's M7 membership payment (\$33,145) and VISIT Milwaukee membership payment (\$25,000) are budgeted in the DAS-ED budget. Both payments are unchanged from the 2011 Adopted Budget for tax levy impact.

Cell Tower Revenue **(\$8,000)**
Revenue from cellular tower contracts increases \$8,000 from \$200,000 to \$208,000.

Parking Revenue **\$252,494**
Total parking revenue decreases \$252,494, from \$1,580,000 to \$1,327,506. This decrease reflects the current market for parking rentals and the anticipated loss of revenue from expiration of existing parking leases.

Position Changes **\$0**
1.0 FTE Geographic Information System Specialist position is created to provide for increased duties and responsibilities relating to on-going and future GIS projects. This position action will result in a personnel expenditure increase of \$78,170. All costs for this position are funded by document recording fee revenues, resulting in no tax levy impact.

MCAMLIS **\$0**
MCAMLIS is created as a section under DAS-ED. As a result, MCAMLIS is changed from an internal services fund to a general fund. The transition to a general fund generates various savings for the Division; including elimination of OPEB costs for a savings of \$15,454, and elimination of debt and depreciation costs for a savings of \$1,749. These savings are offset by a reduction in revenue in MCAMLIS of \$17,203 for no levy impact.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DAS-Economic Development

UNIT NO. 1192
FUND: General - 0001

BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 190,546	\$ 276,736	\$ 565,897	\$ 289,161
Employee Fringe Benefits (EFB)	151,359	172,469	305,001	132,532
Services	844,193	1,043,445	1,374,502	331,057
Commodities	776	3,500	15,165	11,665
Other Charges	38,839	50,000	110,318	60,318
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	20,000	20,000
Capital Contra	0	0	0	0
County Service Charges	154,597	146,604	169,819	23,215
Abatements	0	0	0	0
Total Expenditures	\$ 1,380,310	\$ 1,692,754	\$ 2,560,702	\$ 867,948
Direct Revenue	2,294,561	2,188,500	2,716,706	528,206
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	\$ 2,294,561	\$ 2,188,500	\$ 2,716,706	\$ 528,206
Direct Total Tax Levy	(914,251)	(495,746)	(156,004)	339,742

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	8.0	6.2	8.0	1.8
% of Gross Wages Funded	100.0	88.1	100.0	11.9
Overtime (Dollars)	\$ 0	\$ 0	\$ 0	\$ 0
Overtime (Equivalent to Position)	0.0	0.0	0.0	0.0

* For 2010 Actuals, the Position Equivalent is the budgeted amount.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Excluding Fringe Benefits)
Admin Spec - Econ Dev NR	00074	Transfer-In	1	1.0	DAS-ED	\$ 47,858
Real Estate Agent	07330	Transfer-In	1	1.0	DAS-ED	58,104
Mgr of Real Estate Serv	77680	Transfer-In	1	1.0	DAS-ED	78,052
GIS Specialist	10841	Transfer-In	1	1.0	DAS-ED	58,052
GIS Specialist	10841	Create	1	1.0	DAS-ED	52,145
GIS Supervisor	35770	Transfer-In	1	1.0	DAS-ED	72,260
Econ Dev Spec	00789	Transfer-In	1	1.0	DAS-ED	50,584
Econ Dev Dir	80094	Transfer-In	1	1.0	DAS-ED	61,220
TOTAL						\$ 478,275

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DAS-Economic Development

UNIT NO. 1192
FUND: General - 0001

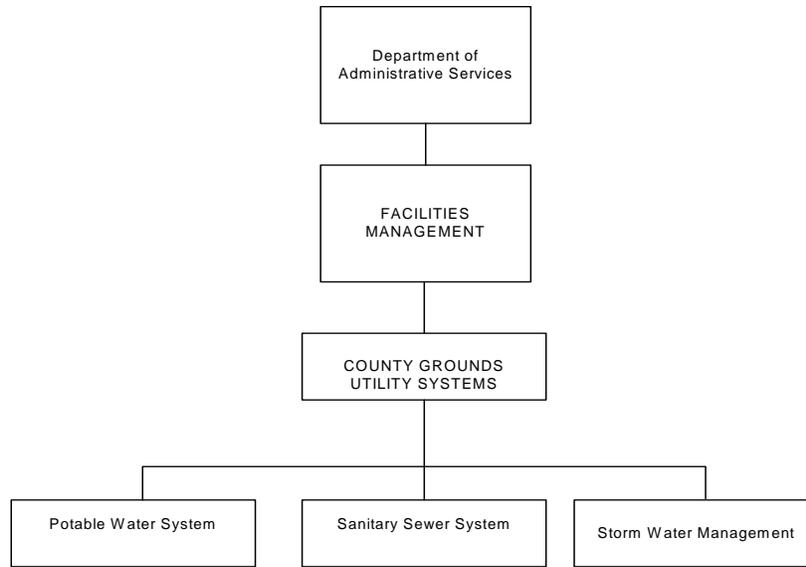
ORGANIZATIONAL COST SUMMARY					
DIVISION		2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Real Estate	Expenditure	\$ 1,380,313	\$ 1,401,598	\$ 1,450,405	\$ 48,807
	Revenue	2,294,562	2,188,500	1,961,706	(226,794)
	Tax Levy	\$ (914,249)	\$ (786,902)	\$ (511,301)	\$ 275,601
Economic Development	Expenditure	\$ 0	\$ 291,156	\$ 355,297	\$ 64,141
	Revenue	0	0	0	0
	Tax Levy	\$ 0	\$ 291,156	\$ 355,297	\$ 64,141
Marketing	Expenditure	\$ 0	\$ 0	\$ 0	\$ 0
	Revenue	0	0	0	0
	Tax Levy	\$ 0	\$ 0	\$ 0	\$ 0
MCAMLIS	Expenditure	\$ 886,056	\$ 785,001	\$ 755,000	\$ (35,001)
	Revenue	752,504	785,000	755,000	(35,000)
	Tax Levy	\$ 133,552	\$ 1	\$ 0	\$ (1)

*The Economic and Community Development Division was dissolved in 2009, with the Community Development and Block Grant (CDBG) section moved to Housing, and the Real Estate Services section moved to the Department of Transportation and Public Works – Director's Office, and the Economic Development Director position abolished. In 2010, the Economic Development responsibility was added to the Real Estate section of the DTPW-Director's Office. However, the actual expenditures and revenues were intermingled within this section and could not be broken-out, therefore, there is no "Actual" budget figure for 2010.

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. 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 subsection is void. A county officer who knowingly violates this subsection 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."

**DEPARTMENT OF ADMINISTRATIVE SERVICES –
FACILITIES MANAGEMENT-WATER UTILITY**

DAS – FACILITIES MANAGEMENT-WATER UTILITY (5500)



MISSION

Milwaukee County will operate a Water Utility located on the County Grounds that provides its customers with safe, efficient and cost effective service for the distribution of water and collection of sewer and storm-water waste.

Budget Summary		
	2012	2011/2012 Change
Expenditures	4,193,330	1,255,736
Revenue	4,193,330	1,255,736
Levy	0	0
Major Programmatic Changes		
<ul style="list-style-type: none"> • Creation of a new DAS-Facilities Management Division • Management and oversight of the Water Utility fund is transferred to DAS- Facilities Management 		

OBJECTIVES

- Ensure the water distribution, sanitary sewer and storm-water systems comply with all local, state and federal laws and regulations.
- Provide clean & safe water to customers.
- Maintain the water, sanitary sewer and storm-water systems in good operational order.

DEPARTMENTAL PROGRAM DESCRIPTION

DAS – Facilities Management Division

The 2012 Budget creates a new DAS division of Facilities Management which includes the former Department of Transportation and Public Works (DTPW) divisions of Architectural, Engineering, & Environmental Services (AE & ES), Facilities Management, and oversight and management of the Water Utility. In addition, a Sustainability section is created in order to coordinate county-wide sustainability efforts.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DAS-Facilities Management-Water Utility

UNIT NO. 5500

FUND: Internal Service - 0029

The DAS - Facilities Management division and all Transportation Department divisions shall report to the Transportation, Public Works, and Transit Committee.

The Water Utility consists of the water distribution, sanitary sewer and the storm-water systems located on the County Grounds. These systems provide water, sewer and storm services to County and non-County entities located on the grounds, that include but are not limited to: Fleet Management, Vel R. Phillips Juvenile Justice Center, Department of Parks, Recreation, and Culture, Office for Persons with Disabilities, Froedtert Lutheran Memorial Hospital, Children's Hospital, Ronald McDonald House, Blood Center, Medical College, Behavioral Health Division, Wisconsin Athletic Club, and WE Energies. 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 and storm are functions of that water consumption. For 2012, County entities represented approximately 6 percent of total water consumption.

2012 BUDGET

Approach and Priorities

- Maintain current service levels with regard to quality and quantity.

Budget Highlights

Rate Overview

In 2012, total expenditures rates decrease by \$95,784 or by 3 percent over 2011. This decrease is primarily made up of a net of utilities, depreciation, bond interest and reserve adjustments. The largest and most significant decrease relates to purchasing of water from the City of Milwaukee. For the 2011 budget, the City of Milwaukee anticipated a water rate increase of 66.1 percent compared to an actual rate increase of 39.1 percent. City of Milwaukee Water charges decrease by \$134,282, from \$745,994 to \$611,712. Additionally, MMSD sewer charges are less than anticipated due to a net nearly flat rate increase estimated for 2011 and 2012. The decrease amounted to \$84,757 from \$468,267 for 2011 to \$383,510 for 2012. The net decreased cost of operations will be offset by corresponding revenue decreases from County and non-County users of the Water Utility.

Fire Protection Charge

\$0

Fire protection charges are moved out of the Facilities Maintenance section and into the Water Utility division in order to more accurately allocate the cost of this charge to all user-tenants located on the County Grounds. A total of \$1,351,520 in expenses will be charged to all user-tenants for a \$0 net tax levy impact in this budget.

Management/Oversight of Water Utility Fund

\$0

As part of the DAS – Facilities Management and DTPW re-organization, management and oversight of the Water Utility Fund will continue to be performed by Facilities Management staff.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DAS-Facilities Management-Water Utility

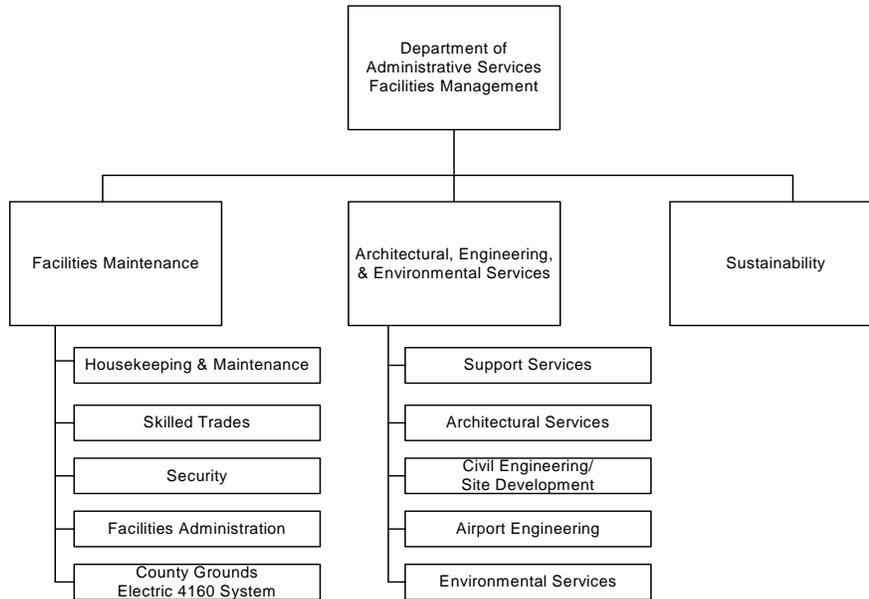
UNIT NO. 5500
FUND: Internal Service - 0029

BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Employee Fringe Benefits (EFB)	\$ 0	\$ 0	\$ 0	\$ 0
Services	888,754	1,345,534	1,128,341	(217,193)
Commodities	2,463	4,600	4,600	0
Other Charges	0	137,424	1,484,547	1,347,123
Debt & Depreciation	224,539	111,038	224,570	113,532
Capital Outlay	98,543	450,000	450,000	0
Capital Contra	(25,552)	0	0	0
County Service Charges	978,763	888,998	901,272	12,274
Abatements	0	0	0	0
Total Expenditures	\$ 2,167,510	\$ 2,937,594	\$ 4,193,330	\$ 1,255,736
Direct Revenue	2,201,115	2,724,569	3,937,012	1,212,443
State & Federal Revenue	0	0	0	0
Indirect Revenue	149,319	213,025	256,318	43,293
Total Revenue	\$ 2,350,434	\$ 2,937,594	\$ 4,193,330	\$ 1,255,736
Direct Total Tax Levy	(182,924)	0	0	0

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. 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 subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

**DEPARTMENT OF ADMINISTRATIVE SERVICES –
FACILITIES MANAGEMENT**

DAS-FACILITIES MANAGEMENT (5700)



MISSION

To provide services focused on asset management and the preservation of County owned property, and to ensure 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.

Budget Summary

	2012	2011/2012 Change
Expenditures	26,060,495	4,713,045
Revenue	28,130,183	4,572,906
Levy	(2,069,688)	140,139
FTE's	124.4	6.2

Major Programmatic Changes

- Creation of a new DAS-Facilities Management Division.
 - Sustainability section is created under DAS-Facilities Management.
 - AE & ES is transferred to DAS- Facilities Management.
 - Facilities Management is transferred to DAS-Facilities Management.
 - Management and oversight of the Water Utility fund is transferred to DAS- Facilities Management.
- Expand Energy Conservation programs to Include buildings on the County Grounds.
- Implement an online construction bid document and consultant RFP document notification and distribution process.
- Expand facilities assessment information database

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DAS-Facilities Management

UNIT NO. 5700
FUND: General - 0001

OBJECTIVES

- Operate within established budgets while maximizing the quality and timeliness of services provided.
- Maintain core services currently provided to its end users.
- Expand and enhance the use of technology within the Division in order to improve efficiency, communications and responsiveness.
- Identify energy cost savings through energy conservation initiatives.
- Maximize the quality and timeliness of services provided within authorized operating and capital budgets.
- Minimize overhead costs and standardize overhead rates while maximizing cost effective use of County resources in capital project management.
- Continue implementation of the Countywide sanitary sewer monitoring and maintenance program, stormwater management and NR-216 permit administration, and enable transition for maintenance program monitoring to jurisdictional departments.
- Continue application of Guaranteed Energy Savings Performance Contracting (GESPC) to appropriate County buildings and continue implementation of the County's Green Print Initiative.
- Expand, through a 2011 Capital Project, information on the County's inventory of facilities and increase the utilization of this information for maintenance, assessments, and future capital planning.

DEPARTMENTAL PROGRAM DESCRIPTION

DAS – Facilities Management Division

The 2012 Budget creates a new DAS division of Facilities Management which includes the former Department of Transportation and Public Works (DTPW) divisions of Architectural, Engineering, & Environmental Services (AE & ES), Facilities Management, and oversight and management of the Water Utility. In addition, a Sustainability section is created in order to coordinate county-wide sustainability efforts.

The DAS - Facilities Management division and all Transportation Department divisions shall report to the Transportation, Public Works, and Transit Committee.

Facilities Maintenance

Facilities Maintenance provides property management, tenant services and maintenance, housekeeping, security and skilled trades services to various private entities and County departments. Facilities Maintenance is the steward of such County owned properties as the Courthouse Complex (Courthouse, Safety Building, Criminal Justice Facility, St. Anthony's, Medical Examiner, 6th & State Parking Area and the surface lot located at the former Annex site), County Grounds buildings (Child Adolescent Treatment Center (CATC) and Vel R Phillips Juvenile Justice Center), City Campus, Muirdale Building and the electric system on the County Grounds. Facilities Maintenance provides services and performs functions in two areas: maintenance operations and property management.

Maintenance Operations is responsible for approximately 3.7 million square feet of building space and associated grounds and mechanical systems for all facilities under the stewardship of Facilities Management. The functions include daily custodial 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 is responsible for property management and lease administration functions for Facilities Management. Unit functions include management of land and building leases for the Courthouse, Criminal Justice Facility, Safety Building, St. Anthony's, City Campus, Vel R Phillips Juvenile Justice Center and Child & Adolescent Treatment Center (CATC). In addition, this unit acts as a liaison between the County and major tenants, such as the Milwaukee Regional Medical Center and WE Energies.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DAS-Facilities Management

UNIT NO. 5700
FUND: General - 0001

Facilities Maintenance is responsible for operating all buildings on a 24/7 basis, especially County facilities (i.e. Criminal Justice Facility, Vel R Phillips Juvenile Justice Center and CATC) that have service activity on a constant basis, as these facilities harbor persons in differing modes of custody.

The Architectural, Engineering and Environmental Services

The Architectural, Engineering and Environmental Services 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. AE&ES is comprised of the Architectural Services, Civil Engineering/Site Development, Airport Engineering, Environmental Services, and Support Services.

Architectural Services provides technical services in building maintenance, remodeling, additions and new construction for all County departments. Specific tasks performed include: budget development and construction estimation; bid document design, evaluation and contract award; design development; and project management from conception to project completion.

Airport Engineering provides planning, design and construction management services for all major maintenance and capital projects at General Mitchell International and Lawrence J. Timmerman Airports. This section coordinates planning and administration of projects with state and federal agencies, and with airlines and other airport tenants.

Civil Engineering and Site Development provides civil engineering and land surveying services. Specific services include project management; design and preparation of drawings, technical specifications and bidding documents; engineering feasibility studies and needs assessments for County facilities; certified survey maps, site surveys and construction staging.

Environmental Services 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.). This section also monitors underground storage tanks, landfills, air quality, recycling, solid waste, water quality and brownfields.

Support Services provides records management, facilities assessments and Milwaukee County Automated Mapping and Land Information System (MCAMLIS) administration. Services include the development and maintenance of the property assets inventory; management of asset and project record archives; and assessment of County infrastructure.

Sustainability

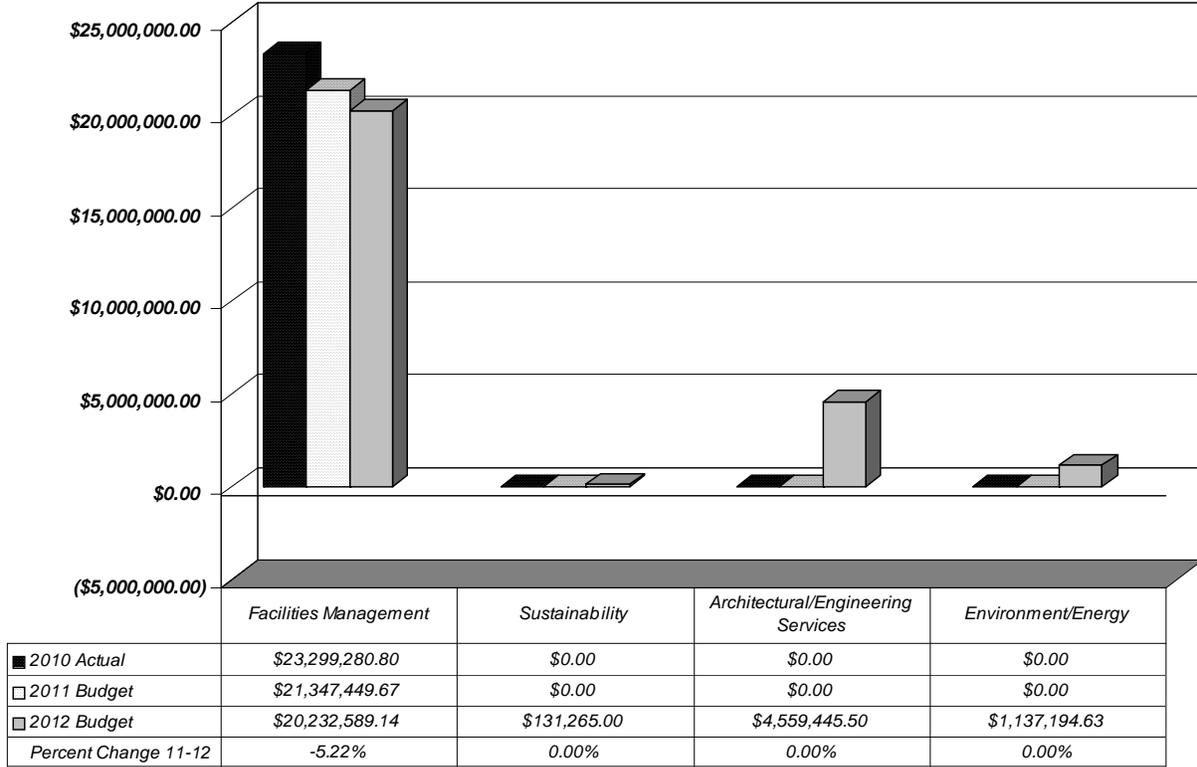
Sustainability provides guidance, management, and development of sustainability functions related to the County's building and infrastructure assets and to coordinate county-wide sustainability efforts. This section is responsible for the implementation of the County's Green Print Initiative.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DAS-Facilities Management

UNIT NO. 5700
FUND: General - 0001

Expenditures



2012 BUDGET

Approach and Priorities

- Maintain and operate buildings and grounds under Facilities Management’s purview in a manner consistent with current operations.
- Space planning, utilization, and consolidation will be further reviewed and, where appropriate, implemented to ensure the most efficient and best use of County assets.
- Maintain a high quality level of service that addresses the needs of client departments.
- Provide project management for the condensed 2010 – 2012 capital program so that the County may effectively address its infrastructure needs.
- Implementation of the County’s Green Print Initiative.

Programmatic Impacts

- Utility energy conservation through performance contracting expands to include County Grounds buildings.
- Monitoring of the Doyne Landfill transitions from consultants to AE&ES staff.
- Complete facilities inspections and manage major maintenance projects.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DAS-Facilities Management

UNIT NO. 5700
FUND: General - 0001

Budget Highlights

For purposes of presentation, a change in levy is identified for each budget highlight, however, since Facilities net expenditures are charged to other departments, the true levy impact is in user department's budgets.

Elimination of Step Increases for 2012 for Employees in Certain Pay Grades **(\$12,859)**

This budget includes an expenditure reduction of \$12,859 based on the elimination of step increases for 2012, as provided for in Chapter 17 of the Milwaukee County General Ordinances, for employees in certain pay grades. (See Appendix B for pay grades affected.)

DAS-Facilities Management Division

The new division of DAS-Facilities Management is created to better provide a more coordinated approach towards strategic management, long-term planning and development, and maintenance of County-owned property and infrastructure. To achieve this, AE & ES is transferred as a new section under the DAS-Facilities Management division. A new Sustainability section is created to provide guidance, management, and development of sustainability functions related to the County's building and infrastructure assets and to coordinate county-wide sustainability efforts. In addition, the following position actions result from the creation of this new Division:

Create 1.0 FTE Facilities Management Director **\$0**

The position of Facilities Management Director position is created and will maintain oversight and management duties of the DAS-Facilities Management Division. The existing Chief of Operations position (located in the former DTPW-Facilities Management) is re-titled to the Facilities Management Director position.

Create 1.0 FTE Facilities Maintenance Manager **\$0**

The position of Facilities Maintenance Manager is created and will maintain oversight and management duties of the DAS-Facilities Maintenance section. The existing Assistant Director of Facilities Management Operations (located in the former DTPW-Facilities Management) is re-titled to the Facilities Maintenance Manager position.

Create 1.0 FTE Sustainability Director **\$120,822**

The position of Sustainability Director is created and will maintain oversight and management duties of the DAS-Sustainability section.

Facilities Maintenance Related Staffing Modifications **(\$90,014)**

In order to provide additional work duty flexibility in addition to painting responsibilities, 6.0 FTE Facility Worker 2 positions are created at a personnel cost of \$324,756. This cost is offset by abolishing 4.0 FTE Painter Building positions and 2.0 FTE Painter Supervisor positions for a personnel cost savings of \$529,628. The savings are partially offset by unemployment costs estimated at \$73,802 as well as a decrease in revenue of \$41,056 related to the Residential Sound Installation Program (RSIP).¹

Fire Protection Charge **(\$1,125,976)**

Fire protection charges are moved out of the Facilities Maintenance section and into the Water Utility division in order to more accurately allocate the cost of this charge to all user-tenants located on the County Grounds.

Capital Outlay-Lease Purchase **\$830,768**

For 2011, Facilities Maintenance's utility accounts are used (via fund transfer action) to fund the \$830,768 capital outlay – lease purchase payment for Phase II of the County's Performance Contracting program. In order to more accurately budget for this cost and avoid any potential utility-related budget shortfall for 2012, the capital outlay-

¹ RSIP is a program for retrofitting houses near the Mitchell International Airport for the purpose of reducing noise within the homes. The 1.0 FTE Painter Building position used in this program is replaced with 1.0 FTE Facility Worker 2 position.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DAS-Facilities Management

UNIT NO. 5700
FUND: General - 0001

lease purchase is increased by \$830,768 to account for Phase II of the County's Performance Contracting program.

Security Contracting **(\$100,489)**

Security contracting expenditures decrease \$100,489 from \$1,204,039 to \$1,103,550 to reflect anticipated usage of contracted security staff. Facilities Management will continue to provide security services at the Courthouse, Safety Building, City Campus, Criminal Justice Facility and the Vel R. Phillip's Juvenile Justice facilities as adopted in the 2011 Budget.

Parking Revenues **(\$83,000)**

Parking Revenues increase by \$83,000 to better reflect past years' actuals (i.e. 2009 actual revenue \$588,230 and 2010 actual revenue of \$595,912) as well as an increase in rates of \$5 per slot per month for County managed lots (schedule of rates is provided). Additionally, Daily & Special Event parking at 6th & State increase by \$18,613. MacArthur Square has an overall automatic increase of \$5,988, due to a City of Milwaukee rate increase in January 2011. The MacArthur Square rate automatically increases when the City of Milwaukee raises their rates at the facility for a net \$-0- cost to the County.

Lot	2011 Adopted Monthly Rate Per Slot	2012 Request Monthly Rate Per Slot
Annex Parking	80	85
Medical Examiner	75	80
St. Anthony's Dock	75	80
Code 10 Garage	80	85
Museum Lot	75	80
6th & State	75	80
MacArthur Square	99.43	104.42

AE & ES Related Staffing Modifications **\$0**

In order to meet the needs of AE & ES section, the following positions are created:

Create 1.0 FTE Assistant Airport Engineer Airport **\$0**

1.0 FTE Assistant Airport Engineer Airport is created. This position will provide the needed backup for the Airport Engineer and continue the level of service for capital and major maintenance projects necessary at General Mitchell International Airport (GMIA). This position action will result in a personnel expenditure increase of \$113,332. Of this total, \$50,000 is offset in the DOT-Airport operating budget and the remainder is charged to Airport capital projects.

Create 1.0 FTE Engineer **\$0**

1.0 FTE Engineer position is created. This position is needed to continue the level of service in capital and major maintenance projects. This position action will result in a total personnel expenditure increase of \$72,796. Upon filling this position, 0.50 FTE Engineer position is abolished for a personnel expenditure savings of \$65,574. All costs for this position are charged to County wide capital or maintenance projects for no tax levy.

Create 1.0 FTE Clerical Assistant 2 Hourly and Abolish 1.0 FTE Clerical Specialist (vacant) **\$0**

1.0 FTE Clerical Assistant 2 Hourly position is created. This position will help to stabilize the clerical staffing situation for the division by providing needed resources to continue the level of service in capital and major maintenance project delivery. Based on work volumes this position will allow for the flexibility to reduce work hours during periods of low administrative work. This position action will result in personnel expenditure increase of \$53,034. This increase is offset by abolishing 1.0 FTE Clerical Specialist position

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DAS-Facilities Management

UNIT NO. 5700
FUND: General - 0001

(vacant) for a personnel expenditure decrease of \$55,940. All costs for this position are charged to County wide capital or maintenance projects for no tax levy.

AE & ES Change in Fund Type

(\$576,004)

AE & ES is created as a section under the DAS-Facilities Management division. As a result, AE & ES is changed from an internal services fund to a general fund. The transition to a general fund generates various savings for the Division: OPEB costs are eliminated for a savings of \$451,544; compensated absences are no longer accrued for, generating a savings of \$108,208; debt and depreciation is reduced by \$16,252.

Capital Investments

The projects below are included in the 2012 Capital Improvements Budget. These projects are not funded within the Architecture & Engineering Division Operating Budget. However, this division does provide oversight to their implementation:

• WO 114 – Countywide Infrastructure Improvements:	\$1,500,000
• WO 870 – County Wide Special Assessment	250,000
• WA123 Runway Safety Improvements	200,000
• WA135 Runway 1L/19R & 7R/25L Intersection	2,750,000
• WA139 Redundant Main Electric Service	7,405,000
• WA142 LJT runway 15L-33R Extension	78,000
• WA153 Passenger Loading Bridges	5,500,000
• WA161 GMIA Terminal Roadway	2,850,000
• WA162 Cessna Apron Reconstruction	1,021,000
• WA163 Perimeter Road Bridge over Howell	3,200,000
• WA166 Perimeter Road Bridge	1,100,000
• WA167 Bag Claim Escalator Replacement	600,000
• WA169 LJT Runway and Taxiway Lights	250,000
• WA173 Fuel Farm Electrical upgrade	150,000
TOTAL	\$26,854,000

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DAS-Facilities Management

UNIT NO. 5700
FUND: General - 0001

BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 5,681,254	\$ 5,221,068	\$ 7,951,500	\$ 2,730,432
Employee Fringe Benefits (EFB)	4,997,120	4,363,179	5,461,979	1,098,800
Services	7,686,568	8,118,364	8,322,435	204,071
Commodities	350,824	614,958	681,390	66,432
Other Charges	1,299,497	1,351,520	0	(1,351,520)
Debt & Depreciation	0	0	0	0
Capital Outlay	1,930,864	300,175	1,335,943	1,035,768
Capital Contra	0	0	0	0
County Service Charges	16,797,334	15,814,815	16,787,974	973,159
Abatements	(15,444,191)	(14,436,629)	(14,480,726)	(44,097)
Total Expenditures	\$ 23,299,270	\$ 21,347,450	\$ 26,060,495	\$ 4,713,045
Direct Revenue	4,458,096	3,644,946	3,860,683	215,737
State & Federal Revenue	0	0	0	0
Indirect Revenue	21,890,228	19,912,331	24,269,500	4,357,169
Total Revenue	\$ 26,348,324	\$ 23,557,277	\$ 28,130,183	\$ 4,572,906
Direct Total Tax Levy	(3,049,054)	(2,209,827)	(2,069,688)	140,139

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	167.54	118.23	124.4	6.2
% of Gross Wages Funded	91.8	94.2	96.1	1.9
Overtime (Dollars)	\$ 97,656	\$ 46,392	\$ 80,004	\$ 33,612
Overtime (Equivalent to Position)	1.4	0.7	1.4	1.4

* For 2010 Actuals, the Position Equivalent is the budgeted amount.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DAS-Facilities Management

UNIT NO. 5700
FUND: General - 0001

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Sustainability Director	Z0004	Create	1	1.00	Facilities Management	\$ 85,286
Engineer	35750	Create	1	1.00	Facilities Management	46,404
Engineer	35750	Abolish**	(1)	(0.50)	Facilities Management	(40,570)
Facility Worker 2	13540	Create	6	6.00	Facilities Management	187,872
Painter Building	21000	Abolish	(4)	(4.00)	Facilities Management	(233,712)
Painter Supervisor	21560	Abolish	(2)	(2.00)	Facilities Management	(119,924)
Clerical Assistant 2 (Hourly)	00048	Create	1	1.00	Facilities Management	30,416
Clerical Specialist	01292	Abolish	(1)	(1.00)	Facilities Management	(32,768)
Facilities Management Dir	Z0067	Re-title	1	1.00	Facilities Management	77,794
Chief of Operations	80035	Re-title***	(1)	1.00	Facilities Management	0
Facilities Maintenance Mngr	Z0066	Re-title	1	1.00	Facilities Management	68,922
Asst. Dir of Facilities Management Operations	76750	Re-title****	(1)	1.00	Facilities Management	0
Assistant Airport Engineer	Z0004	Create	1	1.00	Facilities Management	79,222
Records Center Tech DPW	00461	Transfer-In	1	1.00	Facilities Management	38,962
Clerical Spec Arch/Eng	01292	Transfer-In	1	1.00	Facilities Management	42,026
Clerical Spec Arch/Eng	04411	Transfer-In; Abolish	(1)	(1.00)	Facilities Management	(42,026)
Cost Schedule Analyst	04411	Transfer-In	1	1.00	Facilities Management	65,028
Support Services Manager	08600	Transfer-In	1	1.00	Facilities Management	87,338
Principal Architect	08605	Transfer-In	1	1.00	Facilities Management	100,012
Site Dev & Civil Eng	08610	Transfer-In	1	1.00	Facilities Management	100,012
Airport Eng	20235	Transfer-In	1	1.00	Facilities Management	100,012
Facilities Assessment Coor	20385	Transfer-In	1	1.00	Facilities Management	72,260
Managing Architect	35360	Transfer-In	1	1.00	Facilities Management	82,442
Contract Payment Spec	35571	Transfer-In	1	1.00	Facilities Management	44,130
Specification Writer	35600	Transfer-In	1	1.00	Facilities Management	71,118
Engineering Tech	35710	Transfer-In	1	1.00	Facilities Management	55,974
Eng Tech Surveyor	35720	Transfer-In	2	2.00	Facilities Management	142,236
Architecture Designer	35730	Transfer-In	1	1.00	Facilities Management	50,040
Construction Coordinator	35740	Transfer-In	4	4.00	Facilities Management	269,604

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DAS-Facilities Management

UNIT NO. 5700
FUND: General - 0001

PERSONNEL CHANGES (continued)						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Managing Eng Electrical	35810	Transfer-In	1	1.00	Facilities Management	82,442
Managing Eng Site Dev	35820	Transfer-In	1	1.00	Facilities Management	82,442
Manging Eng Field Oper	35830	Transfer-In	2	2.00	Facilities Management	164,884
Managing Eng Design	35840	Transfer-In	1	1.00	Facilities Management	82,442
Managing Eng Field Opr-Airport	35870	Transfer-In	1	1.00	Facilities Management	46,404
Dir Architecture & Engineering	80031	Transfer-In	1	1.00	Facilities Management	109,974
Sustainability & Env Engineer	20245	Transfer-In	1	1.00	Facilities Management	99,570
Engineer	35750	Transfer-In	2	2.00	Facilities Management	128,780
Env Compliance Manager	40045	Transfer-In	1	1.00	Facilities Management	74,054
GIS Specialist	10841	Transfer-Out	(1)	(1.00)	DAS-ED	(58,052)
GIS Supervisor	35770	Transfer-Out	(1)	(1.00)	DAS-ED	(72,260)
TOTAL						\$ 2,871,910

**To be abolished upon filling of FT Engineer.
 ***Position to be re-titled to Facilities Management Director. No change in salary range.
 ****Position to be re-titled to Facilities Maintenance Manager. No change in salary range.

ORGANIZATIONAL COST SUMMARY					
DIVISION		2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Facilities Management	Expenditure	\$ 23,299,281	\$ 21,347,450	\$ 20,232,589	\$ (1,114,861)
	Revenue	26,348,328	23,557,277	22,955,701	(601,576)
	Tax Levy	\$ (3,049,047)	\$ (2,209,827)	\$ (2,723,112)	\$ (513,285)
Sustainability	Expenditure	\$ 0	\$ 0	\$ 131,265	\$ 131,265
	Revenue	0	0	0	0
	Tax Levy	\$ 0	\$ 0	\$ 131,265	\$ 131,265
Architectural/Engineering Services	Expenditure	\$ 5,133,866	\$ 4,947,755	\$ 4,559,445	\$ (388,310)
	Revenue	5,280,106	4,872,939	4,724,933	(123,333)
	Tax Levy	\$ (146,240)	\$ 74,816	\$ (165,488)	\$ (264,799)
Environment/Energy	Expenditure	\$ 1,048,935	\$ 984,179	\$ 1,137,195	\$ 153,016
	Revenue	655,857	451,538	449,549	(1,989)
	Tax Levy	\$ 390,078	\$ 532,641	\$ 687,646	\$ 155,005

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. 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 subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

ETHICS BOARD

ETHICS BOARD (1905)

- The administrative function of the Ethics Board is transferred to the Department of Human Resources as a new division.

NON-DEPARTMENTAL – REVENUES
(Blue Pages)

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 Department of Administrative Services (DAS) has primary responsibility for budgeting and accounting for these revenues. The Non-Departmental revenue budgets are based on historical trends, current economic data, contract terms, and policy changes at the State and Federal level as appropriate. Prior to 2010 separate narratives were presented for each revenue. For comparison purposes, all non-departmental revenues are included below.

NON-DEPARTMENTAL REVENUE SUMMARY				
Org	2010 Actual	2011 Budget	2012 Budget	Budget Change
1901 Unclaimed Money	\$ 0	\$ 1,100,000	\$ 0	\$ (1,100,000)
1933 Land Sales	3,511,299	0	0	0
1937 Potawatomi Allocation	3,758,001	4,058,477	4,084,441	25,964
1969 Medicare Part D Revenues	2,932,000	3,023,647	3,023,647	0
1991 Property Taxes	264,101,810	269,554,701	269,554,701	0
1992 Earnings on Investments	2,990,814	1,779,839	1,711,411	(68,428)
1993 State Shared Taxes	36,951,906	39,207,108	30,890,224	(8,316,884)
1994 State Exempt Computer Aid	2,817,472	3,572,445	3,572,445	0
1996 County Sales Tax Revenue	61,114,253	64,426,365	64,000,880	(425,485)
1997 Power Plant Revenue	356,880	356,880	0	(356,880)
1998 Surplus from Prior Years	4,144,018	4,144,018	8,179	(4,135,839)
1999 Other Misc. Revenue	932,738	180,000	140,000	(40,000)
TOTAL NON-DEPT. REVENUES	\$ 382,483,079	\$ 391,403,480	\$ 376,985,928	\$ (14,417,552)

Recommended Amounts are based on the following:

- Unclaimed Money:** Represents payments to vendors and individuals that go unclaimed. The Office of the Treasurer must publish notice of outstanding funds; if no claim is made, all funds plus interest are to be turned over to the General Fund per State Statute 59.66 (2a). The Treasurer advertises unclaimed funds and funds are realized in odd years only.
- 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.

Beginning in 2012 any land sale revenue received by the County, above the amount budgeted in Real Estate Services to cover operating expenditures, shall be allocated as described below:

Fifty percent of the land sale revenue shall be allocated to the Debt Service Reserve and will be specifically earmarked for the County's newly created Debt Retirement Program (see Org. Unit 9960 Debt Service).

Fifty percent of the land sale revenue, up to a maximum of \$5,000,000 shall be allocated to the newly created Milwaukee County Economic Development Corporation (MCEDC) for the purposes of providing financing to the Milwaukee County Revolving Loan Fund (MCRLF) and providing financing to a non-profit agency that is actively managed by minority group members and principally serves minority group members. After \$5,000,000 has been deposited into the MCRLF, 100 percent of land sale proceeds above the amount budgeted in Real Estate Services to cover operating expenditures shall be allocated to the Debt Service Reserve and will be specifically earmarked for the Debt Retirement Program.

12 are projected at \$2,441,385 and total general fund earnings are \$1,711,411. Any land sale revenue allocated to the MCEDC for the MCRLF that is not disbursed within eighteen (18) months of its receipt must be returned

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Non-Departmental Revenues

UNIT NO. Multiple
FUND: General - 0001

to Milwaukee County and shall be deposited into the Debt Service Reserve and will be specifically earmarked for the County's Debt Retirement Program.

- **Potawatomi Revenues:** Represents payments, based on Class III Net Win during the period July 1, 2011 to June 30, 2012 by the Potawatomi Bingo Casino per contract. The amount is net of allocations to operating departments (see below). The 2011 net win payment (after allocations) was \$3,984,441. The 2012 Budget includes Potawatomi revenue (after allocations) of \$4,084,441. The gross Potawatomi Revenue is flat compared to the actual amount received in 2011.

Allocations to departments total \$1,388,523 and is a decrease of \$100,000 compared to the 2011 Adopted Budget. The decrease of \$100,000 represents a decrease in the allocation to the Department of Health and Human Services (DHHS) for the Safe Alternatives for Youth (SAY) program. The \$100,000 for the SAY program is now being financed by property tax levy in DHHS.

DHHS-Behavioral Health Division (Org. 6300)

An allocation of \$337,203 is budgeted to support the Community Services Section programs.

An allocation of \$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)

An allocation of \$350,000 is budgeted 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.

An allocation of \$201,320 is budgeted to support the programs of the Delinquency and Court Services Division.

- **Medicare Part D Revenues:** Represents the 28 percent reimbursement from the Federal government under the Medicare Prescription Drug Improvement and Modernization Act of 2003 for eligible retiree prescription drug coverage that the County provides. In the 2010 plan year, 5,404 eligible retirees incurred \$18.1 million in gross prescription drug costs reported to the Centers for Medicare and Medicaid Services.

In the 2011 plan year headcount and utilization appear to be remaining consistent between plan years. The inflationary trend in prescription drug costs will increase the amount of reimbursement under the Medicare program. However, the increased generic co-pays and requirement to utilize mail order for maintenance medications will offset the effect of inflationary trend.

The 2012 Medicare Part D Revenues are estimated to remain flat compared to the 2011 Adopted Budget amount. The 2012 budgeted amount is \$3,023,647.

- **Earnings on Investments:** Represents the County's income earned on the investment of funds not immediately needed as estimated by the County Treasurer. Based on 2010 actual experience, the average daily balance for 2012 is projected at \$427,748,438. Of this amount, the daily cash balances in collateralized bank accounts are projected at \$185,000,000. Last year, earnings were reported at 1.32 percent. With the Federal Reserve rate continuing to hover around zero, earned interest rates for cash holding in 2012 are projected at 0.06 percent, which would yield \$111,000 in interest revenue. The average daily investment balance is projected at \$242,748,438 with an average projected rate of return calculated at 0.96 percent. That would yield \$2,330,385 in earnings on investments. Therefore, the total earnings on all funds in 20

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Non-Departmental Revenues

UNIT NO. Multiple
FUND: General - 0001

Statistical Reporting Data	2010 Actual	2011 Budget	2012 Budget
Earnings on all Funds (net of Mark-to-Market)	\$4,714,417	\$2,539,000	\$2,441,385
Earnings on Trust Fund Reserves and other Deferred Interest Liabilities	(\$648,847)	(\$477,332)	(\$458,980)
Earnings on Bonds Allocated to Capital Fund and Debt Service Fund	(\$940,382)	(\$281,829)	(\$270,994)
General Fund Earnings	\$3,125,188	\$1,779,839	\$1,711,411

Mark-to-Market

The General Accounting Standards Board in Statement 31 (GASB 31) requires governmental entities to report investments that have maturities greater than one year at fair market value. Therefore, the County will report a loss when the book value is greater than the fair market value. This amount is recorded in the investment earnings budget. When the book value is less than the fair market value, the County books the gain to a reserve to offset future losses. The losses have been captured in the Earnings on all Funds (net of Mark-to-Market) line in the table above.

Earnings on Trust Funds, Reserves and Other Deferred Interest Liabilities

Budgeted restricted earnings total \$458,980 for 2012. The budgeted amount includes earnings on the following funds: Airport (non-bonds), Zoo, Office for Persons with Disabilities, Federated Library System, Art Museum, Charles Allis Art Museum, Friends of Boerner, Law Enforcement Block Grant, Wolcott Memorial, HUD-Rent Assistance and Milwaukee County Historical Society. Previous amounts included bond proceeds for Airport Revenue Bonds. The earnings for the Airport Revenue Bonds have been included in the amount for the Earnings on Bonds allocated to Capital Fund and Debt Service Fund. Based on actual experience, earnings on trust funds and other deferred interest liabilities were estimated at 18.8 percent of the Earnings on all Funds.

Earnings on Bonds Allocated to Capital Fund and Debt Service Fund

The 2012 Budget includes \$270,994 in earnings on unspent bond proceeds for all departments. The earnings are recorded in the capital projects fund. These investment earnings are used to offset capitalized interest expense for projects that are under construction or in progress. Investment earnings on bonds that have lapsed to the sinking fund are recorded in the debt service fund. Earnings on bonds were estimated at 11.1 percent of the earnings on all funds (based on actual experience). That number may be revised by DAS to reflect a larger bonding amount for the new three year bonding cycle. However, since these proceeds are subtracted from the general fund earnings, the larger bond earnings will not affect the final general fund amount.

- **State Shared Taxes:** Represents payment from the State under the County and Municipal Aid payment program. The State Shared Taxes are budgeted to decrease by \$8,316,885 from \$39,207,109 to \$30,890,224. The decrease is the result of a reduction in county aid included in the 2011-2013 Wisconsin State Budget.

<u>STATISTICAL SUPPORTING DATA</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2012 Budget</u>
Base Payment	\$ 55,343,365	\$ 55,343,365	\$ 47,026,480
Utility Payment	1,709,841	3,965,044	3,965,044
Subtotal State Shared Taxes	\$ 57,053,206	\$ 59,308,409	\$ 50,991,524
State Child Welfare Reallocation	(20,101,300)	(20,101,300)	(20,101,300)
Total State Shared Taxes	\$ 36,951,906	\$ 39,207,109	\$ 30,890,224

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Non-Departmental Revenues

UNIT NO. Multiple
FUND: General - 0001

Utility Payment Component

The utility payment component compensates local governments for costs they incur in providing services to public utilities. These costs cannot be directly recouped through property taxation since utilities are exempt from local taxation and instead are taxed by the State.

The State of Wisconsin changed the methodology for calculating the utility payment. Previously, the utility payments to cities and villages were computed at a rate of six mills (\$6 per \$1,000 of net book value), while payments to towns are computed at a rate of three mills. Payments to counties were computed at three mills if the property is located in a city or village or at six mills if the property is located in a town. Starting in 2009, municipalities and counties with power plants that became operational before January 1, 2004 will receive a utility payment based on the higher of the net book value formula amount or the megawatt capacity formula amount. The estimated utility payment component for 2012 is \$3,965,044.

State Child Welfare Reallocation

In accordance with Wisconsin State Statute 48.561(3), the Wisconsin Department of Administration has reallocated \$20,101,300 from Milwaukee County's State Shared Revenue allocation to the State's Child Welfare Program. These funds are for the purpose of defraying the State costs for program administration.

- **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 2012 budgeted amount of \$3,572,445 is the same amount that was included in the 2011 Adopted Budget.
- **County Sales Tax Revenue:** Represents collections of the County's 0.5 percent sales and use tax, less State Administrative fee of \$1,147,891, and an allocation of \$445,000 to Capital Improvements.

Research has shown that there is a statistical link between changes in personal income and sales tax collections. DAS analyzed the quarterly year over year percentage changes in both Wisconsin personal income and Milwaukee County sales tax collections from 2002 to 2010. The analysis concluded that there is a significant correlation with elasticity of approximately 0.53.

The Spring 2011 Wisconsin State Department of Revenue report "Wisconsin Economic Outlook" forecasts growth in state personal income to be 3.4 percent in 2012. Using the elasticity factor of 0.53, sales tax collections are anticipated to grow by 1.8 percent in 2011.

Beginning with the Department of Administrative Services 2nd quarter 2011 net sales tax projection of \$63,306,365 as a base and then adding the growth factor described above (1.8 percent), the 2012 Milwaukee County net sales tax collections are anticipated to be \$64,000,880.

Debt Service costs of \$59,290,179 are anticipated for 2012, resulting in a net of \$4,710,701 available for general fund purposes.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Non-Departmental Revenues

**UNIT NO. Multiple
FUND: General - 0001**

<u>STATISTICAL SUPPORTING DATA</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2012 Budget</u>
Estimated County Sales Tax Collections, Excluding Retailer's Discount	\$ 63,240,970	\$ 65,912,204	\$ 65,593,771
State Administrative Fee	<u>(1,106,717)</u>	<u>(1,105,839)</u>	<u>(1,147,891)</u>
Milwaukee County Sales Tax Collections	\$ 62,134,253	\$ 64,806,365	\$ 64,445,880
Less State Repayment	(600,000)	0	0
Less County Sales Tax Allocated to Capital Improvements	\$ <u>(420,000)</u>	\$ <u>(380,000)</u>	\$ <u>(445,000)</u>
Milwaukee County Net Sales Tax Collections	\$ 61,114,253	\$ 64,426,365	\$ 64,000,880
Less Sales Tax Dedicated to Debt Service	<u>(60,281,181)</u>	<u>(53,259,873)</u>	<u>(59,290,179)</u>
Available for General Fund	\$ 833,072	\$ 11,166,492	\$ 4,710,701

- Power Plant Revenue:** In 1995, the County negotiated the sale of its co-generation power plant, located at the Milwaukee Regional Medical Center, to the Wisconsin Electric Power Company. Phase I of the sale related to power plant electrical generation and distribution and was finalized on December 29, 1995. Phase II of the sale, related to all remaining portions of the power plant, including steam and chilled water generation, occurred on December 2, 1996. Sales revenues totaling \$58 million were realized over several years. The 2011 payment of \$356,880 represented the final payment by WE Energies for the sale, therefore there is no revenue budgeted for 2012.
- Surplus (Deficit) from Prior Year:** Represents the County's 2010 surplus per 59.60 of Wisconsin State Statutes. The 2010 final surplus/deficit number is \$8,179.
- Other Miscellaneous Revenue:** Includes all other revenue sources, including closure of Tax Increment Financing (TIF) districts. The 2012 budget consists of \$140,000 from the cancellation of uncashed County checks and Jury Fee revenue from County employees on Jury Duty. A survey conducted by the Department of Administrative Services did not reveal any TIF district closure revenue that would be guaranteed to be received in 2012.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: PROPERTY TAXES

UNIT NO. 1991
FUND: General - 0001

BUDGET SUMMARY			
	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2012 Budget</u>
Property Tax Levy	\$ 264,101,810	\$ 269,554,701	\$ 269,554,701

STATISTICAL SUPPORTING DATA

	<u>2011 Budget</u>	<u>2012 Budget</u>	<u>2011/2012 Change</u>
<u>General County</u>			
Expenditures	\$ 1,293,694,700	\$ 1,221,166,445	\$ (72,528,255)
Revenues	1,007,382,119	945,494,244	(61,887,875)
Bond Issues	16,757,880	6,117,500	(10,640,380)
General County Property Tax Levy	\$ 269,554,701	\$ 269,554,701	\$ 0

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: PROPERTY TAXES

UNIT NO. 1991
FUND: General - 0001

Summary of 2012 Tax Levy

Dept. No.	Department Description	2012 Budget			Type Fund**
		Expenditures	Revenues	Tax Levy	
<u>Legislative and Executive</u>					
1000	County Board	\$ 6,497,860	\$ 0	\$ 6,497,860	GEN
1001	County Board-Department of Audit	2,677,443	0	2,677,443	GEN
1011	County Executive-General Office	1,229,547	0	1,229,547	GEN
1021	County Exec-Veteran's Services	329,912	13,000	316,912	GEN
1040	County Board-Office of Community Business Development Partners	921,333	45,000	876,333	GEN
	Total Legislative and Executive	\$ 11,656,095	\$ 58,000	\$ 11,598,095	
<u>Staff Agencies</u>					
1019	DAS-Office for Persons w/Disabilities	\$ 845,604	\$ 142,034	\$ 703,570	GEN
1110	Civil Service Commission	13,821	0	13,821	GEN
1120	Personnel Review Board	18,182	0	18,182	GEN
1130	Corporation Counsel	1,708,431	155,000	1,553,431	GEN
1140	Human Resources	5,398,142	1,112,896	4,285,246	GEN
1150	DAS-Risk Management	8,196,164	8,196,164	0	INTER
1151	DAS-Fiscal Affairs	4,692,893	77,412	4,615,481	GEN
1152	DAS-Procurement	1,013,014	0	1,013,014	GEN
1160	DAS-Information Mgt Services	15,967,457	15,967,457	0	INTER
5700	DAS-Facilities Management	26,060,494	28,130,183	(2,069,689)	GEN
1192	DAS-Economic Development	2,560,702	2,716,706	(156,004)	GEN
5500	DAS-Water Utility	4,193,330	4,193,330	0	INTER
	Total Staff Agencies	\$ 70,668,234	\$ 60,691,182	\$ 9,977,052	
<u>County-Wide Non-Departmental Revenues</u>					
1901	Unclaimed Money	\$ 0	\$ 0	\$ 0	GEN
1933	Land Sales	0	0	0	GEN
1937	Potawatomi Revenue	0	4,084,441	(4,084,441)	GEN
1969	Medicare Part D	0	3,023,647	(3,023,647)	GEN
1992	Earnings on Investments	0	1,711,411	(1,711,411)	GEN
1993	State Shared Taxes	0	30,890,224	(30,890,224)	GEN
1994	State Exempt Cmptr Aid	0	3,572,445	(3,572,445)	GEN
1996	Cnty Sales Tax Revenue	0	64,000,880	(64,000,880)	GEN
1997	Power Plant Revenue	0	0	0	GEN
1998	Surplus from Prior Year	0	8,179	(8,179)	GEN
1999	Other Misc Revenue	0	140,000	(140,000)	GEN
	Total County-Wide Non-Departmental Revenues	\$ 0	\$ 107,431,227	\$ (107,431,227)	

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: PROPERTY TAXES

UNIT NO. 1991
FUND: General - 0001

Summary of 2012 Tax Levy

Dept. No.	Department Description	2012 Budget			Type Fund**
		Expenditures	Revenues	Tax Levy	
<u>County-Wide Non-Departmentals</u>					
1913	Civil Air Patrol	\$ 10,000	\$ 0	\$ 10,000	GEN
1921	Human Resources & Payroll System	1,839,999	1,839,999	0	GEN
1930	Internal Service Abatement	(58,905,674)	(58,905,674)	0	GEN
1935	Charges to Other County Units	(8,189,535)	0	(8,189,535)	GEN
1945	Appropriation for Contingencies	1,000,000	0	1,000,000	GEN
1950	Employee Fringe Benefits	19,432,564	19,432,564	0	GEN
1961	Litigation Reserve	1,650,000	0	1,650,000	GEN
1985	Capital/Depreciation Contra	141,740	3,341,897	(3,200,157)	GEN
1987	Debt Issue Expense	21,500	10,000	11,500	GEN
1989	Investment Advisory Svcs	245,000	0	245,000	GEN
	Total County-Wide Non-Departmentals	\$ (42,754,406)	\$ (34,281,214)	\$ (8,473,192)	
<u>Courts and Judiciary</u>					
2000	Combined Court Related Services	\$ 38,563,483	\$ 9,239,587	\$ 29,323,896	GEN
2430	Department of Child Support	18,925,987	17,610,118	1,315,869	GEN
2900	Courts-Pre Trial Services	4,991,075	653,462	4,337,613	GEN
	Total Courts and Judiciary	\$ 62,480,545	\$ 27,503,167	\$ 34,977,378	
<u>General Government</u>					
3010	Election Commision	\$ 1,021,594	\$ 80,500	\$ 941,094	GEN
3090	County Treasurer	1,555,263	3,205,250	(1,649,987)	GEN
3270	County Clerk	790,195	470,500	319,695	GEN
3400	Register of Deeds	4,529,359	4,669,111	(139,752)	GEN
	Total General Government	\$ 7,896,411	\$ 8,425,361	\$ (528,950)	
<u>Public Safety</u>					
4000	Sheriff	\$ 137,750,238	\$ 19,680,459	\$ 118,069,779	GEN
4500	District Attorney	18,359,468	6,841,233	11,518,235	GEN
4900	Medical Examiner	4,619,161	1,938,422	2,680,739	GEN
	Total Public Safety	\$ 160,728,867	\$ 28,460,114	\$ 132,268,753	

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: PROPERTY TAXES

UNIT NO. 1991
FUND: General - 0001

Summary of 2012 Tax Levy

Dept. No.	Department Description	2012 Budget			Type Fund**
		Expenditures	Revenues	Tax Levy	
<u>Public Works</u>					
5040	DOT-Airport	\$ 85,137,604	\$ 85,137,604	\$ 0	ENTER
5100	DOT-Highway Maintenance	19,505,378	18,620,584	884,794	GEN
5300	DOT-Fleet Maintenance	8,848,271	10,842,564	(1,994,293)	GEN
5600	Transit/Paratransit	169,067,925	150,345,680	18,722,245	ENTER
5800	DOT-Director's Office	120,822	250,000	(129,178)	GEN
	Total Public Works	\$ 282,680,000	\$ 265,196,432	\$ 17,483,568	
<u>Health and Human Services</u>					
6300	DHHS-Behavioral Health Division	\$ 185,307,008	\$ 126,589,880	\$ 58,717,128	GEN
7900	Department on Aging	18,217,883	16,326,008	1,891,874	GEN
7990	Department of Family Care	233,305,474	233,305,474	0	GEN
8000	Dept of Health & Human Services	104,541,644	80,123,144	24,418,500	GEN
	Total Health and Human Services	\$ 541,372,009	\$ 456,344,506	\$ 85,027,502	
<u>Parks, Recreation and Culture</u>					
1908	Milwaukee County Historical Society	\$ 206,167	\$ 0	\$ 206,167	GEN
1912	VISIT Milwaukee	0	0	0	GEN
1914	War Memorial	1,278,905	0	1,278,905	GEN
1915	Villa Terrace/Charles Allis	207,108	0	207,108	GEN
1916	Marcus Center for the Performing Arts	1,088,000	0	1,088,000	GEN
1966	Federated Library	56,652	0	56,652	GEN
1974	Milwaukee County Fund for the Arts	0	0	0	GEN
9000	Parks, Recreation and Culture	40,243,957	18,406,160	21,837,797	GEN
9500	Zoological Department	24,984,374	19,683,056	5,301,318	GEN
9700	Museum	3,502,376	0	3,502,376	GEN
9910	University Extension	458,297	121,080	337,217	GEN
	Total Parks, Recreation and Culture	\$ 72,025,836	\$ 38,210,296	\$ 33,815,540	
<u>Debt Service</u>					
9960	General County Debt Service	\$ 67,458,328	\$ 8,168,149	\$ 59,290,179	DEBT
	Total Debt Service	\$ 67,458,328	\$ 8,168,149	\$ 59,290,179	
<u>Capital Projects</u>					
1200- 1876	Capital Improvements*	\$ 30,664,000	\$ 29,114,000	\$ 1,550,000	CAP
	Total Capital Projects	\$ 30,664,000	\$ 29,114,000	\$ 1,550,000	

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: PROPERTY TAXES

UNIT NO. 1991
FUND: General - 0001

Summary of 2012 Tax Levy

Dept. No.	Department Description	2012 Budget			Type Fund**
		Expenditures	Revenues	Tax Levy	
<u>Expendable Trust Funds</u>					
0601	Office for Disabilities Trust Fund	\$ 25,000	\$ 25,000	\$ 0	TF
0701- 0702	BHD Trust Funds	35,100	35,100	0	TF
0319- 0329	Zoo Trust Funds	952,424	952,424	0	TF
	Total Expendable Trust Funds	\$ 1,012,524	\$ 1,012,524	\$ 0	
	Total County	\$ 1,265,888,443	\$ 996,333,744	\$ 269,554,701	

Note: For Department 5600 Transit/Paratransit, the Passenger Abatement of \$44,722,000 is presented as revenue rather than a negative expense.

* Revenues include \$14,058,750 in Passenger Facility Charge Cash, \$6,117,500 of General Airport Revenue Bonds, \$7,556,925 in reimbursement revenue, \$445,000 in sales tax revenues, \$885,825 in revenue from the Airport Capital Improvement Reserve, and \$50,000 in private donations.

** Type of fund, according to generally accepted accounting principles (GAAP), includes the following:

<u>Designation</u>	<u>Type of Fund</u>
GEN	General Fund
INTER	Internal Service Fund
ENTER	Enterprise Fund
DEBT	Debt Service Fund
CAP	Capital Projects Fund
TF	Trust Fund

NON-DEPARTMENTAL - EXPENDITURES

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: MILWAUKEE COUNTY HISTORICAL SOCIETY

UNIT NO. 1908
FUND: General - 0001

BUDGET SUMMARY			
	2010 Actual	2011 Budget	2012 Budget
County Historical Society	\$ 242,550	\$ 242,550	\$ 206,167

MISSION

The Milwaukee County Historical Society (MCHS) was founded in 1935 to collect, preserve and make available materials relating to the history of Milwaukee County. Through a broad program, the Society seeks to promote a greater appreciation of the community's rich heritage and a better understanding of present-day challenges and advantages. The Society's library and museum collections, exhibitions and activities serve a variety of constituencies including scholars, students, genealogists, local businesses and organizations and Milwaukee County residents and visitors.

OBJECTIVES

The MCHS will continue to develop and utilize various alternative strategies in order to continue providing researchers with access to archival resources and the general public with an active program of exhibitions and special events. The MCHS has hired a new Executive Director with a reputation for innovative programming and the ability to make history relevant to the community as a whole. The new Director's ability to integrate history in the lives of the county resident should lead to increase membership and awareness of MCHS offerings.

OVERVIEW OF OPERATION

The MCHS's total operating budget for 2011 is \$759,323 with \$553,156 coming from non-County funds. Sources include gifts, grants, membership fees (individual and corporate), bequests, investments, sales and receipts from public programs.

Following are examples of some of the MCHS's program activities.

Facility Restoration: During 2009 and 2010, the MCHS completed Phase III and began Phase IV.

Museum Houses: In addition to all three of the period homes operated by the MCHS being open to the public during 2009 and into 2010, the Society again offered expanded programming at Trimborn Farm in Greendale. The Society was able to attract significant numbers of school children, adults, and seniors for guided tours throughout the year. Especially successful were a series of special events hosted by the Farm, including the Fourth Annual Folk Art Show and Sale which attracted over 500 visitors; the 27th Annual Harvest of Arts and Crafts, which brought in over 4,000 visitors and 130 exhibitors; and the 6th Annual Civil War Encampment, which attracted roughly 100 re-enactors and an audience of over 700 guests, among them 200 students who attended a special Friday "School Day." In order to raise additional visibility, Trimborn Farm is hosting a series of summer concerts, workshops and drop-in programs to raise revenue but also to offer programming to the public that is at the core of its mission.

The MCHS spends the County's contribution as follows:

Facility Restoration:

During 2010 & 2011, the MCHS finished Phase IV and celebrated the overall completion of the five-year renovation. Phase IV was aimed at the restoration of the open spaces both on the first floor and mezzanine levels. Work to connect the existing HVAC system, installed in the Historical Center's south end during Phase III, to the rest of the facility was completed on schedule. New lighting and utilities were installed in the basement

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: MILWAUKEE COUNTY HISTORICAL SOCIETY

UNIT NO. 1908
FUND: General - 0001

level, created a climate controlled environment for collection storage that ensures the safety of artifacts and archival materials. All components of the project were on schedule and completed in October of 2010 in accordance with the capital budget allocated under the public/private partnership established between the MCHS and Milwaukee County.

Outcomes:

The Society continues to fulfill its mission by providing programming to its membership and the public. In April 2011, an opening reception was held to promote, *Faith Family Festa: Milwaukee's Italians*, an exhibition chronicling the experience of Milwaukee's Italian community. The reception was well attended by over 200 people.

With new facilities, the research library continues to be a critical component to the MCHS's overall mission. The library is fully functional, and its entire collection is accessible by MCHS members and the public. During 2010, the library serviced 898 patrons, compared to 412 already tallied for the 2011 calendar year by June 2011. Additionally, 1,735 email and research inquiries were taken for 2010, compared with 758 already for 2011. Curatorial staffs from both divisions continue to extend their outreach, by presenting 22 lectures to various local groups and organizations.

Looking forward to 2012, the Society aims to expand its selection of lectures, offering behind the scenes tours, including additional collection content online, and creating vibrant exhibitions that attract new audiences.

Collections:

As a resource of Milwaukee County history, the Society continues to offer unique archival resources and artifacts for research to its members and scholars. Naturalizations and Coroner's Inquests continue to be vital assets within the research library collections for genealogists and other researchers to access. In 2012, the library staff will continue its digitization project in an effort to make its collections more accessible to researchers outside the Milwaukee area. Following the archive's lead, the artifact division hopes to have over 200 objects available for research both on the Society website and at the Historical Center. The MCHS accepted new accessions for its Research Library and 11 new accessions for the artifact division during 2010 and 2011. Key collections donated to the Research Library include rare Civil War-era materials and Wisconsin Ice & Coal Company records. The Artifact Division received a generous donation of Thorsten Lindberg artwork, religious artifacts from Milwaukee's Italian community, and uniforms from Milwaukee's World War II veterans.

The primary focus of the research library was to create online access, thereby allowing the archives to reach a wider audience. In early 2010, the primary focus of the MCHS curatorial staff was to develop the *FAITH FAMILY FESTA* exhibit and to process new collections to make them available for researchers. During 2010 and 2011, the Curator of Collections maximized volunteer and intern labor in returning critical collections to the Historical Center from off-site storage following the completion of the Historical Center's renovation. In 2011, the Society's deaccession program continues, with 100 objects gaining approval for removal from the permanent collection.

Public Programming:

During 2010 and 2011 the Society hosted the 57th and 58th Annual Recognition Banquets at the Pfister Hotel, drawing 300 people at each, and presenting awards to 43 individuals and businesses.

In the summer of 2010, the first annual Old Fashioned Picnic was created to draw a new demographic of visitors to the Historical Center. Utilizing Pere Marquette Park, adjacent to the Historical Center, over 200 people attended the event, viewing collections on exhibition and immersing themselves in new Society programming.

As an off-shoot program of the exhibition *Faith Family Festa: Milwaukee's Italians*, a summer lecture series was created that features experts on topics such as food, women's roles, and Milwaukee's Third Ward.

Exhibitions:

As part of the Society's 75th Anniversary celebration in 2010, the curatorial staff revealed a web exhibition, *Unlocking the Vault: 75 Years, 75 Stories*. This exhibit was completed and made available on the new MCHS

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: MILWAUKEE COUNTY HISTORICAL SOCIETY

UNIT NO. 1908
FUND: General - 0001

website beginning in February of 2011. This exhibit showcased the society's 75 most unique and compelling artifacts. With the completion of the Historical Center restoration, the first onsite exhibit opened in April 2011. *FAITH FAMILY FESTA: Milwaukee's Italians* offers a rare opportunity to understand the traditions, triumphs, and hardships of immigrant life for Milwaukee's Italian community. In the first few months of this exhibit, the museum has already received praises from the Italian community. There have been 437 visitors to the exhibit in the short time it has been open. As the Society looks forward in 2012, it aims to unveil additional exhibitions that will tell the story of Milwaukee County's diverse history.

Diversity:

The MCHS was successful again in mounting programs highlighting cultural diversity in Milwaukee County. Through *FAITH FAMILY FESTA: Milwaukee's Italians*, Society staff showcased key cultural artifacts and photographs from the Italian culture. Through the programing, the curatorial staff is emphasizing to other cultural communities the importance of donating their artifacts and photographs to the collections in order to tell the stories of other cultural groups.

County Landmarks:

Since 1976, the MCHS has operated, under County ordinance, a landmark recognition program for areas of Milwaukee County outside the City of Milwaukee. Over 100 sites have been designated as landmarks throughout the history of the program. During 2010, the Landmark Committee added Bucyrus Erie plant complex, The Sheridan House Hotel in Cudahy as well as the County Park System to the list of landmarks. Currently, the nominations under consideration by the Landmarks Committee are General Mitchell Field, GE Bridge and Deville Mansion in West Allis.

BUDGET HIGHLIGHTS

- Due to fiscal constraints the contribution to the MCHS decreases 15 percent from \$242,550 to \$206,167.

	2010 Actual	2011 Budget	2012 Budget
<u>Expenditures</u>			
Personal Services	\$ 191,227	\$ 191,227	\$ 191,227
Space and Utilities	44,788	44,788	44,788
Office and Administrative Supplies	6,535	6,535	6,535
2012 County Budget Reduction			(36,383)
Total Expenditures	\$ 242,550	\$ 242,550	\$ 206,167

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: MILWAUKEE COUNTY HISTORICAL SOCIETY

UNIT NO. 1908

FUND: General - 0001

	2008 Actual	2009 Actual	2010 Budget	2011 Budget
Meetings/Public Programs	14	12	13	28
Organizational Members	1,398	1,459	1,500	1,600
Research Requests:	2,501	2,126	3,000	4,000
Library - In Person	573*	390*	500	900
Telephone	1,231	1,053	1,200	1,500
Mail/E-mail	697	683	1,100	300
Web				1,300
Public Attendance	29,451	9,433	15,000	20,000
Guided Tours:				
Historical Center	38	15	20	50
Period Homes	41	45	50	65
Accessions:				
Library	57	83	50	50
Museum	47	27	20	26
Pages of Publication	287	132	300	275
Staff Program Presentations	25	18	20	40
Slide Shows/Media Appearances	16	10	15	
Outreach Appearances				20
Website Visits	256,789	242,374	280,000	280,000

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: VISIT MILWAUKEE

UNIT NO. 1912
FUND: General - 0001

BUDGET SUMMARY			
	2010 Actual	2011 Budget	2012 Budget
VISIT Milwaukee	\$ 25,000	\$ 0	\$ 0

BUDGET HIGHLIGHTS

- The 2012 Budget moves the \$25,000 funding for Visit Milwaukee from org 1912 to org 1192 DAS – Economic Development.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: CIVIL AIR PATROL

UNIT NO. 1913
FUND: General - 0001

BUDGET SUMMARY			
	2010 Actual	2011 Budget	2012 Budget
Civil Air Patrol	\$ 8,323	\$ 10,000	\$ 10,000

NON-DEPARTMENTAL DESCRIPTION

The Civil Air Patrol utilizes a 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. These appropriations may also be used for paint, repairs, materials and supplies to help keep the facilities in a well-maintained and safe condition.

Civil Air Patrol activities include:

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.

BUDGET HIGHLIGHTS

- The 2012 budget request for support to the Civil Air Patrol remains at \$10,000.

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2012 Budget</u>
Number of Meetings	360	360	360	360
Number of Organization Members	810	860	860	910

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: WAR MEMORIAL CENTER

UNIT NO. 1914
FUND: General - 0001

BUDGET SUMMARY			
	2010 Actual	2011 Budget	2012 Budget
War Memorial	\$ 1,504,594	\$ 1,504,594	\$ 1,278,905

MISSION

To serve as a memorial to the veterans of our armed services, their families, and the community; to provide to all people of the community a state of the art facility with attractive meeting space; and to recognize and educate, especially the young, regarding the sacrifice and service made by the veterans of our armed services.

OBJECTIVES

- Increase the number of events and partnerships with veteran/military organizations and other organizations thereby enhancing our visibility as a memorial to those who serve(d) our Country.
- Increase the number of revenue generating events to help support building operations.

BUDGET HIGHLIGHTS

- The War Memorial Center will continue to provide quarterly reports of financial status and projections through the fiscal year in accordance with past practice.
- Due to fiscal constraints the County’s contribution decreases 15% from \$1,504,594 to \$1,278,905.

The War Memorial Center budget consists of the following:

ACTIVITY AND STATISTICAL SUMMARY			
	2010 Actual	2011 Budget	2012 Budget
<u>Attendance</u>			
Memorial Hall	54,398	37,800	43,445
Fitch Plaza	4,040	3,930	3,930
Veterans Memorial Gallery	1,110	500	1,000
Meeting Rooms	4,503	3,650	3,860
Class Rooms	7,000	0	0
Special Events- WMC Grounds/Lakefront	50,200	50,000	50,000
General Public	6,380	5,200	5,200
Milwaukee Art Museum	300,186	335,000	300,000
TOTAL	427,817	436,080	407,435
<u>Number of Events</u>			
Memorial Hall	303	280	290
Fitch Plaza	73	40	50
Veterans Memorial Gallery	23	10	20
Meeting Rooms	444	365	386
Class Rooms	400	0	0
Special Events	2	1	1
TOTAL	1,245	696	747

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: WAR MEMORIAL CENTER

UNIT NO. 1914

FUND: General - 0001

The War Memorial Center budget consists of the following:

WAR MEMORIAL CENTER BUDGET SUMMARY			
	2010 <u>Actual</u>	2011 <u>Budget</u>	2012 <u>Budget</u>
<u>Expenditures</u>			
Personal Services	\$ 800,779	\$ 818,500	\$ 835,000
Professional Fees	123,793	117,800	119,800
Advertising and Promotion	47,099	50,325	49,325
Meetings and Auto Allowance	6,136	7,500	7,500
Facility Expenses	445,830	297,000	296,000
Utilities	649,579	680,469	715,469
Office and Administrative Supplies	23,486	24,000	23,500
New & Replacement Equipment	32,422	0	0
Milwaukee Art Museum Direct Funding	250,000	250,000	212,500
2012 County Budget Reduction			(188,189)
<i>Total War Memorial Center Expenditures</i>	<u>\$ 2,379,124</u>	<u>\$ 2,245,594</u>	<u>\$ 2,070,905</u>
<u>Revenues</u>			
Parking	\$ 341,325	\$ 285,000	\$ 305,000
Miscellaneous	62,779	48,000	49,000
Catering Commission	28,188	23,000	31,000
Office Rental	195,732	195,000	199,000
Hall and Plaza Rental	209,023	165,000	180,000
Meeting Room Rental	15,950	12,000	13,000
Liquor Commission	21,533	13,000	15,000
Milwaukee County Contribution	<u>1,504,594</u>	<u>1,504,594</u>	<u>1,278,905</u>
<i>Total War Memorial Center Revenues</i>	<u>\$ 2,379,124</u>	<u>\$ 2,245,594</u>	<u>\$ 2,070,905</u>

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: VILLA TERRACE/CHARLES ALLIS ART MUSEUMS

UNIT NO. 1915
FUND: General - 0001

BUDGET SUMMARY			
	2010 Actual	2011 Budget	2012 Budget
Villa Terrace/Charles Allis Art Museums	\$ 243,656	\$ 243,656	\$ 207,108

MISSION

The mission of the Villa Terrace Decorative Arts Museum and Charles Allis Art Museum of Milwaukee County is to fully utilize both Museums, gardens and their art collections for community education and cultural enrichment. As a part of the Milwaukee County War Memorial Corporation, the museums honor the war dead by serving the living.

OBJECTIVES

- Increase the well being of area youth through collaborative educational programs.
- Contribute to the quality of life in Milwaukee County by improving the visitor experience at both Museums with physical upgrades and creative programming.

BUDGET HIGHLIGHTS

- Due to fiscal constraints the County's contribution to the Charles Allis/Villa Terrace decreases 15% from \$243,656 to \$207,108.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: VILLA TERRACE/CHARLES ALLIS ART MUSEUMS

UNIT NO. 1915

FUND: General - 0001

MUSEUM BUDGET SUMMARY			
	2010	2011	2012
<u>Expenditures</u>	<u>Actual</u>	<u>Budget</u>	<u>Request</u>
Personnel Services	\$ 334,264	\$ 365,000	\$ 358,000
Professional Fees CA	22,689	25,000	25,000
Professional Fees VT	25,550	32,000	32,500
Advertising and Promotion	43,885	50,000	60,000
Space and Utilities CA	58,276	53,000	59,250
Space and Utilities VT	51,432	60,500	59,250
Office and Administrative Supplies	13,312	21,000	16,300
Mileage Reimbursement	548	1,000	700
Major Maintenance CA	0	4,000	3,000
Major Maintenance VT	0	4,000	3,000
2012 County Budget Reduction			(36,548)
New & Replacement Equipment CA	0	0	0
Total Expenditures	\$ 549,956	\$ 615,500	\$ 580,452
Revenues			
Charles Allis Friends Direct Support	\$ 6,667	\$ 7,500	\$ 7,000
Villa Friends Direct Support	4,954	7,500	2,344
Garden Support	14,383	18,000	18,000
Private Support CA & VT	21,059	50,000	30,000
Membership CA & VT	26,598	37,000	32,000
Admissions CA	11,352	12,200	10,000
Admissions VT	17,522	15,144	15,000
Rental Revenue CA	52,821	65,000	60,000
Rental Revenue VT	149,219	157,000	150,000
Program Sponsorship CA			7,500
Program Sponsorship VT			5,000
Grants CA			19,000
Grants VT			15,000
Interest Trust Account	1,725	2,500	2,500
Milwaukee County Tax Levy Contribution	243,656	243,656	207,108
Total Revenues	\$ 549,956	\$ 615,500	\$ 580,452

ACTIVITY AND STATISTICAL SUMMARY			
	2010	2011	2012
<u>Attendance</u>	<u>Actual</u>	<u>Goal</u>	<u>Goal</u>
General Museum Attendance	10,475	9,000	12,000
Museum Program Attendance	8,593	4,500	9,000
Private Rentals	20,385	20,000	24,000
Volunteer Activity	1,272	1,500	1,300
Meetings/Appointments (estimated)	1,374	2,500	1,500
Total Attendance	42,099	37,500	47,800

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: MARCUS CENTER FOR THE PERFORMING ARTS

UNIT NO. 1916

FUND: General - 0001

BUDGET SUMMARY			
	2010 Actual	2011 Budget	2012 Budget
Marcus Ctr for the Performing Arts	\$ 1,280,000	\$ 1,280,000	\$ 1,088,000

MISSION

To serve the community the Marcus Center offers facilities and services of the highest quality, makes available a wide range of the performing arts, and acts as an energizing force for effective collaboration and advocacy in the arts community.

OBJECTIVES

- Provide Marcus Center patrons with a high level of customer service and entertainment value from Marcus Center events.
- Enhance Milwaukee County residents' quality of life through the Marcus Center's diverse offerings of arts, culture and entertainment in a variety of ticket price ranges.
- Provide quality performing art(s) events to Milwaukee County residents in all geographic areas.

OPERATING HISTORY

On May 20, 1993, the County Board of Supervisors adopted a resolution [File No. 93-283(a)(a)] that approved a memorandum of understanding between the County and the Marcus Center, which provided a fixed level of operating support of \$1.5 million for the years 1994 through 1998.

The memorandum of understanding was renewed in 1999 and provided an increase of \$100,000 for a total funding level of \$1,600,000 for the years 1999 through 2003.

In 2004, Milwaukee County's contribution was reduced to \$1,380,000. This included \$880,000 from tax levy, \$400,000 of debt forgiveness, and a \$100,000 major maintenance allocation. The Milwaukee County's contribution to the Center in 2005 was \$1,303,000 and has been set at \$1,280,000 since 2006.

The Center closed the 2010 calendar year with their 41th consecutive year of balanced budgets.

BUDGET HIGHLIGHTS

- Due to fiscal constraints the County's contribution to the Marcus Center decreases 15 percent from \$1,280,000 to \$1,088,000.
- The Marcus Center will continue to provide quarterly reports of current financial status and projections through the fiscal year in accordance with past practice.

ACTIVITY AND STATISTICAL SUMMARY						
	2010 Actual		2011 Projected		2012 Budget	
	<u>Events</u>	<u>Attend</u>	<u>Events</u>	<u>Attend</u>	<u>Events</u>	<u>Attend</u>
All Events Public & Private	1,626	522,726	1,630	525,000	1,630	525,000

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: MARCUS CENTER FOR THE PERFORMING ARTS

UNIT NO. 1916
FUND: General - 0001

The Marcus Center for the Performing Arts budget consists of the following:

MARCUS CENTER FOR THE PERFORMING ARTS			
	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2012 Budget</u>
<u>Expenditures</u>			
Personal Services	\$ 3,343,637	\$ 3,499,234	\$ 3,585,600
Professional Fees	351,141	350,520	346,380
Advertising and Promotion	136,217	141,700	148,700
Meetings, Travel and Auto Allowance	16,377	9,400	13,000
Space	321,868	338,700	346,230
Telephone & Utilities	497,366	528,000	548,720
Office and Administrative Supplies	110,807	104,770	109,250
New & Replacement Equipment	0	0	0
2012 County Budget Reduction	0	0	(192,000)
<i>Total Marcus Center Expenditures</i>	<u>\$ 4,777,413</u>	<u>\$ 4,972,324</u>	<u>\$ 4,905,880</u>
<u>Revenues</u>			
Hall Rental	\$ 1,118,362	\$ 1,188,508	\$ 1,141,074
Office Rental	89,647	87,750	102,000
Equipment Rentals	172,651	193,850	185,000
Reimbursement Income	1,586,052	1,650,606	1,583,925
Concession Income	154,473	180,000	190,000
Facility Support	297,815	310,375	505,000
Misc. Income	80,158	84,000	112,650
Milwaukee County Contribution	1,280,000	1,280,000	1,088,000
<i>Total Marcus Center Revenues</i>	<u>\$ 4,779,158</u>	<u>\$ 4,975,089</u>	<u>\$ 4,907,649</u>
Marcus Center Excess (Deficit)	\$ 1,745	\$ 2,765	\$ 1,769

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: HUMAN RESOURCE AND PAYROLL SYSTEM

UNIT NO. 1921
FUND: General - 0001

BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Services	\$ 2,322,441	\$ 1,682,922	\$ 1,839,999	\$ 157,077
Abatements	0	0	0)	0
County Service Charges	0	0	0	0
Total Expenditures	<u>2,322,441</u>	<u>1,682,922</u>	<u>1,839,999</u>	<u>157,077</u>
Total Revenue	<u>1,662,145</u>	<u>1,682,922</u>	<u>1,839,999</u>	<u>157,077</u>
Direct Tax Levy	\$ 660,296	\$ 0	\$ 0	\$ 0

MISSION

This org. unit contains an appropriation for Milwaukee County's fully hosted payroll, human resources and benefits management system. In 2006, the County Board and the County Executive established authority for a contract with Ceridian to implement this system (File No. 05-145 (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.

BUDGET HIGHLIGHTS

- In 2012, a three percent increase to the contract cost is expected as of August 1, 2012 resulting in an increase of 1.22 percent for a change of \$37,078. In addition, services increase \$12,000 related to the transfer of Transit employees into Ceridian. The full cost of the transfer will be reimbursed by the Milwaukee County Transit System.
- The 2012 Budget includes a crosscharge to departments for the Human Resource and Payroll System costs to capture revenue from revenue-producing departments. These revenues continue to be recognized within other County departments.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: OFFSET TO INTERNAL SERVICE CHARGES

UNIT NO. 1930
FUND: General - 0001

BUDGET SUMMARY			
	2011 Budget	2012 Budget	2011/2012 Change
Expenditure			
Offset to Services Departments Charges	\$ (60,716,014)	\$ (58,905,674)	\$ 1,810,340
Revenues			
Offset to Service Departments Revenue	(60,716,014)	(58,905,674)	1,810,340
Property Tax Levy	0	0	0

The purpose of this non-departmental budget is to reduce 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 (\$58,905,674) and revenue offsets of (\$58,905,674) reflect the charges from the following departments in the table below to other County departments.

BUDGET SUMMARY			
	2011 Budget	2012 Budget	2011/2012 Change
DAS-Risk Management	\$ (7,500,617)	\$ (7,563,076)	\$ (62,459)
DAS-IMSD	(16,233,067)	(15,083,662)	1,149,405
DAS-Facilities Management*	(25,079,308)	(24,269,500)	809,808
DAS-Water Utility	(213,025)	(256,318)	(43,293)
DOT-Highways**	(2,114,497)	(1,213,054)	901,443
DOT-Fleet	(9,834,051)	(10,520,064)	(686,013)
Subtotal	\$ (60,974,565)	\$ (58,905,674)	\$ 2,068,891
Allowance for Undistributed Crosscharges	(258,551)	0	258,551
Total	\$ (60,716,014)	\$ (58,905,674)	\$ 1,810,340

* - For 2011, the amounts for Architectural, Engineering and Environmental Services are included in this budget.

** - This is the amount for Transportation Services.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: CHARGES TO OTHER COUNTY ORGANIZATION UNITS

UNIT NO. 1935

FUND: General - 0001

PURPOSE

This budget represents the offset to Central Service costs allocated to departments in order to show the full cost of operating a department. Beginning in 1997, the Central Service Allocation was not included as an expenditure in departments' operating budgets as it was abated; however, in 2008 the abatement for this charge (and other central support charges) was removed from departmental budgets so that the full cost was truly reflected and departments receiving grant revenues, indirect revenues (internal service fund departments) or outside (direct) revenues could 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.

BUDGET SUMMARY			
	2010 Actual	2011 Budget	2012 Budget
	\$	\$	\$
Abatements	(11,376,730)	(10,587,574)	(8,189,535)
Unallocated Cross-Charges	(887)	0	0
Cross-Charges in departmental budgets	11,376,730	10,587,574	8,189,535
County-wide Property Tax Levy	(887)	0	0

The Central Service Allocation amounts for the 2012 budget are based upon the 2012 Cost Allocation Plan. The 2012 Plan uses 2010 actual costs as its base and includes a carryover provision for the difference between the 2011 Plan (which was based on 2009 actual costs) and 2010 actual costs. Reflecting the 2011 carryover in the 2012 budget increases charges to those departments that were undercharged in 2011 and reduces charges to those departments that were overcharged in 2011.

The Central Service Allocation for 2012 reflects the prorated cost for the following services:

Organizational Name	Org. Number	2011 Budget	2012 Budget	2010/2011 Change
Carryover		\$ 170,288	\$ (980,800)	\$ (1,151,088)
County Treasurer	3090	914,095	898,457	(15,638)
County-Wide Audit		313,587	324,118	10,531
DAS-Accounting	1158	684,477	635,532	(48,945)
DAS-Accounts Payable	1159	889,330	856,355	(32,975)
DAS-Fiscal	1157	897,101	822,382	(74,719)
Personnel	1110/1120/1140/1135	2,914,638	2,520,883	(393,755)
Employee Benefits*	1188	641,956	719,428	77,472
DAS-Payroll	1187	451,139	468,901	17,762
DAS-Procurement	1152	680,311	626,044	(54,267)
Department of Audit	1001	2,030,652	2,017,663	(12,989)
Total		\$ 10,587,574	\$ 8,908,963	\$ (1,678,611)

** Employee Benefits Division costs are shown here for illustrative purposes only. Amount budgeted in org unit 1950- Employee Fringe Benefits.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: CHARGES TO OTHER COUNTY ORGANIZATION UNITS

UNIT NO. 1935

FUND: General - 0001

ALLOCATION SUMMARY				
		2011 Budget	2012 Budget	2011/2012 Change
1000	County Board	\$ 59,590	\$ 25,343	\$ (34,247)
1011	County Executive	35,078	(1,344)	(36,422)
1019	DAS - Office for Persons with Disabilities	12,870	10,955	(1,915)
1021	Veteran's Services	4,727	4,306	(421)
1040	County Board - Comm Business Dev Partners	33,429	35,158	1,729
1130	Corporation Counsel	41,806	32,561	(9,245)
1150	DAS - Risk Management	87,225	105,070	17,845
1151	DAS - Fiscal Affairs	22,770	36,205	13,435
1160	DAS - Information Management Services	79,341	102,017	22,676
1192	DAS - Economic Development	0	2,743	2,743
1950	County Wide Non-Dept	641,956	719,428	77,472
2000	Combined Court Related Operations	708,725	637,224	(71,501)
2430	Department of Child Support Services	144,671	161,152	16,481
2900	Alternatives to Incarceration	0	6,370	6,370
3010	Election Commission	5,287	9,005	3,718
3270	County Clerk	18,064	14,546	(3,518)
3400	Register of Deeds	26,921	10,101	(16,820)
4000	Sheriff	1,571,282	1,214,111	(357,171)
4500	District Attorney	148,501	124,108	(24,393)
4900	Medical Examiner	54,515	47,587	(6,928)
5040	Airport	465,438	412,858	(52,580)
5070	Transportation Services **Inactive**	1,263	0	(1,263)
5080	Architect, Engineering & Environ Svcs *Inactive*	44,597	0	(44,597)
5100	Highway Maintenance	170,947	157,063	(13,884)
5300	Fleet Management	205,654	81,857	(123,797)
5500	Water Utility	6,994	7,971	977
5600	Transit/Paratransit Systems	386,700	344,263	(42,437)
5700	DAS Facilities Management	221,541	361,093	139,552
5800	Director's Office	97,417	87,630	(9,787)
6300	DHHS - Behavioral Health Division	1,174,640	1,177,547	2,907
7900	Department on Aging	224,392	141,644	(82,748)
7990	Department of Family Care	646,552	627,578	(18,974)
8000	Dept of Health & Human Svcs	1,674,778	1,133,663	(541,115)
9000	Parks, Recreation & Culture	1,175,790	771,932	(403,858)
9500	Zoological Department	392,585	307,194	(85,391)
9910	UW Extension Service	1,528	24	(1,504)
	Total Charges to Other Organizational Units	\$ 10,587,574	\$ 8,908,963	\$ (1,678,611)

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: APPROPRIATION FOR CONTINGENCIES

UNIT NO. 1945
FUND: General - 0001

BUDGET SUMMARY			
	<u>2011 Budget</u>	<u>2012 Budget</u>	<u>2011/2012 Change</u>
Expenditures	\$ 8,650,000	\$ 1,000,000	\$ (7,650,000)
Revenues	3,250,000	0	(3,250,000)
Property Tax Levy	\$ 5,400,000	\$ 1,000,000	\$ (4,400,000)

Contingency Appropriation Analysis

Year	Adopted Budget	Appropriations Transfers In	Appropriations Transfers Out	Year End Balance
2007	\$ 3,110,427	\$ 3,614,476	\$ (1,654,253)	\$ 5,070,650
2008	6,655,758	5,336,090	(2,263,435)	9,728,413
2009	7,760,427	3,028,160	(320,559)	10,468,028
2010	5,800,000	2,293,590	(723,500)	7,370,090
2011*	8,650,000	582,270	(494,793)	8,737,477

* Transfer information for 2011 through August 2011

MISSION

Since 2003, it has been the policy of Milwaukee County that any new or unanticipated revenue actually received in the current year that is not identified in that year's budget shall be transferred to the Appropriation for Contingencies (Org. Unit 1945) Budget. This policy shall apply to new revenue sources, unanticipated revenues and revenues from existing sources that are in excess of the amounts included in the current year's budget.

Beginning in 2012, this policy shall not apply to land sale revenue. Any land sale revenue received above the amount budgeted in Real Estate Services shall be allocated as described below:

Fifty percent of the land sale revenue shall be allocated to the Debt Service Reserve and will be specifically earmarked for the County's newly created Debt Retirement Program (see Org. Unit 9960 Debt Service). Fifty percent of the land sale revenue, up to a maximum of \$5,000,000 shall be allocated to the newly created Milwaukee County Economic Development Corporation (MCEDC) for the purposes of providing financing to the Milwaukee County Revolving Loan Fund (MCRLF) and providing financing to a non-profit agency that is actively managed by minority group members and principally serves minority group members. After \$5,000,000 has been deposited into the MCRLF, 100 percent of land sale proceeds above the amount budgeted in Real Estate Services to cover operating expenditures will be allocated to the Debt Service Reserve and will be specifically earmarked for the Debt Retirement Program.

Any land sale revenue allocated to the MCEDC for the MCRLF that is not disbursed within eighteen (18) months of its receipt must be returned to Milwaukee County and shall be deposited into the Debt Service Reserve and will be specifically earmarked for the County's Debt Retirement Program.

The Department of Administrative Services (DAS) is authorized and directed to process such fund transfer(s) as necessary if and when such new revenue sources or excess revenues are identified. For unanticipated land sale revenue, the DAS will process an administrative fund transfer upon the receipt of any land sale revenue received above the amount budgeted in Real Estate Services and the DAS will provide the County Board with an informational report after the fund transfer is processed.

The first priority for use of any such revenues, excluding land sales, is to allow the County to achieve a balanced budget in the current year. The second goal will be to achieve a surplus equal to that in the previous year's

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: APPROPRIATION FOR CONTINGENCIES

UNIT NO. 1945
FUND: General - 0001

budget. Finally, if it appears that the first two goals will be achieved, such revenue can be used for emergency needs during the current budget year.

BUDGET HIGHLIGHTS

- In 2012 the Appropriation for Contingencies is budgeted at \$1,000,000, a \$4,400,000 decrease from 2011.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: EMPLOYEE FRINGE BENEFITS

UNIT NO. 1950
FUND: General - 0001

BUDGET SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Health Benefit Expenditures	\$ 132,619,138	\$ 138,642,087	\$ 120,566,786	\$ (18,075,301)
Pension Related Expenditures	67,972,949	66,872,988	63,716,138	(3,156,850)
Other Employee Benefit Expenditures	3,887,069	4,258,356	5,188,388	930,032
Total Expenditures	\$ 204,770,856	\$ 209,773,431	\$ 189,471,312	\$ (20,302,119)
Total Abatements	(196,689,876)	(202,701,389)	(170,038,748)	32,662,641
Total Direct Revenue	\$ 6,210,982	\$ 7,072,042	\$ 19,432,564	\$ 12,360,522
Total Tax Levy	\$ 1,869,998	\$ 0	\$ 0	\$ 0

BUDGET HIGHLIGHTS

In March of 2007 the County Board of Supervisors adopted a methodology for allocating fringe benefit costs to departmental budgets. In accordance with that methodology, the following costs have been applied to eligible FTEs and salary dollars in departmental budgets for 2012:

Fringe Benefit Costs Per Eligible FTE - 2012 Budget

	Health Care	Pension % of Salary
Active Employee	\$15,441	15.92%

Fringe benefit costs are segregated into healthcare and pension components. Active healthcare costs are budgeted as a fixed cost per eligible FTE. Healthcare costs include all health benefits and other non-pension related benefits. Active pension costs are calculated as a percent of salary and include all retirement system contributions and debt service on pension notes issued in March of 2009. Generally, legacy costs are allocated based on a 3-year average of FTE by department. Because of the allocation method for legacy costs, each department has a different rate for legacy healthcare and legacy pension costs.

For budget presentation purposes, the health and pension costs calculated per FTE remain fixed at these levels throughout the entire budget process. However, to accurately reflect the budgeted expenditures for health and pension costs, each department receives an allocation to either increase or decrease its benefit expenditures as determined by fringe-related expenditures. Actual fringe rates will be determined after the final budget is adopted.

Healthcare Expenditures

Total net budgeted healthcare benefits costs decrease \$17,411,575 in 2012 to \$111,554,587. Projected changes from 2011 to 2012 for healthcare benefits are as follows:

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: EMPLOYEE FRINGE BENEFITS

UNIT NO. 1950
FUND: General - 0001

	2011 Budget	2012 Budget	2011/2012 Change	Percent Change
Basic Health Benefits, Including Major Medical	126,354,947	105,463,618	-20,891,329	-16.53%
Dental Maintenance Organizations (DMO)	1,382,260	1,423,728	41,468	3.00%
County Dental Plan	3,065,080	3,218,334	153,254	5.00%
Mental Health/Substance Abuse	640,500	0	-640,500	-100.00%
Employee Assistance Program & Health Waiver	118,000	0	-118,000	-100.00%
Wellness and Disease Management Program	300,000	700,000	400,000	133.33%
FSA Contributions	798,000	3,426,525	2,628,525	329.39%
Medicare Part B Reimbursement (Retirees)	5,983,300	6,334,581	351,281	5.87%
Total Health Benefit Expenditures	138,642,087	120,566,786	-18,075,301	-13.04%
Employee Health Contributions	5,003,200	8,197,260	3,194,060	63.84%
Retiree Health Contributions	1,038,200	814,939	-223,261	-21.50%
Total Health Benefit Revenue	6,041,400	9,012,199	2,970,799	49.17%
Total Health Benefit Cost	132,600,687	111,554,587	-17,411,575	-13.13%

United Healthcare (“UHC”) became the new healthcare provider for Milwaukee County as of January 1, 2009. The UHC contract is anticipated to continue in 2012 on a self-insured basis; however, a single plan design is implemented for all employees and retirees and is described below.

Budgeted expenditures for basic healthcare benefits are \$120,566,786, a decrease of \$18,075,301 from 2011. This expenditure estimate is based on a projection of the 2011 healthcare budget utilizing actual health insurance claims data and actual enrollment data for 2011 available. Additionally, the 2012 projection includes savings associated with the plan design changes recommended for adoption.

In order to estimate 2012 costs, a year-over-year inflationary factor of nine percent for healthcare claims and ten percent for pharmaceutical claims was assumed. These assumptions are consistent with the County’s historical experience. The County’s healthcare actuary, Cambridge Advisory Group advised the County, based on its enrollment demographics to expect an increase of 12 percent. Actual healthcare expenditure may vary depending on changes in the number of healthcare contracts, utilization and price/provider rate structure in the overall healthcare market.

Plan Design Changes. Increasing costs for employee and retiree health care is the largest driver of expenditures contributing to the County’s structural deficit. Based on previous plan designs, these costs could increase to over \$200 million by 2015. A recent study of County healthcare expenditures by the Cambridge Advisory Group included the following findings:

- The County has a higher than average number of large cases that contribute to high overall costs.
- Costs related to retirees and their families are the fastest growing component of County healthcare expenditures. The County’s OPEB liability stands at over \$1.5 billion.
- Overall utilization of healthcare by County employees and retirees is significantly higher than average.
- Drug costs are higher than average due to lower than average use of generics and mail order service as well as higher than average use of high cost specialty drugs.
- Employees pay 5 percent to 7 percent of healthcare expenses compared to a contribution rate of 15 percent for Federal government employees and 20 percent to 25 percent for private sector employees.

In order to reduce the overall expenditure increases in healthcare, the 2012 Recommended Budget assumes implementation of a new employee healthcare plan for all employees and retirees. The intent of implementing a new plan design is to better manage costs related to large claims, encourage utilization of appropriate healthcare resources and share healthcare costs in a manner more consistent with the Federal government and private

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: EMPLOYEE FRINGE BENEFITS

UNIT NO. 1950
FUND: General - 0001

sector employees. The new plan design will result in estimated annual savings of \$18.0 million per year (tax levy savings of approximately \$14.9 million). These savings include providing eligible active employees with an automatic contribution to their flexible spending account (FSAs) of \$500 for single and \$1,500 for family plans. To be eligible for the FSA contribution, an employee must contribute the recommended monthly healthcare contribution of \$85/\$250 and also contribute 4.7 percent to the Employee Retirement System.

Benefit	Choice Plus Plan		
	(PPO Comparable)		
Monthly Contribution	Single	\$85	
	Family	\$250	
Lifetime Maximum Benefit	Unlimited		
		Preferred Providers:	All other providers:
Annual Deductible	Single	\$500	\$1,000
	Family	\$1,500	\$3,000
Annual Out-Of-Pocket Limit (Includes deductible and coinsurance)	Single	\$3,000	\$6,000
	Family	\$6,000	\$12,000
		Preferred Providers:	All other providers:
Coinsurance		80.0%	70.0%
Emergency Room(3)		100% after \$200 copay	100% after \$200 copay
Office Visits		100% after \$40 copay	100% after \$60 copay
Prescription Drugs	Generic:	\$10	
	Preferred Brand:	\$30	
	Non-Preferred Brand:	\$50	
	Diabetic covered Supplies:	\$20	
		Limited to 30-day supply at retail pharmacy Mandatory Mail, 2x Retail copay	

Plan Design Savings. For 2012, various savings are achieved through the implementation of the new plan design. In total, the new plan design will apply to all employees and retirees and is estimated to result in savings of \$22,238,414.

Domestic Partner Benefits. The Employee Fringe Benefits budget includes \$700,000 within the basic healthcare budgeted expenditures for the provision of domestic partner benefits. It is estimated that this initiative, approved by the County Board and County Executive, will increase healthcare expenditures anywhere from 0.5 percent to 2.0 percent. Because the County has no actual experience to accurately estimate the impact of this cost, the 2012 Recommended Budget assumes an increase of approximately 0.5 percent of the base healthcare costs.

Reduction in Expenditures Due to Transfer of County Employees. As of January 1, 2012, it is anticipated that all County positions in the State in the Milwaukee Enrollment Services (MiLES) unit and in Milwaukee Early Care Administration (MECA) unit will be abolished. The Employee Fringe Benefit budget assumes a savings of \$2,900,000 in basic healthcare expenditures related to a reduction of 266 employees due to the transfer.

Employee Healthcare Contributions. Budgeted contributions from employees and retirees for health and dental premiums increase \$3,378,949 in 2012 to \$9,012,199. This increase is largely due to an increase in employee-paid healthcare contributions recommended as part of the 2012 budget. These contributions are budgeted at \$85 per month for a single employee and \$250 per month for a family. Because the County has not reached agreements with the Milwaukee Deputy Sheriffs Association or the Milwaukee County Fire Fighters Association,

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: EMPLOYEE FRINGE BENEFITS

UNIT NO. 1950
FUND: General - 0001

the recommended budget assumes that members of these unions will contribute \$75 for a single employee and \$150 for a family (this is the amount paid by these members for the Choice Plus Plan in 2011).

Medicare Coordination Method Change. The County previously utilized a "Come Out Whole" method which is the most expensive coordination method. Under this method, any expenditures not covered by Medicare would be paid in full by the County's healthcare plan. For 2012, the County will implement a "Non Duplication" method. Under this method, when Medicare is the primary health coverage, benefits will be provided in accordance with the benefits of the County healthcare plan less any amount paid by Medicare. This change results in a basic healthcare expenditure savings of \$5,709,841.

Medicare Part B Reimbursement. Medicare Part B reimbursement continues for all employees eligible to receive the reimbursement. The 2012 anticipated reimbursement is budgeted based off of three percent trend of the current year estimate, for a total budgeted amount of \$6,334,581.

Impact on Other Post-Employment Benefits (OPEB) Liability. The County's current OPEB liability is over \$1.5 billion. Based on the plan design changes implemented in 2011, Cambridge estimated a potential reduction in the OPEB liability of \$231 million to \$275 million. To refine these estimates further, a new OPEB study will be conducted in 2012.

Wellness Initiative. The 2011 Adopted Budget included a provision to contract with United Health Care for a disease management program that focuses wellness efforts on individuals suffering from specific chronic health issues. For 2012, \$700,000 is budgeted for this initiative. The Employee Benefits Workgroup is directed to design an improved wellness program that focuses on adherence as opposed to participation. The Workgroup will develop an RFP to identify a vendor to begin to deliver the re-designed wellness program in late 2012.

Dental and Other Healthcare Expenditures and Revenues. The Care Plus DMO and the Humana PPO continue to be offered at the same service levels as 2011 for a budgeted cost of \$4,642,062.

Mental Health and Substance Abuse Program. In 2011, the County provided a separate expenditure authority for mental health and substance abuse program for employees and dependents that are enrolled in the PPO plan for a total expenditure of \$640,500 and for the County-provided employee assistance program ("EAP") for a total expenditure of \$122,130. In 2012, these amounts are budgeted within the basic healthcare expenditures account.

Pension-Related Expenditures

Total net budgeted pension-related expenditures decrease \$12,279,390 in 2012 to \$54,262,006. Projected changes from 2011 to 2012 for pension benefits are as follows:

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: EMPLOYEE FRINGE BENEFITS

UNIT NO. 1950
FUND: General - 0001

	2011 Budget	2012 Budget	2010/2011 Change	Percent Change
Mandatory Annuity Contribution	\$ 23,600	\$ 17,700	\$ (5,900)	-25.00%
OBRA Contribution	772,000	880,000	108,000	13.99%
Employees' Retirement System Normal Cost	21,348,990	17,171,519	(4,177,471)	-19.57%
Amortization of the Unfunded Actuarial Accrued Liability	10,139,000	10,236,000	97,000	0.96%
Stabilization Fund Contribution	0	0	0	0.00%
Debt Service on Pension Notes Issued 3/2009	33,250,398	33,304,919	54,521	0.16%
Miscellaneous Pension-Related Expenditures (Doyne)	1,339,000	2,106,000	767,000	57.28%
Total Pension-Related Expenditures	\$ 66,872,988	\$ 63,716,138	\$ (3,156,850)	-4.72%
Pension-Related Revenue (Doyne)	\$ 331,592	\$ 223,545	\$ (108,047)	-32.58%
Pension-Related Revenue (Employee Contributions)*	0	9,053,000	9,053,000	100.00%
Pension Related Revenue (State Employees)	0	177,587	177,587	100.00%
Total Pension-Related Revenues	\$ 331,592	\$ 9,454,132	\$ 9,122,540	2751.13%
Total Pension-Related Cost	\$ 66,541,396	\$ 54,262,006	\$ (12,279,390)	-18.45%

The 2012 budget fully funds the County's required contributions to the pension fund and the debt service related to the pension obligation bonds. The 2012 budgeted amount of \$60,712,438 for the County's contribution to the Employees' Retirement System of Milwaukee County (the "ERS") includes normal costs of \$17,171,519, an unfunded actuarial accrued liability cost of \$10,236,000 and debt service costs of \$33,304,919 based on the 2011 actuarial valuation.

The most recent valuation of the ERS dated January 1, 2011 indicates a 92.2 percent funded status. This funded ratio is based on an actuarial value of assets of \$1,929,427,864 and an accrued liability of \$2,091,926,651. However, the ERS incurred market losses of \$486,133,267 during 2008. The County expects to increase the contribution rate over a five year period to account for this loss (a five-year period is used to allow for a smoothing in contributions and avoid large contribution increases or decreases as a result of market changes). This will be mitigated by investment gains in 2009 and 2010 of \$190,363,140 and \$64,351,281, respectively, which is reflected in the improvement in the funded status on a market basis from 77.6 percent in 2008 to 90.6 percent in 2011 and by the 5-year amortization of the Mercer lawsuit settlement.¹ The County settled its lawsuit with Mercer in 2009 and received an award of approximately \$30,000,000; in accordance with County ordinances, the proceeds are amortized over a five-year period beginning in 2010.

Pension Obligation Bonds. In March of 2009 the County issued \$400,000,000 in pension notes to fund a portion of the unfunded actuarial accrued liability ("UAAL"). The County structured its issuance to provide level debt service for 25 years on the notes and also committed to providing annual funding of \$2,000,000 for the Stabilization Fund. For 2012, the contribution is suspended, but may be restored if the actual contribution to the ERS, which is presented by the actuary to the County in Spring 2012, is less than the amount budgeted in this account.

Employee Pension Contribution. The State of Wisconsin adopted State Statute section 59.875 as part of 2011 Wisconsin Act 10, mandating that Milwaukee County collect from employees one-half of the actuarially required contribution of the Employee Retirement System. Pursuant to File No. ORD 11-8 adopted on July 28, 2011, the employee pension contribution for 2012 will be 4.7 percent. This amount is budgeted as a revenue of \$9,053,000.

Membership Accounts. While the ERS is substantially non-contributory, participants meeting certain criteria have the option to contribute to membership accounts. The County also contributes to the membership accounts

¹ To accurately reflect all debt service costs, the debt service cost for the pension notes is also included in the General Debt Service Fund Budget. To avoid duplication of the debt service costs, the amount is abated in the General Debt Service Budget.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: EMPLOYEE FRINGE BENEFITS

UNIT NO. 1950
FUND: General - 0001

of most employee participants enrolled prior to January 1, 1971. The total budgeted contribution for the 2012 mandatory annuity contribution is \$17,700.

OBRA. The OBRA 1990 Retirement System of the County of Milwaukee ("OBRA") covers seasonal and certain temporary employees who do not elect to enroll in the ERS. The OBRA system is also non-contributory. OBRA members are immediately vested and earn a benefit equal to two percent of their covered salary for each year of OBRA service. Pursuant to the most recent actuarial valuation dated January 1, 2011, the 2012 contribution to OBRA is budgeted at \$880,000.

For 2012, the Employee Benefits Workgroup is directed to review the terms of the OBRA plan to determine if the County is responsible for collecting a pension contribution equal to one-half of the actuarially required contribution of the plan. In addition, the Employee Benefits Workgroup will take necessary actions to determine what the cost-effective method: maintaining the plan with a pension contribution or closing the plan. The Employee Benefits Workgroup will provide an update to the County Board by April 2012, with a recommendation no later than July, 2012.

Doyme Employees. In 1989, United Regional Medical Services was formed as a joint venture of Froedtert Hospital and Doyme Hospital for laboratory and radiology services. As part of the joint venture agreement, the County was required to pay the ongoing pension-related expenses for Doyme employees shifted to the United Regional Medical Services. The 2012 budget includes \$2,106,000 in expenditures for these pension-related expenses, which is offset by an estimated \$223,545 in revenue based on 2010 actuals.

Former County Employees Transferred to the State for Income Maintenance and Child Care. As of January 1, 2012, 315 FTE (of these only 266 are filled) will transfer from County employment to State employment. Of these employees, 67 current employees (employees managed under the Wisconsin Department of Children and Families Management) will be allowed to either stay in the ERS or transfer to the Wisconsin Retirement System (WRS). Within the remaining 199 employees (employees managed under the Wisconsin Department of Health Services) all will transfer immediately to the WRS with the exception of those not yet vested in the ERS. There are approximately 58 employees not yet vested. Therefore, the Employee Fringe Benefits budget assumes a reimbursement from the State in the amount of \$177,587 for those employees remaining in the system. This is approximately 10 percent of the anticipated salary costs for those employees.

Other Employee Benefits Expenditures

Group Life Insurance. The group life insurance appropriation is based on the amount of coverage that is determined by an employee's salary. For 2012, \$3,199,680 is budgeted for the cost of group life insurance. Revenues from employee and retiree contributions increase \$25,028 in 2012 to \$873,028 based on a four percent trend.

Corporate Transit Pass Program. An expenditure of \$669,280 is budgeted for the County's corporate transit pass program based the 2011 current year projection. The County purchases quarterly passes for enrolled employees for \$183.00 each. For 2012, the employee continues to reimburse the County \$30.00 per quarter/\$10.00 per month through a payroll deduction for an estimated revenue offset of \$93,205.

Miscellaneous Expenditures

Professional Services. An expenditure appropriation of \$600,000 is included to retain outside consultants, actuaries, and other professional services to assist staff in actuarial analysis, ad hoc reporting, request for proposals preparation, contract and rate negotiations, annual enrollment processing and other areas where additional expertise in healthcare advisory services may be needed, including for the Employee Benefits Work Group. For 2012, \$300,000 is specifically designated for the OPEB study discussed earlier.

Cost Allocation Plan Expenditure. Also included in 2012 is an appropriation of \$719,428 for the Department of Administrative Services - Employee Benefits Division portion of the 2012 Cost Allocation Plan. In past years, this

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: EMPLOYEE FRINGE BENEFITS

UNIT NO. 1950
FUND: General - 0001

amount had been included in the Central Service Allocation, but is now reflected as an expenditure in the Employee Fringe Benefits budget.

Five-Year History of Expenditures and Revenues

	<u>2008 - Actual</u>	<u>2009 - Actual¹</u>	<u>2010 - Actual</u>	<u>2011 Adopted</u>	<u>2012 - Rec</u>
Health Benefit Expenditures	138,116,213	123,683,647	132,619,138	138,642,087	120,566,786
Pension Related Expenditures	40,862,255	49,829,829	66,384,489	66,872,988	63,716,138
Employee Group Life Insurance	2,465,158	2,541,033	2,460,489	2,666,400	3,199,680
Other Employee Benefits Expenditures	1,242,824	573,824	1,355,543	1,591,956	1,988,708
Total Fringe Benefit Expenditures	182,686,450	176,628,333	202,819,659	209,773,431	189,471,312
Revenues (All Sources)	7,201,446	6,068,736	6,210,982	7,072,042	19,432,564
Total Revenues (All Sources)	7,201,446	6,068,736	6,210,982	7,072,042	19,432,564

¹ In the 2009 actuals, the Mercer Settlement was accounted for as a revenue and an expenditure (as an increased pension contribution). For comparison purposes, these offsetting entries have been removed from the figures above.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: LITIGATION RESERVE ACCOUNT

UNIT NO. 1961
FUND: General - 0001

BUDGET SUMMARY			
	2010 Actual	2011 Budget	2012 Budget
Litigation Reserve	\$ 86,000	\$ 275,000	\$ 1,650,000

Description

The litigation reserve account is intended to provide a source of funds for anticipated or unanticipated costs arising out of the litigation by Milwaukee County.

2012 Budget Highlights

The Litigation Reserve is increased by \$1,375,000 over the 2011 Adopted Budget to \$1,650,000. The increased amount reflects the estimated impact of a July 2011 Supreme Court ruling on the tax treatment of a medical facility in the City of Wauwatosa, which will require taxing districts to reimburse the facility in question. As in past years, expenses of \$275,000 are budgeted to account for any legal actions related to collective bargaining, and wage and benefit modifications.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: FEDERATED LIBRARY SYSTEM

UNIT NO. 1966
FUND: General - 0001

BUDGET SUMMARY			
	2010 Actual	2011 Budget	2012 Budget
Federated Library System	\$ 66,650	\$ 66,650	\$ 56,652

Prior years have been funded at \$66,650 based upon Section 43.15(2)(b) of the Wisconsin Statutes, which requires County support for library services at a level not lower than the average for the previous three years. The amount is not designated for any specific purpose or special program. It is to be used by the Federated Library System to offset program costs at its discretion. The statute was repealed in 2011 Wisconsin Act 32.

MISSION

The mission of the Milwaukee County Federated Library System (MCFLS) shall be 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 Milwaukee County.

OBJECTIVES

- Assume a leadership role in facilitating cooperation among all public libraries in Milwaukee County.
- Improve access to greater quality and quantity of resources for patrons of Milwaukee County.
- Promote the most effective use of local, County, State and Federal funds.
- Assist member libraries in the effective utilization of current and evolving technologies.

2012 BUDGET

- Due to fiscal constraints the County's 2012 tax levy contribution decreases 15 percent from \$66,650 to \$56,652.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: MILWAUKEE COUNTY FUND FOR THE ARTS (CAMPAC)

UNIT NO. 1974
FUND: General - 0001

BUDGET SUMMARY			
	2010 Actual	2011 Budget	2012 Budget
Milwaukee County Funds for The Performing Arts	\$ 369,030	\$ 377,688	\$ 0

BUDGET HIGHLIGHTS

- Due to fiscal constraints the funding for CAMPAC is suspended in the 2012 Budget.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: CAPITAL OUTLAY/DEPRECIATION CONTRA

UNIT NO. 1985
FUND: General - 0001

BUDGET SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Expenditures	\$ 0	\$ (666,989)	\$ 141,740	\$ 808,729
Revenues	0	3,177,809	3,341,897	164,088
Property Tax Levy	\$ 0	\$ (3,844,798)	\$ (3,200,157)	\$ 644,641

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 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 2012 compared to 2011, the amount of depreciation in 2012 compared to 2011 and finally, the combination of these two entries that determines the tax levy amount for this non-departmental budget.

Org.	Department Name	2011 Capital Outlay	2012 Capital Outlay	2011/2012 Change
1150	DAS-Risk Management	\$ 0	\$ 0	\$ 0
1160	DAS-IMSD	0	0	0
5040	Airport	2,443,800	3,182,857	739,057
5070	Transportation Services	36,400	0	(36,400)
5080	Arch., Eng. & Environ Svcs	0	0	0
5300	Fleet Management	0	0	0
5600	Transit/Paratransit	1,006,000	1,091,000	85,000
5700	Facilities	0	0	0
TOTAL		\$ 3,486,200	\$ 4,273,857	\$ 787,657

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: CAPITAL OUTLAY/DEPRECIATION CONTRA

UNIT NO. 1985
FUND: General - 0001

Org.	Department Name	2011 Depreciation Contra	2012 Depreciation Contra	2011/2012 Change
1150	DAS-Risk Management	\$ (1,000)	\$ (1,117)	\$ (117)
1160	DAS-IMSD	(2,342,000)	(2,342,000)	0
5040	Airport	(2,288,900)	(4,193,500)	(1,904,600)
5070	Transportation Services	(4,500)	0	4,500
5080	Arch., Eng. & Environ Svcs	(18,001)	0	18,001
5300	Fleet Management	0	0	0
5600	Transit/Paratransit	(1,789,000)	(1,789,000)	0
5700	Facilities	0	0	0
TOTAL		\$ (6,443,401)	\$ (8,325,617)	\$ (1,882,216)

Fund Type:	Org.	Department Name	2012 Capital Outlay	2012 Depreciation Contra	2012 Net Total Contra
Internal Service	1150-DAS-Risk Management		\$ 0	\$ (1,117)	\$ (1,117)
Internal Service	1160-DAS-IMSD		0	(2,342,000)	(2,342,000)
Enterprise	5040-Airport		3,182,857	(4,193,500)	(1,010,643)
Internal Service	5070-Transportation		0	0	0
Internal Service	5080-Arch., Eng. & Environ Svcs		0	0	0
Enterprise	5600-Transit/Paratransit		1,091,000	(1,789,000)	(698,000)
SUBTOTAL			\$ 4,273,857	\$ (8,325,617)	\$ (4,051,760)

* 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 \$851,603 as a year-end closing entry for the year 2012. This entry includes \$4,193,500 for non-terminal depreciation offset by contributions from reserves of \$3,182,857 for capitalized operating items and \$159,040 for principal on non-terminal GMIA and Lawrence J. Timmerman Airport debt, resulting in the net credit of \$909,840.

EXPENDITURES/REVENUE SUMMARY			
	Expenditure	Revenue	Tax Levy
Capital Outlay-reflects appropriations for Proprietary Fund departments	\$ 4,273,857	\$	\$
Depreciation Contra-offsets depreciation cost in Proprietary Fund departments.	(8,325,617)		
Undistributed Charge			
<u>Airport Year-End Closing Entry</u>			
Airport non-terminal depreciation	4,193,500		
Contribution from Capital Improvement Reserves:			
Payment for Airport capitalized operating items		3,182,857	
Non-Terminal Project Principal		159,040	
TOTAL	\$ 141,740	\$ 3,341,897	\$ (3,200,157)

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DEBT ISSUE EXPENSE

UNIT NO. 1987
FUND: General - 0001

BUDGET SUMMARY			
	2010 Actual	2011 Budget	2012 Budget
Debt Issue Expense	\$ 0	\$ 11,500	\$ 11,500

<u>STATISTICAL SUPPORTING DATA</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2012 Budget</u>
Debt Issue Expense (8026)	\$ 340,398	\$ 261,500	\$ 261,500
DAS-Fiscal Affairs Division - Staff Costs (9787)	11,044	10,000	10,000
Total Expenditures	351,442	271,500	271,500
General Obligation Bond Proceeds (4907)	341,674	10,000	0
Airport Cash	0	0	0
Airport Revenue Bond Proceeds* (4907)	9,768	250,000	260,000
Total Bond Proceeds	351,442	260,000	260,000
Property Tax Levy	\$ 0	\$ 11,500	\$ 11,500

* According to the Airport Master Lease Agreement, the Airport is required to pay all direct costs associated with the issuance of airport debt. Airport debt issuance costs totaling \$250,000 have been included in the Airport's 2012 operating budget and \$10,000 is included in the Debt Issue Expense Budget.

DESCRIPTION

Expenses not eligible to be paid from financing proceeds are reflected in this budgetary appropriation.

In addition, this non-departmental account exists to pay bond counsel, financial advisor fees and other costs associated with issuing debt, including credit rating agency fees, financial auditor fees, printing and distribution costs for the official statement, and fiscal agent and trustee fees.

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.

BUDGET HIGHLIGHTS

- The Department of Administrative Services-Fiscal Affairs Division crosscharges the debt issue expense budget for costs associated with the preparation and issuance of the bond issues, the preparation of the capital improvements budget as it relates to capital improvements for which bonds will be issued and fiscal monitoring of the expenditure of the bond proceeds. The estimated amount for these costs for 2012 is \$10,000.
- Estimated costs of issuance for the general obligation bond will be budgeted in the Debt Issue Expense Budget. The costs of issuance for the Airport Revenue Bonds are budgeted in the Airport's operating budget in the debt issue expense object. Any adjustments to the costs of issuance amount, once the financing

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DEBT ISSUE EXPENSE

UNIT NO. 1987

FUND: General - 0001

amounts have been determined, will be done through a DAS-only appropriation transfer. In addition, the revenue to finance the debt issue expense will be budgeted in the Debt Issue Expense and Airport operating budget instead of the General Debt Service Fund budget for a more transparent accounting of revenue and expenses associated with the issuance of debt.

- Estimated costs of issuance for 2012 consist of \$10,000 for an Airport revenue bond issue. Non-Airport debt issue expenses not eligible to be paid from financing proceeds totaled \$11,500 for 2012 and will be financed with property tax levy.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: INVESTMENT ADVISORY SERVICES

UNIT NO. 1989

FUND: General - 0001

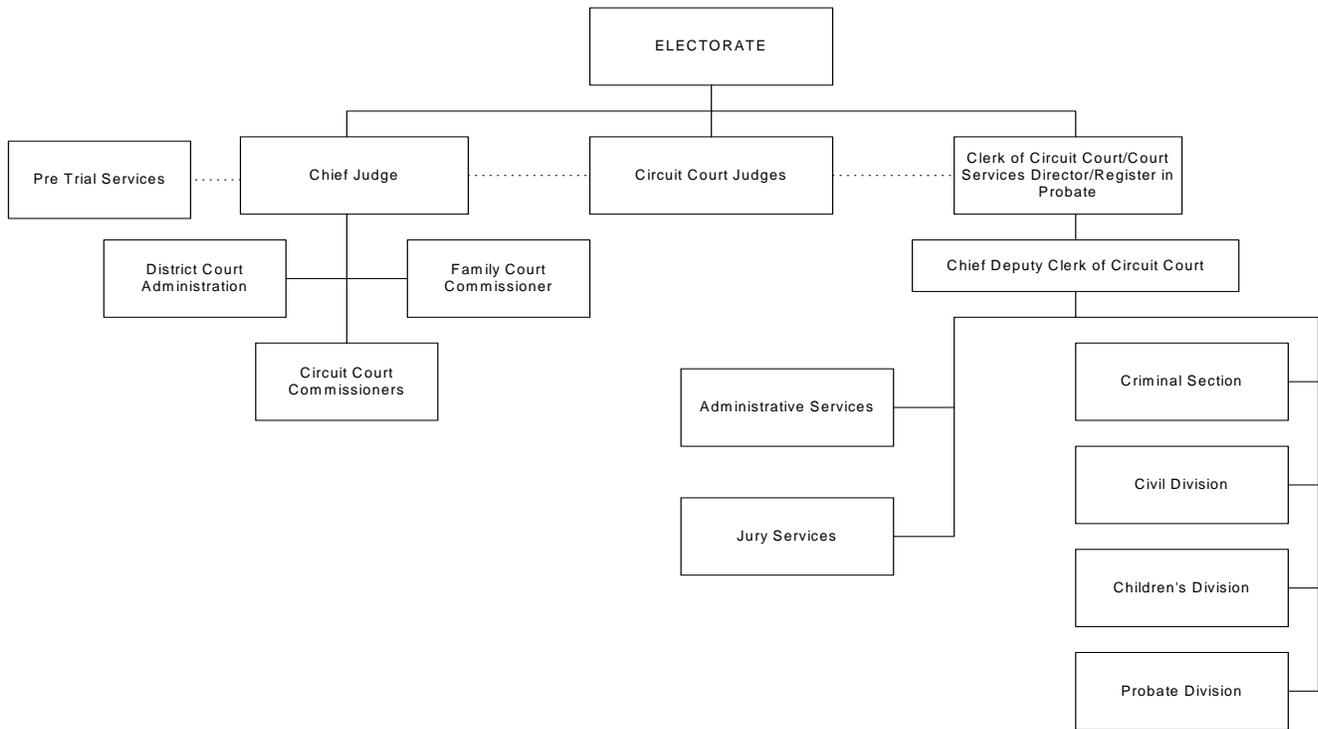
BUDGET SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Expenditures	\$ 210,019	\$ 245,000	\$ 245,000	\$ 0
Revenues	0	0	0	0
Property Tax Levy	\$ 210,019	\$ 245,000	\$ 245,000	\$ 0

BUDGET HIGHLIGHT

- The 1997 internal audit recommended that the Treasurer's Office oversee, but not directly perform the investment of county funds. Instead, it recommended a Request for Proposal (RFP) or bid process to contract with investment advisors to make decisions about which investments best meet the County's needs. This change was implemented in 1999. The RFP for these contracts was re-issued in 2009 and the Treasurer's Office entered into service contracts with three firms, Dana Investment Advisors Inc., Alberts Investment Management Inc., and M&I Investment Management Corporation. The term of the contracts is five years.
- The 2012 budget for Investment Management Services is \$245,000, which reflects historical actual expenses.

COMBINED COURT RELATED OPERATIONS

COMBINED COURT RELATED OPERATIONS (2000)



MISSION

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

Budget Summary		
	2012	2011/2012 Change
Expenditures	38,563,483	(765,127)
Revenue	9,239,587	(505,767)
Levy	29,323,896	(259,360)
FTE's	284.8	(0.2)
Major Programmatic Changes		
<ul style="list-style-type: none"> • Judicial Review Coordinator is transferred to the Pretrial Services Organizational Unit. • Reimbursement for bar dues and legal education credits for attorneys are eliminated. 		

OBJECTIVES

- Fulfill state constitutional mandates to keep all courts functioning for the benefit and safety of the citizens.
- Manage resources properly to instill confidence among the general public, policymakers and state and federal funding entities.
- Expand and enhance the provision of court services via the use of electronic research and technology.
- Provide timely, thorough and accurate court record information and related documents.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Combined Court Related Operations

UNIT NO. 2000
FUND: General - 0001

DEPARTMENTAL PROGRAM DESCRIPTION

Combined Court Related Operations (Courts) includes the Chief Judge and the following three divisions: 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, as well as operations and fiscal management of Pretrial Services.

The **Family Court Commissioner** Division has three sections: General Office, Child Support Enforcement and Family Court Mediation Services.

General Office conducts hearings for the family matters of separation, divorce, domestic abuse and harassment.

Child Support Enforcement conducts paternity hearings and monitors the job search task for those individuals liable for child support.

Family Court Mediation Services provides family mediation services and custody studies.

The **Register in 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 **County-Funded State Court Services Division/Clerk of Circuit Court** consists of four divisions: Administration, Criminal, Civil and Children's.

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 budget preparation, accounting controls, cash management and investments, personnel, courts automation, jury 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 of Circuit Court, Criminal Division, consults with litigants and attorneys on procedural matters; processes the records for the court; receives cases from the municipal courts; accounts for and disperses fees and fines to the County Treasurer; prepares judgment rolls and case records; issues warrants and necessary documents for court actions including the issuance of occupational licenses in operating while intoxicated cases; and maintains records for the automated JUSTIS System.

The Civil 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 Civil Division includes Family Courts, which hear all actions affecting family.

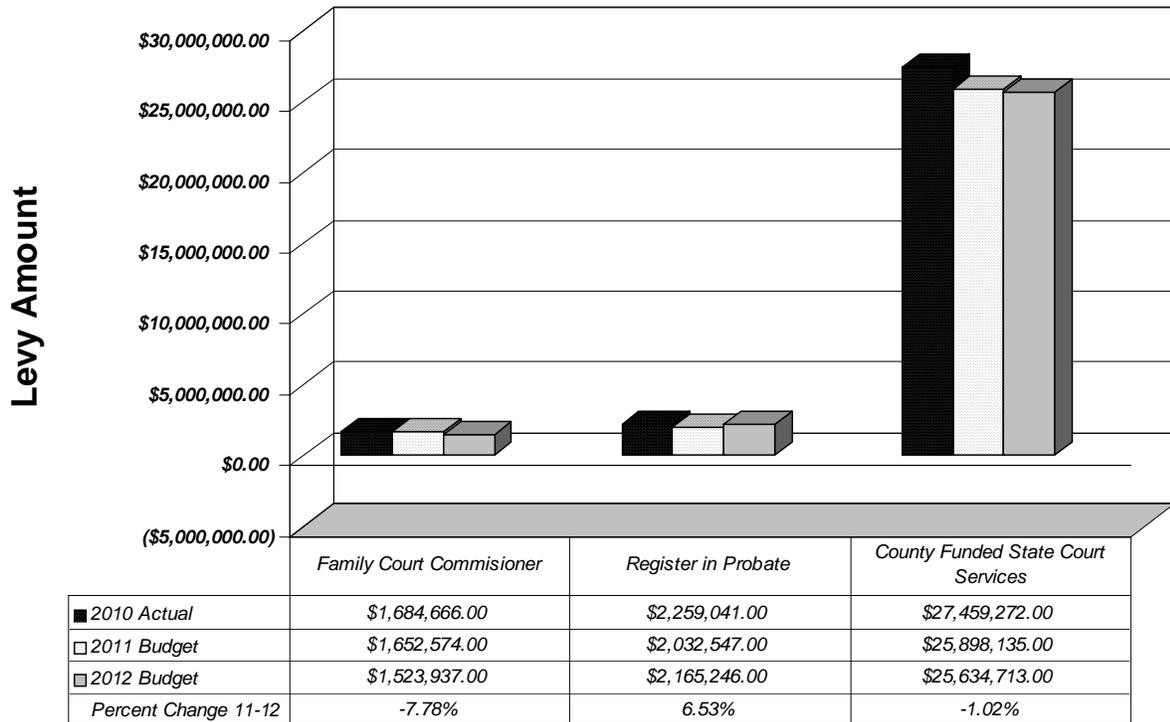
COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Combined Court Related Operations

UNIT NO. 2000
FUND: General - 0001

The Children’s 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.

Organizational Levy Summary



2012 BUDGET

Approach and Priorities

- Provide adequate resources to fulfill state constitutional mandates, operate as part of an effective and efficient countywide criminal justice system, and protect the interests of children and families in Milwaukee County.
- Continue transitioning to electronic legal records and research.

Programmatic Impacts

- Transfer the Judicial Review Coordinator position to the Pretrial Services organizational unit.
- Because of cost savings associated with video conferencing, the County will provide levy funding for the Audio Visual Technician position, which will no longer be funded by the Federal Justice Assistance Grant (JAG).

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Combined Court Related Operations

UNIT NO. 2000
FUND: General - 0001

- Due to the expiration of the collective bargaining agreement with the Association of Milwaukee County Attorneys, the County will no longer reimburse legal staff for Wisconsin bar dues or Continuing Legal Education (CLE) credits.

Budget Highlights

Elimination of Step Increases for 2012 for Employees in Certain Pay Grades **(\$342,329)**

This budget includes an expenditure reduction of \$343,502 based on the elimination of step increases for 2012, as provided for in Chapter 17 of the Milwaukee County General Ordinances, for employees in certain pay grades. (See Appendix B for pay grades affected.) This reduction is offset by a reduction in revenues of \$1,173 for a net tax levy reduction of \$342,329.

State Revenue Reductions **\$464,336**

The State of Wisconsin appropriates payments to counties under the Circuit Court Support Grant Program. Revenue is expected to decrease \$366,336 from \$3,424,538 to \$3,058,202 in 2012 for Court Support, and to decrease \$98,000 from \$928,623 in 2011 to \$830,623 in 2012 for Guardian ad Litem reimbursement.

Interest on Investments **\$100,000**

Interest income decreases \$100,000 in 2012 from \$300,000 to \$200,000 due to a lower rate of return.

Juror Fees **\$75,000**

Fees paid to jurors increase by \$75,000 from \$570,000 to \$645,000 based on recent trends.

Audio Visual Technician **\$66,462**

From 1999 through 2011, one position of Audio Visual Technician, created in 1999 for the videoconferencing initiative in the Courts, was funded by the Federal Justice Assistance Grant (JAG). Videoconferencing allows court participants in certain cases to appear via video and telephone link-ups. This initiative resulted in 800 video conferences provided in 2010, a 14 percent increase over the previous year, resulting in significant savings from a reduction in the number of inmate transfers, especially from outside the County. Due to these cost savings, the County will fund the position with tax levy in 2012.

Professional Service Contracts **\$0**

Authority is granted to enter into the following one-year continuation of professional service contracts in 2012 for Guardian ad Litem Services and Copy Services. They are included in this budget for County Board approval in lieu of separate review and approval during the budget year. The combined total of \$1,983,529 is unchanged from the 2011 Adopted Budget.

Contract Amount	Description	Provider
\$ 1,789,200	Guardian ad Litem Services	Legal Aid Society
19,500	Copy Services	Midwest Medical Records, Inc.
174,829	Legal Resource Center	State of Wisconsin
\$ 1,983,529	TOTAL	

Permanency Plan Review Grant **\$0**

For 2012, the Permanency Plan Review section has expenditure authority of \$693,541 which is offset by State revenue. The project provides children in an out-of-home situation with a review every six months by the court. Revenue from the Bureau of Milwaukee Child Welfare funds 4.8 FTE positions.

Department of Human Resources – Position Consolidation **\$0**

The 2012 Recommended Budget creates a new Department of Human Resources (HR) in order to provide a more coordinated and efficient use of County resources. As a result, Human Resources staff that were budgeted and deployed throughout various County departments are now budgeted and allocated centrally within the new

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Combined Court Related Operations

UNIT NO. 2000
FUND: General - 0001

HR Department. The Combined Court Related Operations budget has 1.0 FTE Human Resources Manager Courts that is now transferred into the HR Department. There is no tax levy effect as the active salary and fringe costs are replaced by a crosscharge from the HR Department.

Elimination of Bar Dues and Continuing Legal Education costs (\$12,000)

Due to the expiration of the collective bargaining agreement with the Association of Milwaukee County Attorneys, the County will no longer reimburse legal staff for Wisconsin bar dues or Continuing Legal Education (CLE) credits

Unfund Vacant Clerical Support Position (\$53,034)

One vacant Clerical Assistant position in the Family Court Commissioner program is unfunded for an active salary and fringe benefit cost reduction of \$53,034.

Adversary Counsel Fees (\$200,000)

Adversary Counsel fees are paid to lawyers appointed by the court to parties in Criminal and Juvenile cases who do not meet the income standards of the State Public Defender, but have been determined to be indigent by the trial court and in need of an attorney. Expenses for these attorneys are expected to decrease \$200,000 from \$1,752,000 to \$1,552,000 in 2012.

BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 15,288,283	\$ 15,065,243	\$ 15,083,233	\$ 17,990
Employee Fringe Benefits (EFB)	11,807,184	11,533,850	11,239,672	(294,178)
Services	8,137,707	7,816,104	7,804,104	(12,000)
Commodities	227,558	248,636	248,636	0
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	15,948	14,000	15,000	1,000
Capital Contra	0	0	0	0
County Service Charges	15,164,927	13,528,146	12,968,357	(559,789)
Abatements	(9,322,799)	(8,877,369)	(8,795,519)	81,850
Total Expenditures	\$ 41,318,808	\$ 39,328,610	\$ 38,563,483	\$ (765,127)
Direct Revenue	4,380,742	4,312,376	4,232,735	(79,641)
State & Federal Revenue	5,535,120	5,432,978	5,006,852	(426,126)
Indirect Revenue	0	0	0	0
Total Revenue	\$ 9,915,862	\$ 9,745,354	\$ 9,239,587	\$ (505,767)
Direct Total Tax Levy	31,402,946	29,583,256	29,323,896	(259,360)

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	280.6	284.9	284.8	(0.1)
% of Gross Wages Funded*	93.8	96.0	97.0	1.0
Overtime (Dollars)	\$ 1,817	\$ 17,364	\$ 5,076	\$ (12,288)
Overtime (Equivalent to Position)	0.0	0.4	0.1	(0.3)

* For 2010 Actuals, the Position Equivalent is the budgeted amount.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Combined Court Related Operations

UNIT NO. 2000
FUND: General - 0001

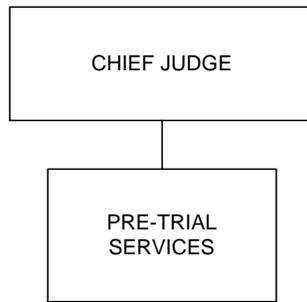
PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Judicial Review Coordinator	12345	Transfer Out	(1)	(1.00)	Chief Judge Adm.	\$ (79,222)
Clerical Assistant	00045	Unfund	(1)	(1.00)	Family Court Comm	\$ (30,416)
Human Resources Manager	76660	Transfer Out	(1)	(1.00)	Administration	\$ (65,314)
					TOTAL	\$ (174,952)

ORGANIZATIONAL COST SUMMARY					
DIVISION		2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Family Court Commissioner	Expenditure	\$ 1,898,928	\$ 1,894,376	\$ 1,762,698	\$ (131,677)
	Revenue	214,262	241,802	238,761	(3,041)
	Tax Levy	\$ 1,684,666	\$ 1,652,574	\$ 1,523,937	\$ (128,636)
Register in Probate	Expenditure	\$ 2,675,559	\$ 2,485,898	\$ 2,611,992	\$ 126,094
	Revenue	416,518	453,351	446,746	(6,605)
	Tax Levy	\$ 2,259,041	\$ 2,032,547	\$ 2,165,246	\$ 132,699
County Funded State Court Services	Expenditure	\$ 36,744,359	\$ 34,948,336	\$ 34,188,793	\$ (759,543)
	Revenue	9,285,087	9,050,201	8,554,080	(496,121)
	Tax Levy	\$ 27,459,272	\$ 25,898,135	\$ 25,634,713	\$ (263,422)

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. 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 subsection is void. A county officer who knowingly violates this subsection 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."

COURTS – PRE-TRIAL SERVICES

COURTS-PRE TRIAL SERVICES (2900)



MISSION

The mission of Pretrial Services is to reduce pretrial failure to appear and re-arrest rates, enhance public safety, reduce overcrowding at the County Correctional Facilities, and enhance the processing and adjudication of criminal cases.

Budget Summary		
	2012	2011/2012 Change
Expenditures	4,991,075	403,837
Revenue	653,462	(510,929)
Levy	4,337,613	914,766
FTE's	1.0	1.0

Major Programmatic Changes

- Implement data-driven, comprehensive Universal Screening initiative.
- Assess, Inform and Measure (AIM) Grant terminates December 31, 2011.
- Provide new state-required tax levy match for Treatment, Alternatives and Diversion (TAD) Grant.
- Judicial Review Coordinator is transferred from the Combined Court Related Operations Budget.

OBJECTIVES

- Provide quality, effective and accountable intervention and supervision services for pretrial defendants.
- Provide timely, accurate and objective information to the courts to facilitate the pretrial release decision and adjudication process.
- Utilize best and evidenced-based practices for provision of services.
- Ensure a high level of accountability for program providers.
- Manage resources properly and in such a manner that instills confidence among the public, policy makers and state and federal funding agencies.

DEPARTMENTAL PROGRAM DESCRIPTION

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

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Courts-Pre Trial Services

UNIT NO. 2900
FUND: General - 0001

2012 BUDGET

Approach and Priorities

- Pre-trial services are maintained and Universal Screening at the County Correctional Facility – Central is funded in order to reduce incarceration costs, reduce crime, and enhance efficient operation of the Courts system.
- Expand pretrial service capacity by actively seeking state and federal grants, and cooperation with neighboring jurisdictions for program expansion.

Programmatic Impacts

- Fund the local match, newly required by the State of Wisconsin in 2012, for the Treatment, Alternatives and Diversion Grant.
- The County will implement an integrated, data-driven screening program.
- The Judicial Review Coordinator position is transferred to this organizational unit from the Combined Court Related Operations budget.
- The Assess, Inform and Measure Grant terminates December 31, 2011.

Budget Highlights

Universal Screening

\$1,024,432

In 2012 the Pre-Trial Services agency, Justice 2000, Inc. and the Milwaukee County Sheriff will cooperate to implement integrated screening program, known as Universal Screening. Included in this provision is approval of a contract with Justice 2000, Inc. for professional services related to this program. Funding is provided for start-up costs of the program and for sufficient contract staff to screen approximately 27,375 arrestees annually at the County Correctional Facility – Central (CCFC). This total represents approximately 68 percent of the 40,000 total arrestees anticipated by the Office of the Sheriff in the 2012 Budget. As recommended by the Milwaukee County Community Justice Council, the program will include screening 24 hours per day, 7 days per week, utilizing the Milwaukee County Pretrial Risk Assessment Instrument and Milwaukee County Pretrial Services Intake Interview. The target screening population will include all arrestees subject to appearance in the In-Custody Intake Court for the purpose of determining bail/release. The program is designed to determine an arrestee's risk level for pretrial misconduct (failure to appear/re-arrest) and to provide the results of the screen electronically for consideration in making diversion, deferred prosecution, bail recommendations and pretrial release decisions. The screening process will also collect identification and financial data for use in assessing the Jail Processing Fee, which shall be assessed on all sentenced inmates as appropriate (see the narrative of the Office of the Sheriff for details).

Full implementation of Universal Screening is a critical step in moving the pretrial release/detention decision to an evidence-based, best practice platform. The program will identify, early in the criminal justice process, individuals who may be suitable for available alternatives to incarceration.

Funding of \$1,024,432 for this initiative is provided in the Pre-Trial Services agency, the cost of which is reflected in this agency's budget narrative. However, this amount is offset by a reduction in screening staff in the Office of the Sheriff at a total savings of \$1,176,555, for a net countywide levy reduction of \$152,123. Based on the experience of other County corrections systems nationwide that have implemented a comprehensive screening process, this initiative should generate additional long-term savings due to fewer jail bed days, reduced recidivism, and substantial efficiencies in court operations.

The Judicial Review Coordinator will provide an update on implementation of this program at the April 2012 meeting of the Committee on Judiciary, Safety and General Services, and will provide quarterly updates to the Committee thereafter. The reports shall include feedback from the Chief Judge and the Office of the Sheriff. The Judicial Review Coordinator will also produce a comprehensive annual report of the program, including data on number of screenings, number of individuals diverted from jail stays, over-ride rates, failures to appear and re-arrest data, program financial information (including major expenditure and revenue items), and any other data

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Courts-Pre Trial Services

UNIT NO. 2900
FUND: General - 0001

relevant to analyst the program's effectiveness. This report shall be provided to the County Executive and County Board at or before the April 2013 Board cycle.

TAD Grant **\$111,300**

The total expenditure amount of \$445,200 for the TAD program will be offset by funding from the State Office of Justice Assistance in the amount of \$333,900. The recent State Budget instituted a local match of 25 percent, for a tax levy increase of \$111,300. This funding supports eligibility screening and community supervision services for diversion/deferred prosecution of defendants with significant substance abuse problems. The local match requirement is absorbed because it is estimated that this program prevents at least 10,275 jail bed days annually, representing a cost savings to property tax payers of approximately \$250,000. The 2012 Budget includes approval of a contract with Justice 2000, Inc. for operation of this program in the amount of \$445,200.

Day Reporting Center **\$5,722**

Tax levy funding for the operation of the Day Reporting Center (DRC), formerly called the Criminal Justice Resource Center or CJRC, increase by \$5,722 over the 2011 Adopted Budget to \$912,413. Included in this total are service contract with three vendors, listed below. The total for these contracts of \$531,924 is unchanged from the 2011 Adopted Budget. Other program operating costs increase by \$5,722 over the 2011 Adopted Budget to \$380,489 and include space rental, telephone service, electricity, office supplies, Sheriff Services and transportation.

Amount	Description	Provider
385,770	DRC - AODA, CIP, MRT, Life Skills	ATTIC Correctional Services
56,770	DRC - Community Services Program	Benedict Center
89,384	DRC - Parenting, Fatherhood, Employment	Wisconsin Community Services
\$531,924	Total	

State OWI Program Funding **\$0**

Funding of \$485,099 is provided for the Operating While Intoxicated (OWI) Intensive Supervision/Secure Continuous Remote Alcohol Monitoring (SCRAM) program. Revenue from the Wisconsin Department of Transportation for the program remains unchanged from the 2011 Adopted Budget at \$181,526. The 2012 Budget includes approval of a contract with Wisconsin Community Services to operate the OWI/SCRAM program in the amount of \$485,099.

BJA Drug Treatment Court Grant **\$0**

Funding of \$138,036 is provided for the Milwaukee County Drug Treatment Court. This program is fully funded by a Drug Court Discretionary Grant from the Federal Bureau of Justice Assistance (BJA). The grant will provide a total of \$349,995 over a 3-year period from September 1, 2009 – August 30, 2012. The budget includes approval for contracts with vendors to provide the program as noted below:

Amount	Description	Provider
35,000	BJA Grant - Drug Treatment Court Drug Testing	Wisconsin Community Services
89,610	BJA Grant - Drug Treatment Coordinator, LSI-R	Justice 2000, Inc.
6,461	BJA Grant - Drug Treatment Court Evaluation	UW - Milwaukee
6,965	BJA Grant - Drug Treatment NADCP Training	NADCP Conference
138,036	Total	

Pre-Trial Services **\$0**

The Alternatives to Incarceration Unit, administered by the Office of the Chief Judge, is approved to enter into the following one-year professional service contracts in 2012 for provision of pretrial services. They are included in the budget for County Board approval in lieu of separate review and approval during the budget year. These

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Courts-Pre Trial Services

UNIT NO. 2900
FUND: General - 0001

contracts are with existing providers and total \$1,729,786 in tax levy support. Both contracts are unchanged from the 2011 Adopted Budget amounts.

Amount	Description	Provider
\$1,571,512	AODA/Mental Health/ GPS Supervision	Justice 2000, Inc.
158,274	Pretrial Drug Testing	Wisconsin Community Services
\$1,729,786	Total	

Transfer of Judicial Review Coordinator **(\$4,402)**
 Personal Services expenditures decrease \$4,402 from \$118,954 to \$114,552 in 2012. This is due to lower active fringe benefit costs for the Judicial Review Coordinator. In the 2011 Adopted Budget, the cost of this position was budgeted as a labor transfer. Because the position's duties are entirely related to the Pre-Trial Services program, the direct cost of the position is more appropriately budgeted in this agency.

BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 0	\$ 118,954	\$ 85,276	\$ (33,678)
Employee Fringe Benefits (EFB)	0	0	29,276	29,276
Services	3,071,287	3,572,311	3,949,644	377,333
Commodities	6,649	26,000	26,000	0
Other Charges	0	531,924	531,924	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	214,978	525,150	368,955	(156,195)
Abatements	(139,706)	(187,101)	0	187,101
Total Expenditures	\$ 3,153,208	\$ 4,587,238	\$ 4,991,075	\$ 403,837
Direct Revenue	0	0	0	0
State & Federal Revenue	0	1,164,391	653,462	(510,929)
Indirect Revenue	0	0	0	0
Total Revenue	\$ 0	\$ 1,164,391	\$ 653,462	\$ (510,929)
Direct Total Tax Levy	3,153,208	3,422,847	4,337,613	914,766

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*		0.0	1.0	1.0
% of Gross Wages Funded*			100.0	
Overtime (Dollars)	\$ 0	\$ 0	\$ 0	\$ 0
Overtime (Equivalent to Position)	0.0	0.0	0.0	0.0

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Courts-Pre Trial Services

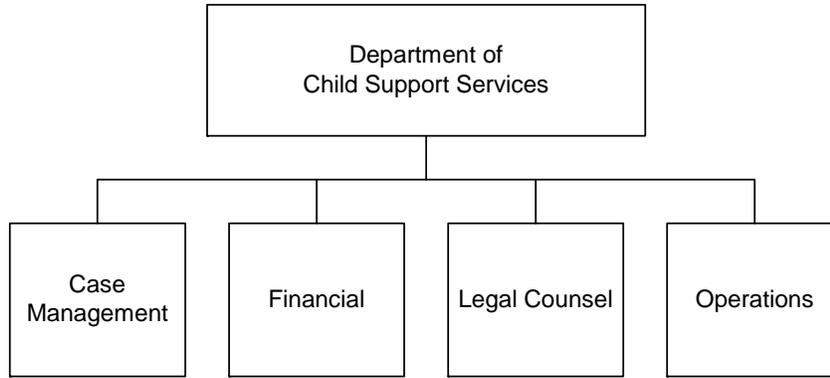
UNIT NO. 2900
FUND: General - 0001

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Judicial Review Coordinator	12345	Transfer	1	1.00	Pretrial Services	\$ 79,222
(Position transferred from Org. 2000)						
					TOTAL	\$ 79,222

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. 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 subsection is void. A county officer who knowingly violates this subsection 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."

DEPARTMENT OF CHILD SUPPORT SERVICES

DEPARTMENT OF CHILD SUPPORT SERVICES (2430)



MISSION

The Department of Child Support Services (CSS) promotes family stability by creating a better quality of life for the children of Milwaukee County through the utilization of federal, state, and community resources.

Budget Summary		
	2012	2011/2012 Change
Expenditures	18,925,987	(1,123,960)
Revenue	17,610,118	(1,123,609)
Levy	1,315,869	(351)
FTE's	137.8	(12.7)
Major Programmatic Changes		
<ul style="list-style-type: none"> • Change Department name to Child Support Services to reflect the core mission. • Projected reductions in State funding are mitigated by County tax levy support and other reductions. • Continue implementation of a paperless office initiative. • Enhance website access to departmental information and expand service information available via social media. • Introduce "Child Support 101" training materials to all collaborative partners. • Increase fees for provision of non-federally reimbursable services. • Continue collaboration efforts with Courts. 		

OBJECTIVES

- Maintain core services in Paternity Establishment, Order Establishment, and Collection of Support despite the reduction in State funding.
- Increase effectiveness and efficiency of service delivery through electronic workflow systems and documents, and through implementation of administrative establishment procedures.
- Raise community awareness of program expectations.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Department of Child Support Services

UNIT NO. 2430
FUND: General - 0001

DEPARTMENTAL PROGRAM DESCRIPTION

CSS implements the Child Support Services 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. The State-managed FoodShare and Medical Assistance programs (MiLES), W-2 agencies and the Milwaukee Bureau of Child Welfare 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.

The Department of Child Support Services consists of the following four divisions:

The **Case Management Division** monitors approximately 134,000 cases annually for services, including paternity establishment, order establishment in marital and non-marital cases, and enforcement of child support obligations through administrative and judicial processes. This division provides call center, e-mail and walk-in customer service, and coordinates interstate establishment and enforcement cases.

The **Financial Division** maintains all Milwaukee County family court orders on the statewide support computer system (KIDS), including both federally funded (IV-D) and non-federally funded (NIVD) cases. This division is responsible for allocating payments appropriately and ensuring that payments are disbursed properly.

The **Legal Division** represents the State of Wisconsin in Milwaukee County's Family Court. They also appear as needed in probate and bankruptcy proceedings affecting the department's cases.

The **Operations Division** provides support services including purchasing, payroll, human resources, expenditure reporting and budget preparation.

2012 BUDGET

Approach and Priorities

- Given the severe State funding reduction, the department will continue to serve the public by maintaining federally required services and reducing expenditures on non-core activities.
- Continue to implement the department's OnBase system to create efficiencies through electronic record keeping and electronic workflow systems.
- Offset non-reimbursable expenses for NIVD cases by increasing fees for these services.

Programmatic Impacts

Due to fiscal constraints caused by the drastic State funding reduction, the department:

- Will continue the operation of the Veterans Initiative for Paternity and Support (VIPS) and the Administrative Paternity Establishment Project.
- Because the County was able to fund the necessary staffing levels despite the severe funding cuts, the level of service is expected to remain at 2011 levels.
- Review the contract with Racine County to see if under the new State funding structure, Milwaukee County is actually being penalized for providing these services.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Department of Child Support Services

UNIT NO. 2430
FUND: General - 0001

Budget Highlights

Paperless Office

(\$119,558)

The department utilized funding from the American Recovery and Reinvestment Act (ARRA) to implement an electronic document management system (Hyland OnBase). OnBase is an enterprise content management software suite that combines document imaging, electronic document management, email and records management and workflow. The department continues to create efficiencies through electronic record keeping and electronic workflow systems by seeking new opportunities to electronically file documents with the Clerk of Courts and working with genetic test and process services providers to electronically interact with the County's system. Due to changes in duties and various efficiencies resulting from the project, the department will create 1.0 FTE Clerical Assistant 2 and unfund 2.0 FTE Office Support Assistant 1 and 1.0 FTE RC Fiscal Asst 1 for a salary and fringe benefit savings of \$119,558.

Decreased State and Federal Revenue

\$1,433,965

The 2012 budget anticipates a net reduction in State GPR of \$946,941 from \$2,464,118 to \$1,517,177. This decrease is due to a 50 percent reduction in State funding for Child Support combined with a revision in the allocation methodology. In addition, due to the decreased expenditures associated with the loss of GPR, an additional loss of federal participation program (FPP) revenue – or matching revenue - of \$497,024 is budgeted. The total revenue reduction for the department of state and federal reimbursement is therefore budgeted at \$1,443,965. Because the department is a service department, these expenditure reductions results in a loss of positions in 2012 as discussed below.

Increased Health Care Revenues

(\$125,000)

To minimally offset the reductions to state and federal revenue, the department has increased Medical Support Liability (MSL) collections by \$125,000. This increase is due to the expected initiative to collect on outstanding birthing costs in 2012 prior to changes in federal law limiting the collection of those costs.

Position and Program Changes

(\$437,024)

To offset the loss of State and Federal revenue, the following changes are necessary:

- In 2011, the department implemented the Veterans Initiative for Paternity and Support (VIPS) and the Administrative Paternity Establishment Project. There were several positions created as part of these initiatives. Due to the reduction in state revenue and matching federal revenue from the 2011-2013 State budget, the department is unfunding positions related to these initiatives. The following positions are being unfunded for a salary and fringe benefit savings of \$244,536: 1.0 FTE Child Support Coordinator and 3.0 FTE Child Support Specialists. In addition, the department is also unfunding .50 FTE Child Support Asst for a salary and fringe benefit savings of \$28,570.
- Other expenses related to the reduction in staffing include one-time unemployment costs and anticipated overtime due to federally-mandated timelines to which the department must adhere. Unemployment costs are increased by \$103,792 to \$129,592 and overtime is reduced by \$269,484 from \$279,060 to \$9,576.
- With the ongoing fiscal challenges the department is facing, the department requires more detailed oversight of the daily financial status as well as daily financial operations. To meet this need, the department will unfund 1.0 FTE Accountant 3 and create 1.0 FTE Fiscal Coordinator for an additional salary and benefit cost of \$1,774.

Department of Human Resources – Position Consolidation

\$0

The 2012 Recommended Budget creates a new Department of Human Resources (HR) in order to provide a more coordinated and efficient use of County resources. As a result, Human Resources staff that were budgeted and deployed throughout various County departments are now budgeted and allocated centrally within the new HR Department. Child Support Services has 1.0 FTE HR Coord- CSE that is now transferred into the HR

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Department of Child Support Services

UNIT NO. 2430
FUND: General - 0001

Department. Child Support will be crosscharged for the cost of this position in the amount of \$101,188. This expense is eligible for 66% federal reimbursement. The remaining 34% is charged back to and absorbed by HR in the amount of \$34,404 and the HR Department will be charged back 34% of this cost resulting in no levy impact for CSS.

Elimination of Bar Dues and Continuing Legal Education costs **(\$18,634)**

Due to the expiration of the collective bargaining agreement with the Association of Milwaukee County Attorneys, the County will no longer reimburse legal staff for Wisconsin bar dues or Continuing Legal Education (CLE) credits.

Non-Federally Funded (NIVD) Case Service Delivery **(\$5,000)**

In September 2007, the State informed Wisconsin counties that federal reimbursement for all NIVD activities was suspended due to issues raised in a Federal audit. Due to changes the State implemented in 2010 to the cost allocation method, the department experienced an increase in the costs associated with NIVD non-reimbursable activities. To encourage NIVD clients to apply for reimbursable child support services, the department will increase the following fees: NIVD new order income withholding \$50; NIVD modified order income withholding \$50; NIVD income withholding termination \$50; NIVD notarized statement adjustments \$60. Most NIVD clients are eligible for IVD services at no charge. The department will work with clients to help them avoid the fees by opting into IVD services.

Grant Revenue **(\$215,000)**

Grant revenue is increased \$215,000 to reflect the anticipated receipt of revenue from the following grants: Young Women's Christian Association- Department of Labor (YWCA-DOL) Enhanced Transitional Jobs, Child Support in the Economic Downturn and the Responsible Fatherhood Grants.

Broaden Availability of Child Support Services Information **\$0**

Develop and distribute "Child Support 101" training materials to CSS collaborative partners, providing them with customized departmental and State program information to share with their constituents. Through the use of this material, CSS anticipates increased child support order compliance from clients of collaborative partners. The information and other updates regarding State requirements will be added to CSS webpage on Milwaukee County's internet page. General information and State changes in policy will also be transferred to the public via social media.

Federally Funded (IV-D) Service Delivery by Other County Departments **\$0**

The Combined Court Related Operations, District Attorney, Sheriff, and Information Management Services Division (IMSD) charge CSS a total of \$4,407,735, for IV-D services provided by those departments. These expenditures are eligible for 66 percent federal reimbursement. The remaining 34 percent is charged back to and absorbed by the respective departments in the amount of \$1,496,931.

Improving Child Support Services and Court Collaboration **\$0**

In 2009 the Department applied for and won a Federal Special Improvement Project (SIP) grant to explore the feasibility of Child Support intervention at the onset of foster care cases, through the development and implementation of procedures to unify the court hearings for child welfare and child support including expanding the use of videoconferencing between the Vel R. Phillips Juvenile Justice Center and the John P. Hayes Center for Child Support at the Milwaukee County Courthouse. The grant continues in 2012, and will be used to develop manuals for the new processes and provide training to staff at both sites. Expenditure authority of \$ 25,000 is budgeted and fully offset by grant revenue.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Department of Child Support Services

UNIT NO. 2430
FUND: General - 0001

BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 6,785,977	\$ 7,662,885	\$ 7,084,582	\$ (578,303)
Employee Fringe Benefits (EFB)	5,437,608	5,701,063	5,468,002	(233,061)
Services	4,098,151	2,080,929	1,753,295	(327,634)
Commodities	221,893	98,887	98,887	0
Other Charges	(69)	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	227,755	34,402	34,402	0
Capital Contra	0	0	0	0
County Service Charges	6,146,482	6,002,941	6,018,154	15,213
Abatements	(1,544,844)	(1,531,160)	(1,531,335)	(175)
Total Expenditures	\$ 21,372,953	\$ 20,049,947	\$ 18,925,987	\$ (1,123,960)
Direct Revenue	867,235	846,150	1,166,506	320,356
State & Federal Revenue	19,776,129	17,887,577	16,443,612	(1,443,965)
Indirect Revenue	0	0	0	0
Total Revenue	\$ 20,643,364	\$ 18,733,727	\$ 17,610,118	\$ (1,123,609)
Direct Total Tax Levy	729,589	1,316,220	1,315,869	(351)

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	133.3	150.5	137.8	(12.7)
% of Gross Wages Funded	97.3	97.8	98.0	0.1
Overtime (Dollars)	\$ 369,350	\$ 279,060	\$ 9,576	\$ (269,484)
Overtime (Equivalent to Position)	7.72	5.8	0.2	(5.6)

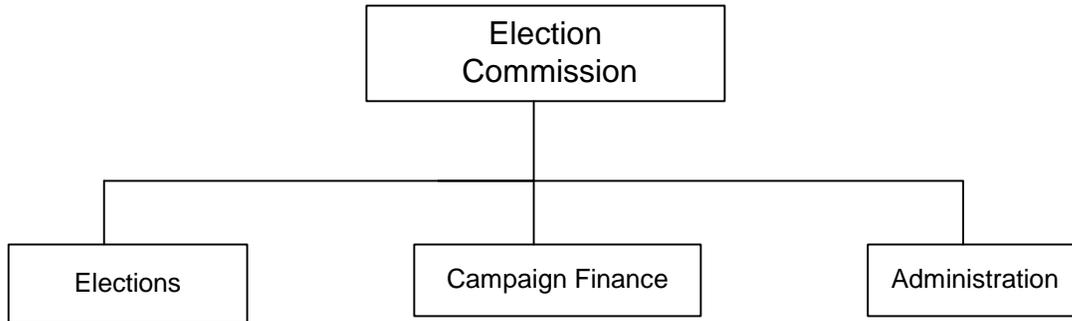
* For 2010 Actuals, the Position Equivalent is the budgeted amount.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Office Supp Asst 1	00004	Unfund	(2)	(2.00)	Child Support	\$ (65,272)
Clerical Assistant 2	00045	Fund	1	1.00	Child Support	30,416
Child Support Assistant	00482	Unfund	(1)	(0.50)	Child Support	(16,884)
RC Fiscal Asst 1	04308	Unfund	(1)	(1.00)	Child Support	(36,908)
Fiscal Coord	Z0055	Fund	1	1.00	Child Support	52,378
Accountant 3	04300	Unfund	(1)	(1.00)	Child Support	(50,936)
Child Support Coord	08842	Unfund	(1)	(1.00)	Child Support	(44,104)
Child Support Specialist	12520	Unfund	(3)	(3.00)	Child Support	(104,178)
Human Res Coord CSE	65830	Transfer-Out	(1)	(1.00)	Child Support	(69,390)
TOTAL						\$ (304,878)

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. 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 subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

ELECTION COMMISSION

ELECTION COMMISSION (3010)



MISSION

The mission of the Milwaukee County Election Commission is to administer Federal, State, County and Municipal and School District elections in a manner that assures public confidence in the accuracy, efficiency, fairness and transparency of the election process and to enforce State election and campaign finance laws.

Budget Summary

	2012	2011/2012 Change
Expenditures	1,021,594	374,588
Revenue	80,500	40,000
Levy	941,094	334,588
FTE's	7.4	0.9

Major Programmatic Changes

- Increase in costs, including hourly Election Clerks, services and supplies such as ballot printing and programming, and overtime to accommodate the four elections scheduled in 2012, including the Presidential Preference, County Executive and County Board Supervisor elections in Spring and the Presidential and County Constitutional Officers election in the Fall.
- Increase in reimbursement revenues from municipalities for costs related to municipal elections, based on previous experience in Presidential election years.

OBJECTIVES

- Implement electronic filing of campaign registration statements and campaign finance reports.
- Automate election results and reports with the installation and implementation of electronic vote tabulator system (Capital Improvement Project No. WO063).
- Expand website by including additional information and links for the public, including the posting of unofficial election night results; and for candidates for office by posting candidate forms.
- Provide baseline chief inspector poll worker training to municipalities.
- Provide election administration training to school district clerks.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Election Commission

UNIT NO. 3010
FUND: General - 0001

DEPARTMENTAL PROGRAM DESCRIPTION

The Milwaukee County Election Commission is directed and guided by the Wisconsin Government 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.

The Election Commission budget includes the following two programs:

1. Spring Elections – The primary and general elections held in the spring are Judicial, County, Municipal and School Board elections. Municipalities reimburse the County for their share of expenses. The County must absorb all costs for Federal, State, Judicial and County elections and for any recounts, recall and special elections associated with those elections. In presidential election years, there is also a presidential primary election held during one of the scheduled Spring elections.
2. Fall Elections – The primary and general elections held in the Fall are primarily State and Federal elections, with the exception of elections for County constitutional officers. Almost all costs of Fall elections are subsidized by the tax levy.

The workload of the Election Commission varies significantly from year to year according to the number and type of elections anticipated. Since 2012 will be a four-election year as opposed to a two-election year, various appropriations will significantly increase from the previous year.

2012 BUDGET

Approach and Priorities

- Maintain current service levels by increasing appropriations for staffing (for hourly Election Clerks), supplies and contractual services in order to coordinate the increased number of elections scheduled in an efficient and timely fashion, pursuant to Wisconsin Statute Sections 7.10, 7.21 and 7.60.
- Continue to work with IMSD and the Ethics Board in the implementation of electronic filing of campaign registration statements and campaign finance reports, the funding of which is being provided by the Ethics Board in a joint effort as some forms filed by candidates and elected officials are jointly filed with both the Ethics Board and the Election Commission.
- Expedite tabulation of election results through the planned automation of an electronic vote tabulator system, allowing this office to expedite the reporting of election results along with the ability to provide updated postings on the department's website on election night.
- If required (depending on the 2010 Census results and current election laws), provide election notices, ballots, etc. in a second language in order to accommodate those voters within those census blocks in which 5 percent of the population speaks a second language.

Programmatic Impacts

- Maintaining existing business hours to the greatest extent possible with the continued reduction in hours of one full-time staff member (Office Support Assistant 2) to part-time status, based on changes in work duties of the position resulting from automation and streamlining of certain duties relating to the availability of reports and election information on website as opposed to requesting photocopies phone calls to office for general information.
- Once implemented, the electronic filing and public access of campaign registration statements and campaign finance reports will reduce in-person requests to the department for filing of the reports and requests for copies, thus reducing the need for a full-time Office Support Assistant 2.
- Once implemented, the automation and availability of election night results on the department's website will significantly reduce the number of telephone and in-person requests of copies of election night results, further reducing the need for a full-time Office Support Assistant 2.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Election Commission

UNIT NO. 3010
FUND: General - 0001

- If required to provide election notices and ballots in a second language, costs for election-related services will increase significantly as it will be necessary to secure the services of vendors who can provide bi-lingual services to assist staff in the drafting and proof-reading of election notices and ballots.

Budget Highlights

Increase in Ballots and Election Supplies and Services

\$325,000

In addition to the increase in the number of ballots, supplies and services needed for the four elections scheduled in 2012, especially for the Presidential preference election in Spring and the Presidential election in Fall in which voter turn-out has been historically very high (most notably the 2008 Presidential election), extra costs may be incurred for bilingual services if ballots and election notices are required for those jurisdictions requiring such items in a second language as determined by the 2010 Census results per recently passed election laws.

Increase in Personal Services

\$24,348

Increase reflects additional funding for the reinstatement of 0.50 FTE of the position of Election Clerk as well as for staff overtime as the increased activity scheduled for 2012, offset by reduced fringe benefit costs for existing full-time staff. In addition to the review and verification of nomination papers for the scheduled elections for the County Executive and all of the County Board Supervisors, additional work hours will be required by the Election Clerks, who specialize in pre and post-election work. It will also be necessary for full-time staff to work additional overtime hours for staffing of the office on election night until election results are received from all 19 municipalities in addition to all other pre- and post-election duties required to be conducted within a very limited time-frame as required by the guidelines of the Wisconsin Government Accountability Board and state election laws.

Increase in Advertising

\$25,000

Increase reflects the additional election notices to be published resulting from the increased number of elections scheduled in 2012. This increase also reflects publication fee increases by the newspapers as well as the additional publication of notices in a second language, which will be required in future elections as explained previously.

Increase in Record Center Charges

\$15,000

Increase reflects the need to transport and store all ballots off-site from three of the four scheduled elections in 2012 as they involve contests for federal offices. Per State election record retention laws, ballots from a federal election are required to be stored for a minimum of 22 months. Additionally, this increase also reflects the need to store additional election records off-site resulting from the relocation of the offices of the Election Commission to a smaller space, thus limiting the space for the storage of poll lists, which are required to be stored for a minimum of four years for all elections.

Increase in HOC Graphic Services

\$4,629

Due to the increased number of elections scheduled in 2012, this increase in printing costs is necessary for the printing of ballot bags, pink voter slips and election forms provided by this office to its municipalities for which this department receives revenue for reimbursement for their proportionate share of those supplies. It should be noted that such printing services have been provided by the House of Correction's Graphic Services Department (rather than from a private printing firm) at a significant cost savings.

Increase in Municipal Election Reimbursement

(\$40,000)

Reimbursement revenue from municipalities for costs related to municipal elections increase by \$40,000 to \$80,000, based on previous experience in Presidential election years.

Increase in Commodities

\$1,920

In order to accommodate the increased number of scheduled elections, it is necessary to budget additional funds for office supplies, such as pencils and pens, etc. which are provided to those municipalities who request them as part of their election supplies for which this department is reimbursed as revenue. The increase also includes the

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Election Commission

UNIT NO. 3010
FUND: General - 0001

purchase of minor DP equipment, such as the necessary replacement of one laser printer, which has been malfunctioning on a regular basis requiring multiple service calls.

BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 176,867	\$ 162,770	\$ 193,842	\$ 31,072
Employee Fringe Benefits (EFB)	123,808	111,686	104,962	(6,724)
Services	632,486	287,645	653,050	365,405
Commodities	3,721	1,460	3,380	1,920
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	96,857	83,445	66,360	(17,085)
Abatements	0	0	0	0
Total Expenditures	\$ 1,033,739	\$ 647,006	\$ 1,021,594	\$ 374,588
Direct Revenue	43,968	40,500	80,500	40,000
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	\$ 43,968	\$ 40,500	\$ 80,500	\$ 40,000
Direct Total Tax Levy	989,771	606,506	941,094	334,588

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	8.0	6.5	7.4	0.9
% of Gross Wages Funded*	100.0	100.0	100.0	0.0
Overtime (Dollars)	\$ 17,873	\$ 12,036	\$ 21,684	\$ 9,648
Overtime (Equivalent to Position)	0.7	0.5	0.9	0.4

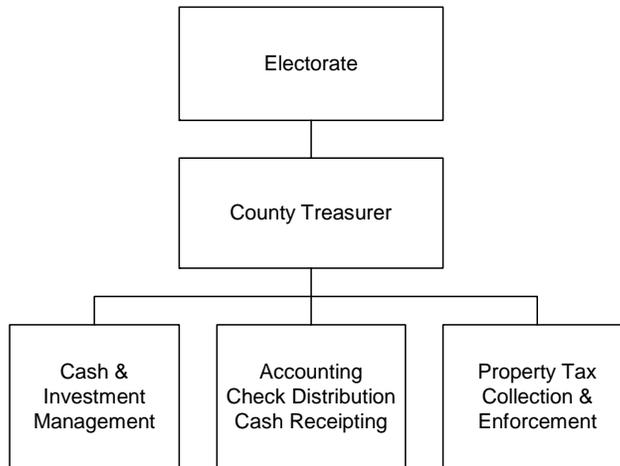
* For 2010 Actuals, the Position Equivalent is the budgeted amount.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Election Clerk	02010	Incr. Hrs.	0	0.50	Elections	\$ 15,052
					TOTAL	\$ 15,052

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. 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 subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

COUNTY TREASURER

COUNTY TREASURER (3090)



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.

Budget Summary		
	2012	2011/2012 Change
Expenditures	1,555,263	(91,362)
Revenue	3,205,250	216,827
Levy	(1,649,987)	(308,189)
FTE's	8.5	0.0
<p>Major Programmatic Changes</p> <ul style="list-style-type: none"> Intensify property tax collection efforts 		

OBJECTIVES

- Improve on-line tax payment capability; increase tax enforcement and collection efforts in order to increase delinquent property tax payments to the Treasurer's office.
- Implement efficiencies in the County banking services – through increases in both the number of employees using direct deposit or debit cards and the number of vendors using direct deposits, increase the utilization of E-Checks and credit cards by Milwaukee County in order to reduce paper handling costs.

DEPARTMENTAL PROGRAM DESCRIPTION

The Milwaukee County Treasurer's Office is comprised of three operational divisions: (1) Cash & Investment Management, (2) Accounting, Check Distribution & Cash Receipting (3) Property Tax Collection & Enforcement.

The **Cash & Investment Management Division** is responsible for the safekeeping and growth of operating funds not needed for immediate use. These funds are managed by independent contracted investment advisors who use Milwaukee County's Investment Policy to manage these funds. The main goal is to safeguard the principal while maximizing investment revenues in order to reduce the tax burden on the County's residents.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: County Treasurer

UNIT NO. 3090
FUND: General - 0001

The **Accounting, Check Distribution & Cash Receipting Division** is responsible for the banking functions of the County. As the County's bank, the Treasurer's Office provides banking services to all County departments with respect to their banking needs and supplies. Other responsibilities of this department are replacing lost, stolen or stale dates checks; certifying and distributing daily processing of accounts payable checks; bank account and money management; fraud prevention, and the reconciling of Bank to Book entries.

The **Property Tax Collection & Enforcement Division** is responsible for the collection of delinquent property taxes for 18 of the County's 19 municipalities. The County purchases these delinquent tax receivables from the municipalities, attempts to collect the outstanding balances, and administers foreclosure proceedings on uncollectible tax delinquent properties. During this collection process, this office also tracks and monitors bankruptcy filings and court mandated payments.

2012 BUDGET

Approach and Priorities

- Improve overall efficiency in banking operations
- Intensify delinquent tax collections as called for by the continuing high number of delinquencies.
- Contain administrative costs

Programmatic Impacts

- The amount of delinquent taxes turned over to Milwaukee County by area municipalities increased by 13 percent last year, and is expected to continue at similar levels in 2012. Intensified tax enforcement (increased collections efforts, tax-intercept program, fine-tuning foreclosure processes, and managing escalating numbers of bankruptcy filings) will be continued in 2012. These actions were taken in response to a growing gap in property tax payments brought on by the economic decline in this region.
- In an effort to reach out to at-risk homeowners, this office provides (in all collections communications), information about access to reverse mortgages, the State Homestead Assistance Program, and mortgage and financial counseling, as well as the availability of delinquent tax payment plans through the Treasurer's office.

Budget Highlights

Elimination of Step Increases for 2012 for Employees in Certain Pay Grades **(\$4,976)**

This budget includes an expenditure reduction of \$4,976 based on the elimination of step increases for 2012, as provided for in Chapter 17 of the Milwaukee County General Ordinances, for employees in certain pay grades. (See Appendix B for pay grades affected.)

Delinquent Tax Revenues **(\$216,827)**

Based on recent trends due to the economic downturn, and based on increased focus on collections by the Treasurer, delinquent tax revenues are increased by \$216,827 over the 2011 Adopted Budget to \$3,200,000. The recommended staff restructuring (noted below) is required to achieve this level of revenue. Without the staff restructuring noted below, the Treasurer estimates a revenue deficit of approximately \$500,000.

Reduction in Services **(\$59,160)**

Based on recent trends and partially due to the cyclical nature of unclaimed funds, services are reduced from the 2011 Adopted Budget level of \$317,537 by \$59,160 or 19 percent to \$258,377. This amount represents an increase of \$42,529, or 20 percent, over 2010 actual service expenditures, therefore providing sufficient flexibility.

Specific reductions from the 2011 Adopted Budget include advertising (\$40,000), printing and stationery (\$17,500), and postage (\$5,000). Expenditures for banking fees remain unchanged from the 2011 Adopted Budget at \$110,000, because the County has achieved a more favorable fee structure, identical to that provided

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: County Treasurer

UNIT NO. 3090
FUND: General - 0001

to the State, from its banking partners. As a result, the County will not face an increase in banking service fees despite an increase in online and credit card payment and banking services provided by the County.

Unpaid Personal Property Taxes **(\$45,000)**

Expenditures for unpaid personal property taxes decrease \$45,000 from \$450,000 to \$405,000. When municipalities grant appeals for personal property taxes, the municipalities charge Milwaukee County back for the County portion. Increasing numbers of property owners have challenged and have been successful in appealing portions of their property tax bills. The 2012 Budget reflects the continuation of this trend.

Staff Restructuring **\$22,694**

In order to provide additional capacity for critical statutory banking and accounting functions, including daily cash reporting, verification of account activity and source documents for daily entries, processing receipts of funds and booking to county departments, daily cash flow forecasting and funds transfers, electronic funds transfers, preparing journal vouchers and accruals, and resolving departmental and county-wide banking problems, 1.0 FTE Accountant IV is created with an active salary and fringe benefit cost of \$75,728, offset by the abolishment of 1.0 FTE vacant Fiscal Assistant II position, at an active salary and fringe benefit savings of \$53,034. The net increased cost of \$22,694 is offset by the increase in delinquent tax revenues described above.

This restructuring will enable other fiscal staff to refocus on core duties, especially delinquent tax revenues, while providing increased capacity for cash management, which will also have a positive impact on the Treasurer's ability to maximize investment earnings.

BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 433,776	\$ 405,462	\$ 435,184	\$ 29,722
Employee Fringe Benefits (EFB)	336,821	328,664	333,152	4,488
Services	215,848	317,537	258,377	(59,160)
Commodities	6,388	9,700	9,950	250
Other Charges	308,594	451,500	406,500	(45,000)
Debt & Depreciation	0	0	0	0
Capital Outlay	2,124	0	0	0
Capital Contra	0	0	0	0
County Service Charges	147,795	133,762	112,100	(21,662)
Abatements	0	0	0	0
Total Expenditures	\$ 1,451,346	\$ 1,646,625	\$ 1,555,263	\$ (91,362)
Direct Revenue	4,050,303	2,988,423	3,205,250	216,827
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	\$ 4,050,303	\$ 2,988,423	\$ 3,205,250	\$ 216,827
Direct Total Tax Levy	(2,598,957)	(1,341,798)	(1,649,987)	(308,189)

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	9.5	8.5	8.5	0.0
% of Gross Wages Funded*	100.0	100.0	100.0	0.0
Overtime (Dollars)	\$ 0	\$ 0	\$ 0	\$ 0
Overtime (Equivalent to Position)	0.0	0.0	0.0	0.0

* For 2010 Actuals, the Position Equivalent is the budgeted amount.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: County Treasurer

UNIT NO. 3090
FUND: General - 0001

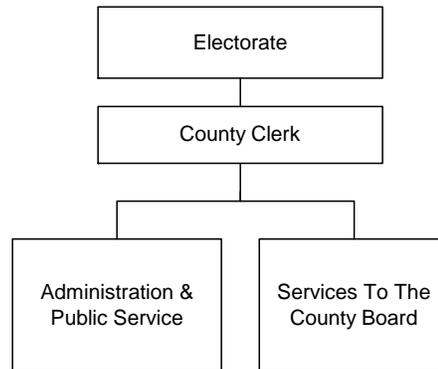
PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Accountant 4- Tres Svcs (NR)	00004355	Create	1	1.00	County Treasurer	\$ 48,792
Fiscal Assistant 2	00004041	Unfund	(1)	(1.00)	County Treasurer	(30,416)
					TOTAL	\$ 18,376

ACTIVITY AND STATISTICAL SUMMARY			
	2010 Actual	2011 Budget	2012 Budget
Checks Issued	95,226	150,000	150,000
Lost Checks and Forgeries Processed	443	600	600
Receipts Issued: Property Taxes	6,940	6,000	6,000
Delinquent Tax Notices Processed	8,301	8,000	8,000
Unpaid Property Taxes			
Submitted to Treasurer (# of parcels)	4,069	6,000	6,000
Number of Parcels with Bankruptcy Claims,			
Petitions for Foreclosure	1,087	1,500	1,500
Forms Furnished to Municipalities	839,263	800,000	800,000

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COUNTY CLERK

COUNTY CLERK (3270)



MISSION

The mission of the County Clerk’s office is to support the legislative activities of the Milwaukee County Board of Supervisors and the general operations of County government, and to provide the highest quality services to the public at the lowest cost to the taxpayers.

Budget Summary		
	2012	2011/2012 Change
Expenditures	790,195	(16,857)
Revenue	470,500	(41,850)
Levy	319,695	24,993
FTE’s	7.0	(0.1)
<p>Major Programmatic Changes</p> <ul style="list-style-type: none"> Continue to implement the on-line legislative workflow and public access system – County Legislative Information Center (CLIC) Transfer the processing of garnishment actions, tax levies and wage assignments of County employees to the Department of Administrative Services – Central Payroll 		

OBJECTIVES

- Maintain accurate and up-to-date records of County Board actions and County Ordinances
- Issue marriage licenses and domestic partnership declarations in an accurate and timely manner
- Regulate lobbyists and lobbying activity pursuant to Chapter 14 Milwaukee County Code of Ordinances
- Process passport applications in an accurate and timely manner
- Increase revenue by increasing sales of Wisconsin Department of Natural Resources licenses and Milwaukee County Transit System tickets
- Strengthen County government by providing quality administrative support to County government departments, and prompt and accurate information and services to the public
- Improve public access to County legislative activities by implementing and administering the County Legislative Information Center (CLIC)

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: County Clerk

UNIT NO. 3270
FUND: General - 0001

DEPARTMENTAL PROGRAM DESCRIPTION

Pursuant to Section 59.23 of the Wisconsin Statutes, and Section 56.09 of the Milwaukee County Ordinances, the independently elected County Clerk records the proceedings of the County Board of Supervisors, maintains all legislative files, updates existing ordinances and publishes new ordinances online.

To provide increased access to County information and forms for services provided by the County Clerk, the County Clerk will use existing web-based technology and the Department of Administrative Services – Information Management Services Division expertise to update and improve the County Clerk website.

The County Clerk will assist the County Board and county departments with the implementation of the County Legislative Information Center (CLIC) legislative workflow and public access system and will utilize the system for tracking County Board files and recording Board proceedings and county ordinances.

The County Clerk issues marriage licenses pursuant to Chapter 765 Wis. Stats. and domestic partnership declarations pursuant to Chapter 770 Wis. Stats. In accordance with Chapter 14 of the Milwaukee County General Ordinances, the County Clerk registers all lobbyists and lobbying principals and reports to the County Board, County Executive and the public on lobbying registrations and expenditures.

The County Clerk's office serves as an informational clearinghouse for corporate Milwaukee County by receiving and processing court summons and complaints naming Milwaukee County, and maintaining the central file of County deeds, contracts, insurance policies, agreements, certificates of title for all County-owned vehicles, leases and easements. The Clerk administers oaths of office and maintains a record of such oaths, and receives and publicly opens all sealed bids for public improvement projects and maintains a file of qualified public improvement contractors.

The County Clerk accepts and processes passport applications, and 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.

2012 BUDGET

Approach and Priorities

- Utilize the County Legislative Information Center (CLIC) to reduce costs and increase the productivity and efficiency of legislative services and improve public access to County Board actions
- Improve customer service through the use of internet transactions
- Continually update County Clerk's website to provide more information to the public in a user friendly manner

Budget Highlights

Elimination of Step Increases for 2012 for Employees in Certain Pay Grades **(\$228)**

This budget includes an expenditure reduction of \$228 based on the elimination of step increases for 2012, as provided for in Chapter 17 of the Milwaukee County General Ordinances, for employees in certain pay grades. (See Appendix B for pay grades affected.)

Elimination of Paid Internships **(\$21,888)**

To reduce tax levy support for the Office and to offset the revenue reductions noted above, 0.5 FTE Student Intern position is unfunded for a tax levy savings of \$21,888. The Office of the Clerk is encouraged to utilize unpaid internships whenever appropriate.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: County Clerk

UNIT NO. 3270
FUND: General - 0001

Reduced Marriage License and Domestic Partnership Revenues \$21,850

Revenue from the issuance of marriage license and domestic partnership declarations is reduced by \$21,850, primarily due to lower than expected volume of domestic partnership declarations. The first year that revenue from this fee was budgeted was 2011, and the 2012 budget of \$7,950 is based on recent activity.

Reduced Garnishment Revenues \$20,000

Miscellaneous revenue is reduced by \$20,000 from the 2011 Adopted Budget to \$54,300 due to the transfer of duties related to processing garnishment actions, tax levies and wage assignments of County employees to the Department of Administrative Services – Central Payroll.

Reduced Services (\$8,250)

Services are reduced by a total of \$8,250 or 27 percent from the 2011 Adopted Budget level to \$22,500 based on recent history and activity. Funding for microfilm services (\$5,450) is eliminated because the County Clerk has discontinued microfilming County Board files and marriage license applications and scans these documents to digital media, which will be accessible via the internet. Advertising is reduced by \$2,000 to \$4,000 and conference expenses are reduced by \$2,000 to \$700 based on recent activity. These decreases are offset by minor increases for equipment rental, records center charges and rubbish removal, among others, based on recent history.

BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 384,016	\$ 351,231	\$ 358,349	\$ 7,118
Employee Fringe Benefits (EFB)	272,768	273,705	275,620	1,915
Services	14,520	30,750	22,500	(8,250)
Commodities	3,856	4,625	6,600	1,975
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	154,408	146,741	127,126	(19,615)
Abatements	0	0	0	0
Total Expenditures	\$ 829,568	\$ 807,052	\$ 790,195	\$ (16,857)
Direct Revenue	448,292	512,350	470,500	(41,850)
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	\$ 448,292	\$ 512,350	\$ 470,500	\$ (41,850)
Direct Total Tax Levy	381,276	294,702	319,695	24,993

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	7.1	7.1	7.0	(0.1)
% of Gross Wages Funded	94.8	94.9	100.0	5.1
Overtime (Dollars)	\$ 20	\$ 0	\$ 0	\$ 0
Overtime (Equivalent to Position)	0.0	0.0	0.0	0.0

* For 2010 Actuals, the Position Equivalent is a budgeted amount

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: County Clerk

UNIT NO. 3270
FUND: General - 0001

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Student Intern	00085770	Unfund	(1)	(0.50)	General Office	\$ (11,466)
					TOTAL	\$ (11,466)

ACTIVITY AND STATISTICAL SUMMARY				
	2010 Budget	2010 Actual	2011 Budget	2012 Budget
Marriage Licenses Issued	5,000	4,607	5,000	4,900
Duplicate Marriage Licenses Issued	50	75	100	100
Marriage License Waivers Issued	340	255	340	340
Marriage Civil Ceremonies	1,043	1,012	1,040	1,040
Domestic Partnership Declarations Issued	300	74	300	100
Open Records Requests Processed	100	100	100	100
County Board Files Maintained	1,000	472	1,000	1,000
County Ordinances Published	25	10	25	25
County Board Proceedings Published	12	13	13	13
Contractor Lien Notices/Vendor Levies	90	56	90	90
Contractor Qualification Statements	200	117	200	200
Claims Processed	500	314	500	500
Summons and Complaints Processed	500	184	500	250
Construction Bid Notices Processed	100	104	100	100
New Contracts Assigned to Files	40	93	50	100
Lobbying Registrations	70	52	70	70
Oaths of Office Administered	100	65	100	100
Wisconsin DNR Licenses Sold	750	222	1,000	1,000
Passport Applications Processed	2,400	778	1,000	1,000

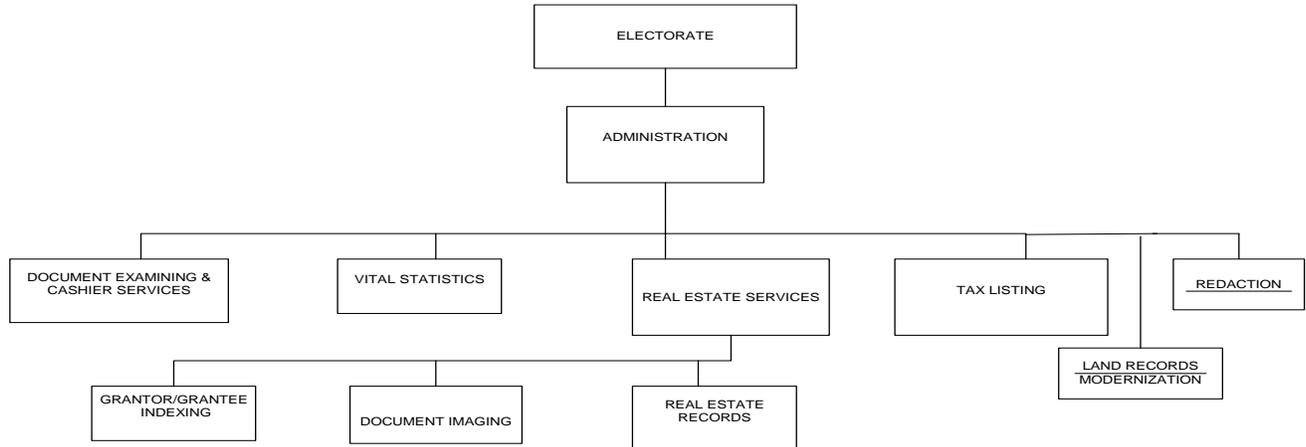
FEE SCHEDULE

Service	Fee
Marriage License	\$105.00
Domestic Partnership Declaration	\$105.00
Marriage License Waiver	\$25.00
Duplicate Marriage License	\$10.00
Marriage Ceremony	\$100.00
Passport Application	\$135.00
Lobbyist Registration	\$125.00/principal represented
Lobbying Principal Registration	\$125.00
Lobbying Principal Authorization	\$125.00/lobbyist retained by principal
Notary Fee	\$0.50
Copy Fee	\$0.25 per page

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REGISTER OF DEEDS

REGISTER OF DEEDS (3400)



MISSION

The mission of the Milwaukee County Register of Deeds Office is to provide timely, secure, accurate, archival accessible and cost-effective record systems and services that are delivered in a prompt and courteous manner.

Budget Summary

	2012	2011/2012 Change
Expenditures	4,529,359	(370,974)
Revenue	4,669,111	(408,746)
Levy	(139,752)	37,772
FTE's	34.9	(0.8)

Major Programmatic Changes

- The monthly fee for online document viewing paid by high-use customers is increased.

OBJECTIVES

- Continue projects to convert four million microfilm images to digital format as part of the state-mandate to redact social security numbers from images that appear on the Internet.
- Continue to publicize the benefits of electronic recording so as to increase eRecording from the current 40%, resulting in greater efficiency and workflow benefits for both the department and the public.

DEPARTMENTAL PROGRAM DESCRIPTION

ADMINISTRATION: This division directs the activities of the department in its recording, filing and sale of official documents, deeds and certificates; prepares the departmental budget and maintains budgetary controls; presents departmental recommendations to the Judiciary Committee of the County Board; analyzes and reports on legislation affecting the Register of Deeds function in Milwaukee County; and performs all departmental business functions such as reconciliation of all revenue and statistical reports, all personnel functions, preparation and processing of requisitions, work authorizations, expenditure/revenue transaction forms, receipt and dispersal of office supplies and inventory control and maintains and controls escrow funds. This area is also responsible for validating Department of Commerce Stipulations and Waivers as well as processing the Department of Revenue Real Estate Transfer form. This section also assists the Document Examination section with the review and

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Register of Deeds

UNIT NO. 3400
FUND: General - 0001

recording of real estate documents and assists the Indexing section with verifying/correcting the index. This division includes the Register of Deeds, Deputy Register of Deeds, Administrative Specialist, one Clerical Assistant 2 and one Clerical Assistant 1.

DOCUMENT EXAMINING & CASHIER SERVICES: This division receives and disperses 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 processes documents submitted electronically. This division includes one Administrative Assistant, one Clerical Specialist, and five Fiscal Assistant I positions.

REAL ESTATE SERVICES: Primary responsibility is to comply with State Statutes regarding the indexing and scanning of all public real estate indices. The duties include scanning and microfilming documents, indexing and verifying data from documents, maintaining the computerized real estate tract index and assisting the public and other governmental units by providing detailed researching of digital real estate documents, microfilm and plat maps. This division includes two Administrative Assistant positions, one Clerical Specialist and nine clerical support positions.

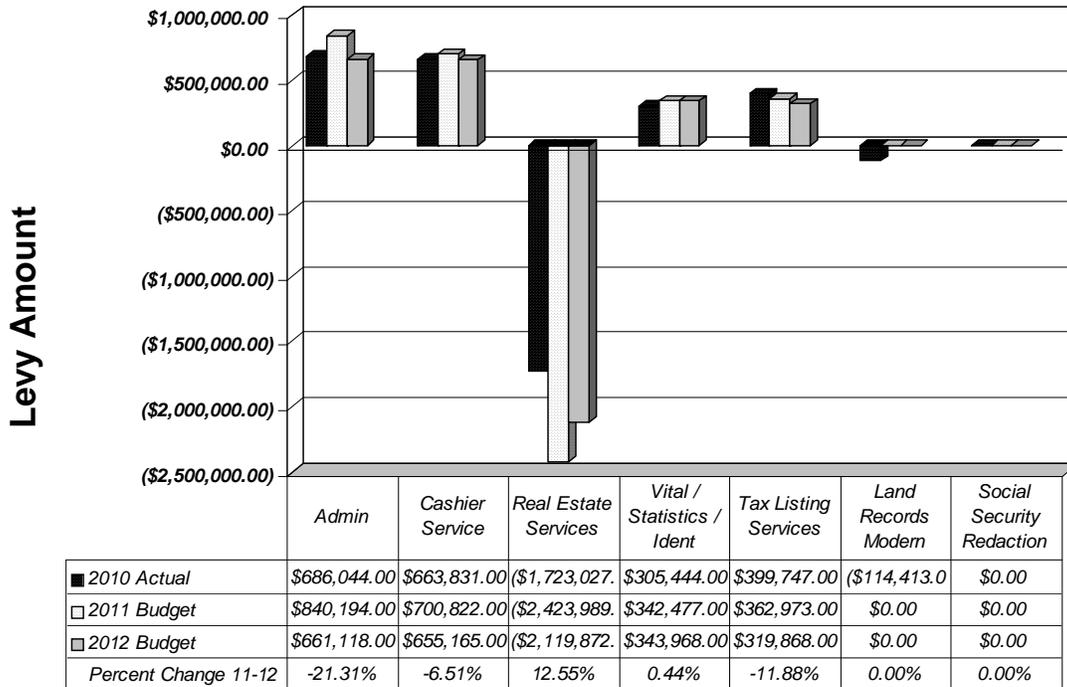
VITAL STATISTICS: This division maintains files on birth, death and marriage records, declarations of domestic partnerships and change of name orders according to State Statute. Records are updated and changed due to legitimization and adoption. Certified copies of these documents are sold to the general public. This division also conducts genealogical research. The division includes one Administrative Assistant, and seven Clerical Assistant 1 positions.

TAX LISTING SERVICES: This division reviews tax descriptions; assigns new tax key numbers due to real estate boundary changes; maintains plat books and property records; assists in preparation of petitions for foreclosure action and provides copies of real estate document recordings to local assessors. This section also assists customers in the Real Estate Research section when needed due to backlog or staff shortage. This section also is called upon to assist the Document Examination section when needed. This division includes one Administrative Specialist and two Clerical Specialists.

LAND RECORDS MODERNIZATION: Pursuant to Section 59.43 a \$15 surcharge on recording fees is collected to fund a land information office, modernization of land records, redaction costs, the State of Wisconsin Land Information Program and the Milwaukee County Automated Land Information System (MCAMLIS). Of the total \$15 surcharge on recording fees, \$2 of the surcharge is retained locally and specifically designated for expenditures associated with the implementation and maintenance of land information records on the internet, including the County's land information records relating to housing. The MCAMLIS Steering Committee is responsible for fiscal and programmatic oversight of the \$2 fee. (No portion of the \$2 surcharge is available for general County purposes and all unspent revenues must be transferred to the MCAMLIS reserve at year-end). This division includes one GIS Specialist (ROD).

REDACTION: 2009 Wisconsin Act 134 changed the fees for recording documents to a flat fee of \$25 per document, regardless of the number of pages. This went into effect June 25, 2010. State Statute 59.43 mandates that the Register of Deeds make a reasonable effort to prevent social security numbers from being viewed or accessed on documents made available on the Internet. The new law provides that for a temporary period an additional \$5 per document can be collected by the Register of Deeds to be used exclusively by the Register of Deeds for expenditures related to accomplishing this mandate. The recording fee in Milwaukee County will be set at \$30 per document through 2014.

Organizational Levy Summary



2012 BUDGET

Approach and Priorities

- Maintain current service levels.
- Continue to limit the use of overtime by cross training employees

Budget Highlights

Elimination of Step Increases for 2012 for Employees in Certain Pay Grades (\$22,905)

This budget includes an expenditure reduction of \$23,102 based on the elimination of step increases for 2012, as provided for in Chapter 17 of the Milwaukee County General Ordinances, for employees in certain pay grades. (See Appendix B for pay grades affected.) This reduction is offset by a reduction in revenues of \$197 for a net tax levy reduction of \$22,905.

Reduction in Real Estate Revenues \$325,000

Due to the continued weak real estate market, revenues related to real estate transactions are reduced by a total of \$440,500 from the 2011 Adopted Budget. This total includes the following:

- General recording fees are reduced by \$225,000 to \$1,875,000. The anticipated total number of document recordings is expected to drop from 140,000 in the 2011 Adopted Budget to 125,000 based on 2010 actual recordings (123,084) and year-to-date activity in 2011.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Register of Deeds

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- Real estate transfer fees are reduced by \$100,000 to \$1,100,000 based on recent history.
- Redaction fee revenues are reduced by \$82,500 to \$617,500. Since this revenue may be used only for redaction of social security numbers from real estate documents, this reduction is offset by a corresponding reduction in expenses for no net levy impact.
- Revenue from the \$2 fee retained for land records modernization is reduced by \$33,000 to \$247,000. This revenue reduction is also offset by a budgeted expenditure decrease for no net levy impact.

Position Reduction **(\$63,596)**

Due to continued reductions in real estate transactions and document filings, and to partially offset reductions in associated revenues, 1.0 FTE vacant Fiscal Assistant 1 position is unfunded for an active salary and social security savings of \$63,596.

Online Document Viewing Increase **(\$49,000)**

The monthly fee charged for unlimited online access to real estate documents is increase by \$100 from \$500 to \$600. Based on the existing number of customers, this results in a total revenue increase of \$24,000. Revenues from other online viewing fees increase by \$25,000 based on recent trends.

Transfer of GIS Tech Position **(\$35,871)**

Based on the position's duties, 1.0 FTE GIS Tech Position is transferred from the Tax Listing division to the Land Modernization division, where it will be fully funded by the \$2 retained fee for a net tax levy reduction of \$35,871. In the 2011 Adopted Budget this position was partially charged to the land modernization program and partially supported by tax levy.

Reduction in Services **(\$5,695)**

Total services expenditures are reduced by \$204,361 from the 2011 Adopted Budget to \$1,235,339, primarily to offset reduced revenues in the Redaction (\$82,500) and Land Records Modernization (\$116,166) programs. In levy-supported program areas, microfilm services are reduced by \$10,000 to \$10,500, and office equipment maintenance is reduced by \$3,700 to \$6,300 based on recent experience. These reductions are partially offset by cost-to-continue increases in various other accounts.

COUNTY EXECUTIVE'S 2012 BUDGET

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BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 1,516,437	\$ 1,532,016	\$ 1,487,689	\$ (44,327)
Employee Fringe Benefits (EFB)	1,439,881	1,358,791	1,299,392	(59,399)
Services	543,938	1,439,700	1,235,339	(204,361)
Commodities	28,670	51,250	30,050	(21,200)
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	719,783	560,747	476,889	(83,858)
Abatements	(10,000)	(42,171)	0	42,171
Total Expenditures	\$ 4,238,709	\$ 4,900,333	\$ 4,529,359	\$ (370,974)
Direct Revenue	3,978,924	5,077,857	4,669,111	(408,746)
State & Federal Revenue	0	0	0	0
Indirect Revenue	42,171	0	0	0
Total Revenue	\$ 4,021,095	\$ 5,077,857	\$ 4,669,111	\$ (408,746)
Direct Total Tax Levy	217,614	(177,524)	(139,752)	37,772

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	35.8	35.7	34.9	(0.8)
% of Gross Wages Funded*	96.7	96.7	97.4	(0.7)
Overtime (Dollars)	\$ 74,611	\$ 80,112	\$ 81,792	\$ 1,680
Overtime (Equivalent to Position)	1.7	2.0	2.0	0.0

* For 2010 and 2011, budgeted overtime figures do not include reductions described in org 1972. For 2011, this amount equals (\$9,785).

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Fiscal Assistant I	00004040	Unfund	(1)	(1.00)	Cashier Services	\$ (38,962)
					TOTAL	\$ (38,962)

COUNTY EXECUTIVE'S 2012 BUDGET

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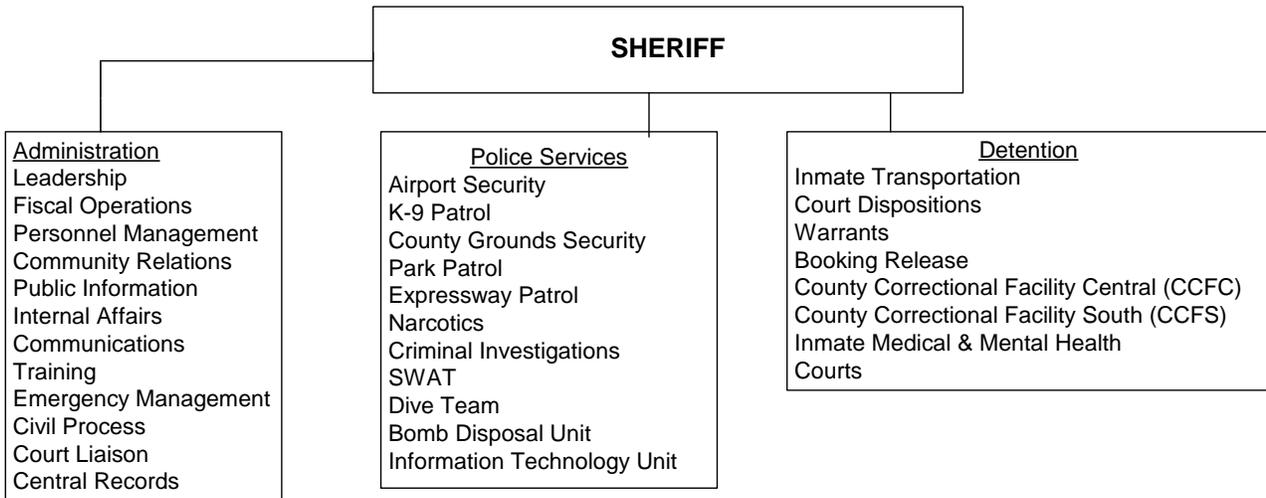
UNIT NO. 3400
FUND: General - 0001

ORGANIZATIONAL COST SUMMARY					
DIVISION		2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Admin	Expenditure	\$ 995,204	\$ 840,551	\$ 661,118	\$ (179,433)
	Revenue	309,160	357	0	(357)
	Tax Levy	\$ 686,044	\$ 840,194	\$ 661,118	\$ (179,076)
Cashier Service	Expenditure	\$ 664,210	\$ 700,822	\$ 655,165	\$ (45,657)
	Revenue	379	0	0	0
	Tax Levy	\$ 663,831	\$ 700,822	\$ 655,165	\$ (45,657)
Real Estate Services	Expenditure	\$ 1,360,943	\$ 1,274,511	\$ 1,292,128	\$ 17,617
	Revenue	3,083,970	3,698,500	3,412,000	(286,500)
	Tax Levy	\$ (1,723,027)	\$ (2,423,989)	\$ (2,119,872)	\$ 304,117
Vital / Statistics / Ident	Expenditure	\$ 700,675	\$ 736,477	\$ 731,968	\$ (4,508)
	Revenue	395,231	394,000	388,000	(6,000)
	Tax Levy	\$ 305,444	\$ 342,477	\$ 343,968	\$ 1,492
Tax Listing Services	Expenditure	\$ 447,662	\$ 367,973	\$ 325,368	\$ (42,604)
	Revenue	47,915	5,000	5,500	500
	Tax Levy	\$ 399,747	\$ 362,973	\$ 319,868	\$ (43,104)
Land Records Modern	Expenditure	\$ 70,027	\$ 280,000	\$ 246,111	\$ (33,889)
	Revenue	184,440	280,000	246,111	(33,889)
	Tax Levy	\$ (114,413)	\$ 0	\$ 0	\$ 0
Social Security Redaction	Expenditure	\$ 0	\$ 700,000	\$ 617,500	\$ (82,500)
	Revenue	0	700,000	617,500	(82,500)
	Tax Levy	\$ 0	\$ 0	\$ 0	\$ 0

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. 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 subsection is void. A county officer who knowingly violates this subsection 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."

OFFICE OF THE SHERIFF

OFFICE OF THE SHERIFF (4000)



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.

Performance matters here.

Budget Summary		
	2012	2011/2012 Change
Expenditures	137,750,238	(14,765,707)
Revenue	19,680,459	(362,482)
Levy	118,069,779	(14,403,225)
FTE's	1,145.9	(240.0)
Major Programmatic Changes		
<ul style="list-style-type: none"> • Accelerate the transition to Corrections Officers in the Detention Bureau • Implement data-driven Universal Screening • Contract with a private vendor for the provision of Medical and Mental Health Services • Utilize hourly bailiffs to reduce Court security costs • Institute a Booking Fee for sentenced inmates • Reduce services that are non-mandated or already provided by municipalities. • Provide additional security and reduce costs by replacing full-time deputies with hourly deputies in the Police Services Bureau • Provide additional patrol hours at reduced cost by utilizing hourly security in the Park Patrol 		

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Office of the Sheriff

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OBJECTIVES

- Accept individuals arrested by law enforcement agencies into a safe and secure facility to await trial by the State Circuit Court System
- Implement an integrated, data-driven screening process that will reduce jail bed days and promote treatment alternatives that reduce recidivism.
- Build on successful efforts to reduce detention costs by accelerating the transition away from Deputy Sheriffs and toward Corrections Officers; and by promoting and maintaining a unified and cohesive correctional system within Milwaukee County. Continue to spread best practices within the County Correctional Facility – Central (CCFC) and County Correctional Facility – South (CCFS) to ensure proper staff and inmate conduct.
- Provide bailiff services in the various branches of the circuit courts in the Courthouse, Safety Building, Criminal Justice Facility and Children's Court Center and maintain a courtroom environment that is safe and secure for all courtroom participants.
- Keep fatal accidents on the Milwaukee County freeways at a rate of less than one death per 100 million vehicle miles. Provide for safe travel on roadways patrolled by Deputy Sheriffs.
- Provide a safe and secure environment for travelers through General Mitchell International Airport.
- Provide a safe and secure environment in the Milwaukee County Park System, County Zoo and on the County Grounds.
- Seek reimbursement from municipalities for SWAT and Bomb Unit activities.
- Successfully serve over 80 percent of all civil process papers received at a reduced cost by utilizing a private firm to serve papers where appropriate.
- Provide uniformed personnel with a level of training and caliber of equipment necessary to deal with law enforcement and public safety situations encountered.
- Reduce redundant services already provided successfully by municipalities.

DEPARTMENTAL PROGRAM DESCRIPTION

The Office of the Sheriff is comprised of the following three Bureaus: Administration, Police Services and Detention.

The **Administration Bureau** includes 75 funded positions and includes:

- Management and support functions for the Sheriff
- Leadership
- Personnel management
- Fiscal operations of the Sheriff including preparation of the annual budget, fiscal monitoring, accounting, accounts payable, procurement and payroll functions
- Internal Affairs Division, which investigates all incidents involving Sheriff's Office personnel
- The Training Academy, which provides recruit training, firearms training and in-service training for Sheriff's personnel and outside agencies.
- The Communications Center, which handles cellular 911 phone calls except for calls originating in the City of Milwaukee and provides dispatch services for Sheriff's deputies
- Emergency Management which provides direction and guidance to all County and municipal agencies, as well as the private sector, in the development of individual emergency plans
- Civil Process Unit which serves state-mandated civil writs such as Temporary Restraining Orders, Commitments to Mental Health, Body Attachments, Writs of Restitution/Assistance, Executions and Evictions.
- Court Liaison Unit
- Central Records Unit

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Office of the Sheriff

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The **Police Services Bureau** includes 204.5 funded positions, and is responsible for:

- Airport Security
- County Zoo Security
- County Grounds Security
- Park Patrol
- Expressway Patrol
- Criminal Investigations Division which:
 - Investigates physical and property crimes,
 - Effects arrests,
 - Gathers and processes evidence and testifies in court.
 - Completes background investigations on all County law enforcement candidates and civilians applying for positions in the Sheriff's Office utilizing Deputies and Investigator (hourly) positions
- SWAT team
- Bomb disposal unit
- Dive team
- Information Technology Unit
- High Intensity Drug Trafficking Area (HIDTA) program

Police Services Bureau Work Volume Statistics			
	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2012 Budget</u>
Papers Served	28,222	30,000	31,000
Evictions	3,557	3,700	3,900
Temporary Restraining Orders	5,652	5,800	6,000
Traffic Citations Issues	33,064	39,500	33,000
Auto Accidents Reported and Investigated	4,275	4,500	3,900

The **Detention Services Bureau** includes 841 funded positions. The bureau includes:

- County Correctional Facility – Central (CCFC)
- County Correctional Facility – South (CCFS)
- Inmate Screening
- Inmate Transportation
- Medical and Psychiatric Services for the CCFC and CCFS
- Bailiff services to the Courts

The CCF-Central is a secure detention facility with total bed space of 960 beds for holding accused felons and misdemeanants until they are released on a pretrial basis or are adjudicated, and a small number of sentenced offenders awaiting transfers or hearings on new charges. The bed capacity of the CCFC has increased from 798 to 960 due to double bunking. Since January 2009, the Detention Bureau Electronic Monitoring Unit (EMU) also oversees the Huber/work-release program housed at the CCFC and a home detention program for inmates.

The CCF-South receives and maintains custody of all sentenced prisoners in Milwaukee County committed by authorized courts for periods not exceeding one year and from other jurisdictions as authorized by County ordinance; provides rehabilitation, education, work, recreation and training processes; and releases prisoners upon expiration of sentence, parole or upon orders of the courts or other recognized authorities. This institution is permitted to receive and maintain custody of pretrial prisoners from the CCF-Central. The CCFS also contains the following areas:

- The Food Service Division prepares meals for the inmates at the CCFS, CCFC, and for special events held on County property. Aramark Correctional Services, Inc., assumed operation of the inmate food service program on July 1, 2003.

COUNTY EXECUTIVE'S 2012 BUDGET

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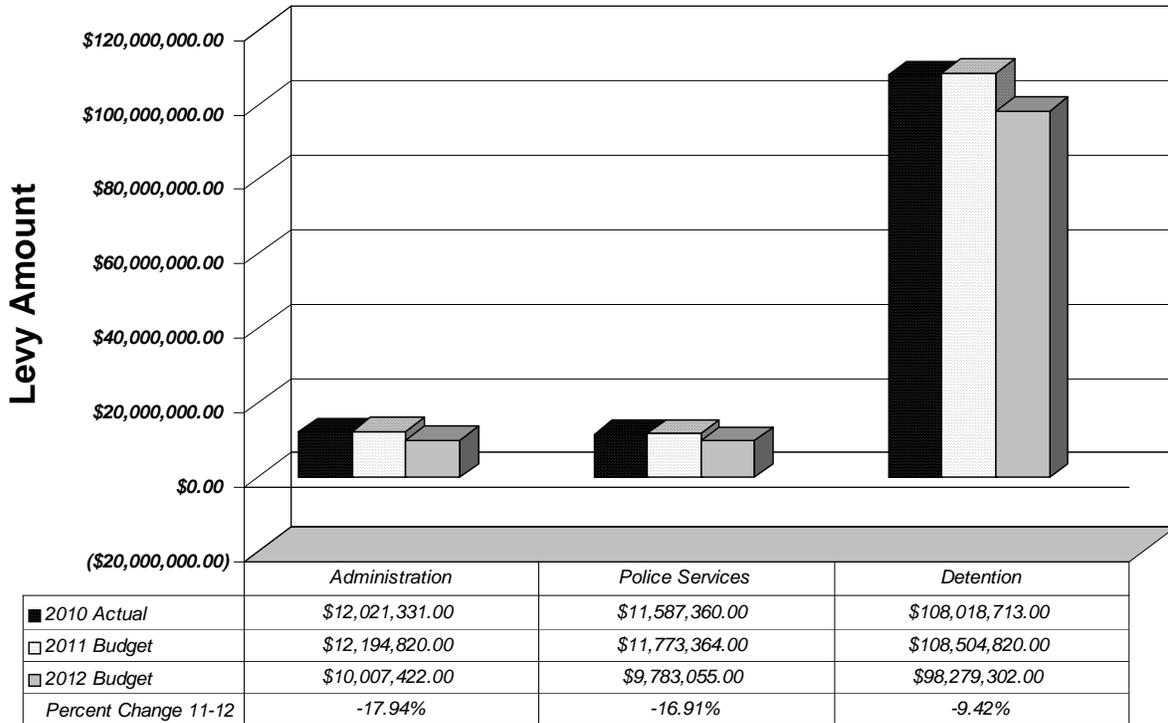
- The Inmate Industries Division employs approximately 200 inmates and consists of a graphics print shop, laundry, recycling center, kitchen and maintenance program. It provides basic training in vocational jobs and meaningful work experience in business and industrial operations.

The Sheriff has the authority to transfer inmates between the CCFC and the CCFS in order to maximize the use of available beds. The 2012 Budget is based upon an inmate population of 2,600 inmates plus 250 inmates on home detention.

Detention Services Bureau Work Volume Statistics			
	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2012 Budget</u>
Bookings	39,162	40,000	40,000
CCFC Daily Population	888	900	900
EMU Daily Population	198	300	250
CCFS Daily Population	<u>1,939</u>	<u>1,880</u>	<u>1,700</u>
Average Daily Population System	3,025	3,080	2,850
CCFS Breakdown:			
Pretrial	697	630	585
Huber/Work Release	440	450	400
Probation and Parole	115	135	115
Municipal Commitments	68	65	65
Sentenced Inmates	619	600	535

BAILIFF POSTS	
Felony (including preliminary)	26
Misdemeanor and Traffic	15
Intake Court	3
Small Claims	1
Family Branches & Commissioners	10
Children's Court Judges & Commissioners	17
Traffic Court Commissioner	1
Pool	6
Total Posts	<u>79</u>

Organizational Levy Summary



2012 BUDGET

Approach and Priorities

- Focus resources on mandated, core services such as Detention, Expressway Patrol, Airport, and Courtroom security.
- Reduce staff costs, the number of jail bed days, and recover costs from sentenced individuals in order to significantly reduce the cost of criminal activity to taxpayers.
- Reduce taxpayer costs for non-core services through the use of hourly security in the Parks and the elimination of the Community Relations Division.
- Reduce services that are already provided by other departments or at the municipal level, such as drug enforcement, criminal investigations, and emergency management.
- Due to reductions in incarcerations and redundant programs noted above, significantly reduce administrative and clerical support costs.
- In order to ensure accountability and data-driven decision-making, require the Sheriff to provide a thorough Annual Report similar to those provided by other Sheriffs nationwide, and request the Department of Audit to analyze the resources used and success in providing core, mandated services.

COUNTY EXECUTIVE'S 2012 BUDGET

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Budget Highlights

Elimination of Step Increases for 2012 for Employees in Certain Pay Grades **(\$807,414)**

This budget includes an expenditure reduction of \$807,414 based on the elimination of step increases for 2012, as provided for in Chapter 17 of the Milwaukee County General Ordinances, for employees in certain pay grades. (See Appendix B for pay grades affected.)

Detention Bureau Corrections Staff Restructuring **(\$3,383,419)**

The Office of the Sheriff is implementing a successful program to replace Deputy Sheriffs in the Detention Bureau with Correctional Officers through attrition. This effort has significantly reduced the cost of incarceration borne by property tax payers. Based on this success, the program is accelerated in 2012 in order to achieve more rapid cost reduction. The acceleration is implemented as follows (all positions are located in the Detention Services Bureau):

- 36.0 FTE Deputy Sheriff 1 positions are abolished, with active salary and fringe benefit savings of \$3,222,337.
- 2.0 FTE Deputy Sheriff 1 Bilingual/Spanish positions are abolished, with active salary and fringe benefit savings of \$159,940.
- 1.0 FTE Deputy Sheriff Sergeant position is abolished, with active salary and fringe benefit savings of \$99,270.
- 3.0 FTE Deputy Sheriff Lieutenant positions are abolished and vacancy and turnover associated with these positions is eliminated, for a net active salary and fringe benefit savings of \$91,910.
- Vacancy and turnover associated with 35.0 FTE funded Correctional Officers is eliminated, effectively funding the positions at a cost of \$2,231,184
- 5.0 FTE Corrections Manager position are created. Vacancy and turnover associated with these positions in the request is eliminated, for an active salary and fringe benefit cost of \$530,840.
- The 2012 Sheriff's Requested Budget and the County Executive's Recommended Budget include funding an additional 18.0 FTE Correction Officer Lieutenant positions for a total of 46.0 FTE in 2012. As of September 19, 21 of these positions were filled. Therefore, vacancy and turnover is applied to 19 of the 46 positions, providing sufficient funding to fill six additional positions while providing a cost reduction of \$78,493.

This initiative provides an equivalent number of positions in the Detention Bureau at a tax levy savings of \$889,922. The Sheriff's request, which continued this transition and reflected a declining inmate population, provided a net tax levy savings of \$2,493,497. Including the above accelerated transition, the total tax levy savings due to staff restructuring in the Detention Bureau is \$3,383,419. To further encourage implementation of this initiative, all of the Deputy Sheriff positions noted above, and 15.0 unfunded Deputy Sheriff 1 positions that exist within position control, are abolished.

Implementation of Universal Screening **(\$1,176,555)**

According to a study by the Public Policy Forum, universal screening has achieved significant reductions in jail bed days by diverting low-risk individuals from detention into pre-trial and other services. Because a significant reduction in jail bed days for initial arrests and a reduction in recidivism would provide long-term, sustainable cost reductions, Universal Screening is to be implemented at the CCFC through a contract with Justice 2000, Inc. The Pre-Trial Services budget includes \$1,024,480 in funding to screen approximately 27,000 inmates, or 68 percent of the Sheriff's estimated 2012 total of 40,000, when fully implemented. As a result and to offset the cost of implementation, 11.0 FTE Sheriff's Deputy positions are abolished, and 6.0 FTE Corrections Officer-Sheriff are

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unfunded at the CCFC for an active salary and fringe benefit savings of \$1,376,555. positions, The seventeen positions represent one-third of the screening and release staff in the facility. It is assumed the universal screening program will not be fully implemented until the second quarter, therefore \$200,000 in salary adjustment is provided to the Sheriff for a net levy reduction of \$1,176,555, which fully offsets the cost of the universal screening contract. Including the funding for the universal screening contract within the Pre-Trial Services budget, the net tax levy savings to the County is \$152,075.

The Office of the Sheriff will provide input to the Judicial Review Coordinator in Pre-trial Services for the preparation of a report on implementation, due to the Committee on Judiciary, Safety and General Services for the April 2012 cycle, and will provide input for the quarterly updates due to the Committee thereafter.

Elimination of Discipline Order Training Structure (DOTS) Unit **(\$814,192)**

The CCFS Discipline Order Training Structure Unit of the Office of the Sheriff is eliminated due to lack of supporting evidence of effectiveness. For instance, a 2003 study by the U.S. Department of Justice, Office of Justice Programs found that such programs produced short-term changes in attitude but, "With few exceptions, these positive changes did not lead to reduced recidivism¹." As a result, 7.0 FTE Corrections Officer 1 positions are unfunded, and 1.0 FTE Deputy Sheriff 1, 1.0 FTE Deputy Sheriff Sergeant, and 1.0 FTE Sheriff's Deputy Captain are abolished for an active salary and fringe benefit cost reduction of \$814,192.

General Investigative Services & Drug Enforcement Unit **(\$686,326)**

The 2009 Uniform Crime Report (most recent available) by the Federal Bureau of Investigation shows the Office of the Sheriff successfully prosecuted only 19 serious felony offenses (seven violent crimes and 12 property crimes). In addition, the crime rate and adult detention population continue to decline. Due to the significant lack of involvement in felony criminal activity, and the ability of municipal law enforcement agencies to effectively investigate felony cases, the General Investigative Services unit is reduced to provide focus on core County functions such as employee background checks. Therefore, 10.0 FTE Deputy Sheriff 1 positions are abolished for an active salary and fringe benefit savings of \$913,520, and 8.5 FTE Investigator-Hourly positions are created at a cost of \$403,686, for a net tax levy savings of \$509,834. Additionally, the Office of the Sheriff is encouraged to create an unpaid internship program in this office to assist in entry-level law enforcement investigative services such as fingerprinting and staff background checks.

The purchase of voice analysis equipment with operating capital in the amount of \$14,500 is budgeted and is contingent on the receipt of grant revenues (such as the Urban Area Security Initiative) to fund the purchase.

The Drug Enforcement Unit is eliminated. The program has been substantially reduced in recent years by the Sheriff, and the duties are already successfully performed by municipalities and the Sheriff's participation in the High Intensity Drug Trafficking Areas (HIDTA) program. One position of Deputy Sheriff 1 and 1.0 FTE Deputy Sheriff Sergeant are abolished for total active salary and fringe benefit savings of \$176,492.

Outsource Inmate Medical and Mental Health Services **(\$640,919)**

Inmate Medical and Mental Health Services are to be provided by a private contractor as requested by the Sheriff in 2012. The contractual cost, as requested by the Sheriff, is budgeted at \$11,815,159. County costs for outside medical services are reduced by \$300,000 to \$800,000 based on improved utilization review anticipated by the Sheriff. Actual costs in 2010 for outside medical services were \$1,094,696. In addition, there are the following remaining county costs included in the 2012 budget request: legacy costs of \$2,156,985, crosscharges of \$1,072,096 and revenue of \$40,000. All current positions in the Inmate Medical and Mental Health Services section are unfunded and will be replaced with contract staff (see position changes table for detail).

The Sheriff will submit the proposed contract to the County Board and County Executive for review and approval per County ordinance. If the resources requested and provided are not adequate to provide inmate medical and mental health services in a quality manner and in compliance with the terms of the Christiansen Consent Decree,

¹ <https://www.ncjrs.gov/pdffiles1/nij/197018.pdf>

COUNTY EXECUTIVE'S 2012 BUDGET

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or are not adequate to fund the resulting unemployment compensation costs, the Office of the Sheriff will identify and submit a plan to absorb the increased cost within its existing tax levy budget.

Account Area	County Staff	Out-Source	Variance
Personal Services (legacy costs remain)	\$ 12,726,985	\$ 2,156,985	\$ (10,570,000)
Outside Medical	\$ 1,100,000	\$ 800,000	\$ (300,000)
Medical Service Contract		\$ 11,815,159	\$ 11,815,159
Other Services	\$ 1,209,959	\$ -	\$ (1,209,959)
Commodities	\$ 1,325,500	\$ -	\$ (1,325,500)
Crosscharges	\$ 1,072,086	\$ 1,072,086	\$ -
Revenue	\$ (40,000)	\$ (40,000)	\$ -
TOTAL - 2012 Levy Requirement	\$ 17,394,530	\$ 15,804,230	\$ (1,590,300)

This initiative results in a tax levy reduction of \$640,919. According to the Office of the Sheriff, utilizing existing County staff for this function would have required an additional \$1,590,300 in tax levy support in 2012.

Administrative Staff Reductions **(\$623,577)**

Due to the continued successful reorganization of the Detention Services Bureau by the Sheriff, and the elimination of noncore services, 29.5 FTE clerical support positions are unfunded department-wide (see position changes table for detail). Additionally, 2.0 FTE Deputy Sheriff Lieutenant positions are unfunded in the Administration Bureau. Active salary and fringe benefit savings through these reductions total \$1,756,864. These cost savings are offset by the funding of 1.0 FTE Fiscal Specialist in the Administration Bureau, with an active salary and fringe benefit cost of \$61,448, funding of 1.0 Administrative Assistant NR in the Detention Bureau, with an active salary and fringe benefit cost of \$57,660; and a reduction in vacancy and turnover of \$1,014,079 for a net tax levy savings of \$681,337.

Tactical Enforcement Unit/Park Patrol **(\$1,420,483)**

The Office of the Sheriff indicates the Tactical Enforcement (TEU) unit is a “supplemental” force that can fill in for other areas as needed, with a seasonal focus on lakefront parks in the summer. The 2012 budget includes an initiative to replace full-time Sheriffs Deputies with hourly bailiffs for the supplemental Court security. Along these lines, full-time positions in the TEU are eliminated and replaced with additional hourly security personnel who are to have similar credentials as hourly bailiffs. This initiative abolishes 25.0 FTE Deputy Sheriff 1 and 2.0 FTE Deputy Sheriff Sergeant positions and creates 23.0 FTE Hourly Tactical Enforcement/Park Patrol positions for a net cost reduction of \$1,419,142. The hourly positions will provide more than 48,000 hours of service, which is 1,000 more than worked by full-time Sheriff staff in 2010. Additionally, based on actual hours worked, the Parking Checker Hourly position is reduced by 1.0 FTE for a levy reduction of \$86,180. These reductions are partially offset by increases in overtime of \$36,396 and crosscharges of \$44,443.

Revenues from the JAG/Byrne federal grant program for reimbursement of overtime (\$150,000) and special event reimbursements (\$60,000) remain unchanged from 2011. Total revenue from parking citations drops by \$4,000 based on recent experience, but which includes an increase in the base parking ticket fee from \$27 to \$35.

Implementation of a Jail Processing Fee **(\$500,000)**

Wisconsin State Statute 302.372 allows Counties to seek reimbursement from sentenced inmates for the direct cost of their incarceration. According to a survey of Wisconsin’s counties, at least 27 counties currently charge sentenced inmates a one-time processing fee that ranges from \$15.00 to \$50.00. Existing County ordinance 20.01 sets the daily maintenance fee for Huber inmates at \$24. This amount is slightly below both the median and average fee charged statewide. Therefore, a one-time processing fee of \$24 is to be charged to inmates initially admitted with a sentence (circuit court, municipal sentence) or probation hold, and to Huber Law inmates before their transfer to the Huber facility when possible. Failure or inability to pay the processing fee will not prevent Huber-eligible inmates from being transferred to the Huber program.

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Based on models implemented in other Counties, the Sheriff and contract screening staff will develop and utilize a method of determining an inmate's contact information and financial status. This information will be used to apply the charge to the above classifications of inmates. The processing fee may be deducted from the inmate's commissary account. If the fee is not collected in part or in whole during the inmate's sentence, the outstanding balance will be forwarded to the Tax Intercept/Collections process as appropriate under State law.

Communications **(\$478,478)**

During the fall of 2010, the Office of the Sheriff entered into a draft agreement with the Milwaukee Police Department (MPD) where cellular 911 phone calls originating from cell towers located in the City of Milwaukee would be routed to MPD's communications center instead of the Office of the Sheriff's communication center. It is anticipated that the transfer of calls to MPD will result in a 48% reduction in cellular 911 calls received by the Office of the Sheriff's Communication and Dispatch Center on an annual basis. This transfer does not affect the designation of Milwaukee County as the PSAP for the Milwaukee County region nor does it affect cellular 911 calls from the other municipalities within Milwaukee County. Those calls will continue to be received by the Office of the Sheriff and dispatched appropriately. This change in procedure results in the following positions being unfunded: 2.0 FTE Communications and Highway Safety Dispatcher positions, 0.47 FTE of Communications and Highway Safety Dispatcher Hourly, 1.0 FTE Communications and Highway Safety Dispatcher Lead position and 1.0 FTE Dispatch System Specialist position. The unfunding of these positions results in active salary and fringe benefit savings of \$290,372 partially offset by a reduction in vacancy and turnover for a net tax levy savings of \$190,430.

If the arrangement with MPD does not result in the requested decrease in call volume and additional staff is required to fulfill these duties, the Office of the Sheriff will submit a plan to absorb the increased cost within its existing tax levy budget.

In addition, the 2011 Budget for Communications includes expenditures of \$466,853 for the conversion from the current Motorola CAD to ProPhoenix Computer Aided Dispatch (CAD) and various maintenance agreements. Switching CAD systems allows for better information sharing, more data collection, in-car report writing and better Automatic Vehicle Location (AVL) services. In addition, the majority of the suburbs in Milwaukee County use ProPhoenix CAD. Annual maintenance costs decrease by \$357,728 in 2012 due to this switch.

	2011	2012	Variance
Phoenix System CAD	\$403,831.00	\$40,000.00	(\$363,831.00)
ATT Positron	\$51,381.00	\$56,518.00	\$5,137.00
ALP Reader	\$1,470.00	\$1,620.00	\$150.00
Voice Recorder	\$8,160.00	\$8,976.00	\$816.00
Total	\$466,853.00	\$109,126.00	(\$357,728.00)

The above savings are partially interdepartmental crosscharges, which increase by \$166,559, from \$918,104 to \$1,084,663. The increase is primarily due radio communications charges from the Information Management Services Division (IMSD), which increase by \$125,258, from \$639,754 in the 2011 Adopted Budget to \$765,012. The tax levy savings noted in the heading above of \$478,478 reflects all changes to the program, such as legacy fringe benefits.

Court Security **(\$563,448)**

In order to reduce costs and enhance flexibility, hourly Bailiff positions will be utilized for shift relief instead of full-time Deputy Sheriff for the 79 Bailiff posts. As a result, 12.50 FTE Bailiff-Hourly positions are created at a cost of \$481,326 offset by abolishing 12.0 FTE Deputy Sheriff positions at an active salary and fringe benefit savings of \$1,086,792, for a net tax levy savings of \$605,466.

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The Office of the Sheriff will provide quarterly reports to the Committee on Judiciary, Safety and General Services as to the implementation of the hourly Bailiff program, including numbers of hourly bailiffs employed, trained, and deployed; and service level and safety impacts. The reports will include feedback from the Chief Judge and the District Attorney.

In the Bullpens (pre-trial staging areas), the transition from Deputy Sheriffs to Correctional Officers is implemented. As a result, 2.0 Deputy Sheriff positions are abolished at an active salary and fringe benefit savings of \$137,088; and 3.0 FTE Correctional Officer 1 positions are funded to provide for coverage in the Bullpens at a cost of \$179,106. One Deputy position remains to assist in the Courtrooms for Traffic Court and Small Claims.

Eliminate Community Relations **(\$449,535)**

Because mounted patrol, dignitary protection, neighborhood watch and public demonstrations are not core services and can be provided by municipalities, this division is eliminated. A total of 3.0 FTE Deputy Sheriff and 1.0 FTE Sheriff Deputy Captain positions are abolished and \$69,772 in requested services, commodities and capital outlay expenditures are eliminated. This results in a tax levy reduction of \$449,535.

Reduce CCFS Canine Unit **(\$339,450)**

A 2008 National Institute of Corrections report on deficiencies found at the CCFS, prior to its management by the Sheriff, indicated that canine units are "outdated and rarely used at medium-security facilities such as the (CCFS)". A reduction in the inmate population further justifies a reduction of this unit by one-half, resulting in the abolishment of 5.0 FTE Corrections Officer DOT positions. This action results in an active salary and fringe benefit reduction of \$339,450. One canine unit remains at the CCFS, with six full-time positions and tax levy funding of \$705,249.

Information Technology Unit Changes **(\$190,327)**

In order to implement the new business intelligence program (CrimeSTAT) recently purchased through Edward Byrne JAG funds, one position of Network Application Specialist 4 is created with an active salary and fringe benefit cost of \$100,282. This cost is offset by the unfunding one position of Deputy Sheriff 1 at an active salary and fringe benefit savings of \$91,610 for a net tax levy increase of \$8,672. This position is recommended to provide the Office of the Sheriff with oversight of the many information technology systems operated by the Agency. A 2011 appropriation of \$260,000 for information technology professional services contracts is eliminated due to lack of expenditures in 2010 and 2011, and funding in the amount of \$61,000 is provided for the business intelligence program annual license for a net cost reduction of \$199,000. The Department of Administrative Services-Information Management Services Division will provide two dedicated employees to the Office of the Sheriff in 2012 for which the Sheriff is charged directly at a cost of \$234,323.

Participate in the TRIP/Collections Program **(\$150,000)**

The Office of the Sheriff has not generally participated in the Tax Intercept/Collections program. To provide an incentive to improve billing practices and tracking, and especially to provide outstanding balances to the program, \$150,000 in revenue is budgeted in the Administration Bureau.

Replace Skilled Trades with Time and Material Contracts **(\$147,079)**

In order to perform maintenance at the County Correctional Facility – South (CCFS) more efficiently, the Office of the Sheriff will utilize Time and Material contracts for facility work at the CCFS starting in 2012. In order to achieve this, four skilled trades positions are unfunded at the CCFS at a savings of \$401,176. These costs include salary, social security and active fringe benefit costs. Funding for Repair and Maintenance at the South facility increases \$254,097 to reflect the increased use of Time and Material contracts for a net tax levy savings of \$147,079.

Reduce Emergency Management **(\$136,105)**

Due to duplication of emergency management services by the State and municipalities within the County, the Emergency Management Unit is reduced by 3.0 FTE in 2012. Two Municipal Emergency Government Coordinator positions are unfunded for an active salary and fringe benefit savings of \$161,710, and one position

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of Clerical Assistant II is also unfunded for an active salary and fringe benefit savings of \$63,634. These savings are offset by a reduction in federal grant revenue of \$89,239 for a net tax levy savings of \$136,105.

Outsource Civil Process **(\$134,158)**

The Civil Process unit expects requests for 30,000 papers to be served in 2011, which is a State-mandated service. Of those papers 30 percent or 9,000 papers do not require service by sworn law enforcement. The Office of the Sheriff anticipates privatizing the processing of these 9,000 papers in 2011, and will contract with a private vendor for a portion of its Civil Process papers. Contract expenditures total \$315,000 and are offset with the unfunding of two positions of Deputy Sheriff for a savings of \$179,674 and increasing vacancy and turnover equal to three additional Deputy Sheriff 1 positions for additional savings of \$269,484 for a total net tax levy savings of \$134,158.

Training **(\$40,386)**

Overtime at the Training Academy is reduced by \$40,836 from the 2011 Adopted Budget (\$69,276 from the Sheriff's 2012 request) based on actual history and due to reductions in sworn staff included in the recommended budget.

County Grounds Overtime **(\$26,484)**

Overtime and associated social security in the County Grounds unit is reduced by \$26,484 from the 2011 Adopted Budget based on actual history.

Expressway Patrol **\$447,314**

Full-time staffing in the Expressway Patrol Unit is unchanged in 2012 and will consist of 50 Deputy Sheriff 1 positions, 5 Deputy Sheriff Sergeant positions, one Deputy Sheriff Lieutenant position, one Deputy Sheriff Captain position and one Administrative Assistant position. Based on the adopted State Biennial Budget, General Transportation Aids are reduced by 10 percent (\$183,386) and general patrol assistance is reduced by \$16,900 for a total revenue reduction of \$200,286. The County will not increase property tax support for a service that is provided by the State (and partially funded by Milwaukee County taxpayers) to the other 71 counties. Therefore, overtime and associated social security are reduced by a corresponding amount of \$200,286.

State assistance for special projects is increased by \$128,818, from \$441,182 in the 2011 Adopted Budget to \$570,000, mainly for patrol of the North/South I-94 corridor during the State's reconstruction. The revenue offsets the costs of three Deputy Sheriff 1 positions. It is anticipated that any additional revenues for this project will be addressed through a fund transfer, and that this revenue will be eliminated when the project is complete.

Despite these service reductions and one-time grant revenue increases, property tax support of this State-mandated function increases by \$447,314 (18 percent) to \$2,935,775. The increase is mainly due to increased fuel costs (\$280,000) and debt service related to vehicle replacements (\$365,535).

Airport Security **\$0**

Five positions of Deputy Sheriff 1 at the Airport are abolished with an active salary and fringe benefit savings of \$446,746. These positions were offset by vacancy and turnover in 2011 for no net change in staffing level or cost from 2011. Operating capital purchases of laptop computers for squad cars stationed at the airport will be approved if outside grant funding (such as Urban Area Security Initiative) are received for no net levy increase; and an upgrade to security station at General Mitchell Airport in the amount of \$3,075 will be charged to the Airport. Citation revenue increases \$10,000 due to an increase in the base parking ticket fee from \$27 to \$35.

Human Resources Department **\$0**

The 2012 Recommended Budget creates a new Department of Human Resources (HR) in order to provide a more coordinated and efficient use of County resources. As a result, Human Resources staff that were budgeted and deployed throughout various County departments are now budgeted and allocated centrally within the new HR Department. The Office of the Sheriff has 1.0 FTE Management Assistant-Human Resources and 1.0 FTE

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Human Resources Coordinator-Sheriff that are now transferred into the HR Department. There is no tax levy effect as the active salary and fringe costs are replaced by a crosscharge from the HR Department.

Annual Report **\$0**

The Office of the Sheriff will create and distribute an Annual Report for calendar year 2011, similar to that produced by the Dane County Sheriff and other Sheriffs nationwide. The report shall itemize accomplishments, work statistics, expenditures and revenues for major discretionary and mandated programs, staffing levels, organizational charts, and other important information. The report shall be made available on the Sheriff's website and shall be presented to the Committee on Judiciary, Safety and General Services by the June 2012 cycle.

Mandated Services Audit **\$0**

The County Board Department of Audit will perform an analysis of mandated services provided by the Sheriff, focusing on efficiency and service levels. The audit will also focus on which non-core or discretionary services could be reduced or provided more efficiently, either by the Sheriff or by municipalities.

Alternative Service Models **\$0**

Upon completion of the before mentioned audit of mandated services, a workgroup made up of Sheriff fiscal staff, the Department of Administrative Services, and County Board staff will be created and tasked with issuing a request for information (RFI) to local municipalities, the State, neighboring counties and the private sector where appropriate to determine which services might better be provided by or in partnership with other organizations. The workgroup will focus on expressway patrol, airport security, specialized units (bomb squad, SWAT, dive unit), and any other services the group identifies as feasibly candidates. The workgroup will report on the results of the RFI responses and analysis to the Committee on Judiciary, Safety and General Services.

County Grounds Security Charges **\$0**

A workgroup made up of staff of DAS-Fiscal, the Office of the Sheriff, DAS-Property Management, County Board and Audit will review tenant contracts and payment structures to ensure security charges are adequately billed to private entities on the County Grounds, and will make suggestions for improvements to the Committee on Judiciary, Safety and General Services by the July 2012 cycle.

Prisoner Board – General **(\$283,969)**

Revenue from participants in the Electronic Monitoring Division is anticipated to increase \$283,969 from \$1,071,631 to \$1,355,600 due to an anticipated increase in revenue of \$380,000 from the implementation of new equipment rental fees paid by unemployed participants and new setup fees for all participants enacted in mid-2011, offset by a decrease in the number of inmates subject to the fee. Of the inmates participating in these programs, it is estimated that 60 will be employed and will continue to pay the County \$24.00 per day. The 2011 budget was based on 80 inmates paying the County \$24.00 per day.

Commissions on Executions **(\$120,845)**

Revenue from Sheriff Sales increases \$120,845 from \$610,155 to \$731,000 due to mid-2011 corrective action plan approved by the County Board establishing a \$75.00 fee for adjourning a Sheriff Sale.

Process Service Fees **(\$50,740)**

Revenue from the serving of Court ordered papers increases \$50,740 from \$607,672 in 2011 to \$658,412 in 2012 primarily due to mid-2011 corrective action plan approved by the County Board that changed fees.

Increase in Parking Citation Fee **\$0**

The minimum fee for parking citations as defined in County Ordinances, Appendix C, is, where listed as \$27 is increased by \$8 to \$35. This is the same amount charged by the City of Milwaukee for "Parked Where Prohibited by Official Sign" (City Code 730). The net levy impact is listed as \$0 here because the anticipated revenue increase of approximately \$22,600 is accounted for in the County Grounds, Park Patrol, and Airport Security narratives.

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Officer Training Reimbursement **\$59,050**

Reimbursement revenue from the State of Wisconsin for officer training decreases \$59,050 from \$258,860 in 2011 to \$199,810 in 2012 based on the number of in-service training hours anticipated in 2012.

Eliminate Daily Room & Board Fee **\$100,000**

The 2012 Budget eliminates the Inmate Daily Room and Board fee that was enacted in 2010. Non-indigent inmates were to be charged a fee of \$6 per day. Continued difficulties in establishing the indigent level of inmates has resulted in a failure to collect this fee.

Commissary **\$127,660**

Revenue from Commissary decreases \$127,660 from \$1,030,000 to \$902,340 due to an anticipated decrease in the inmate population.

Decreased Federal Reimbursement Revenue **\$50,750**

The 2012 Budget includes \$75,000, a decrease of \$18,750 from 2011, in State Criminal Alien Assistance Program (SCAAP) revenue that will help offset expenditures related to incarcerating undocumented immigrants. Federal revenue decreases \$125,000 for the Criminal Investigations Unit offset by a corresponding unfunding of one position of Deputy Sheriff 1 and a reduction in overtime for no next tax levy impact. Funding was budgeted in 2011 to offset expenditures spent on the following task forces: Alcohol, FBI and the US Marshals. If the programs are continued in 2012, the Office of the Sheriff will request a fund transfer to recognize the grants and establish related expenditure authority.

Federal reimbursement revenue decreases \$32,000 for High Intensity Drug Trafficking Area (HIDTA) program. Reimbursement was previously provided for 50% of the costs of one Captain and one Deputy dedicated to the program. Federal reimbursement is also decreased in the Emergency Management Bureau by \$129,015, which is offset by expenditure reductions for no net tax levy effect.

Telephone Commission **\$240,192**

Revenue from inmate telephones decreases \$240,192 from \$2,130,192 to \$1,890,000 primarily due to the reduction anticipated in inmate population in 2012.

Prisoner Board – Huber **\$840,960**

Revenue from employed Huber/Work release inmates decreases \$840,960 from \$1,366,560 in 2011 to \$525,600. Revenue was based on 156 employed inmates paying the County \$24 per day in 2011. The 2012 revenue is based on 60 employed inmates paying the County \$24.00 per day.

Operating Capital **\$64,589**

Expenditures for capital equipment increase \$64,589 from \$263,145 to \$327,734.

Building and Roadway Materials **\$60,186**

Funding for Building and Roadway materials increases \$60,186 from \$188,889 in 2011 to \$249,075 in 2012 due to actual experience. 2010 actual expenditures totaled \$247,455.

Ash Rubbish Waste Disposal **\$29,740**

Ash Rubbish Waste Disposal costs increase \$29,740 from \$99,550 in 2011 to \$129,290 in 2012 due to actual experience. 2010 actual costs were \$126,812.

Telephone Cards **(\$0)**

Due to the anticipated decrease in inmate population in 2012, funding for the purchase and resale of prepaid telephone cards decreases by \$56,000 to \$356,000. The prepaid phone cards are purchased by the Office of the Sheriff and resold to inmates. There is no tax levy savings from this expenditure reduction since it is offset with a revenue reduction in the telephone commission account.

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Electronic Monitoring Unit Equipment Rental (\$109,920)

The agency continues to utilize GPS, Voice Print and Secure Continuous Remote Alcohol Monitoring (SCRAM) to conduct the supervision of inmates released to home detention. The 2012 Budget is based on an estimated daily population of 120 inmates on SCRAM, 240 inmates on GPS and 10 inmates on Voice Print. Rental costs decrease by \$109,920 from \$924,545 in 2011 to \$814,624 in 2012. Funding for drug testing remains at \$85,000.

Utilities (\$379,476)

Funding for Utilities decreases \$379,476 from \$2,415,048 in 2011 to \$2,035,572 in 2012 based on actual experience. The 2010 actual utility costs totaled \$1,938,029. This decrease in utility costs is partially due to energy reduction initiatives implemented at the CCFS.

Professional Services Contracts

The following professional services contracts are budgeted in 2012, with determined vendors where applicable:

Contractor	Purpose	2012 Amount
G4S	Inmate Transportation	\$1,945,418
Benedict Center	Jail Chaplain	\$20,000
To be Determined	Inmate Medical	\$11,815,159
Dr. Shansky	Court Monitor	\$20,000
State Process Service	Process Service	\$315,000
Aramark	Food Service	\$3,434,449
Stanig Kennel	K9 Certification	\$20,760

Inmate Programming

The following inmate services at CCFS and CCFC are funded in 2012:

Contractor	Service	Amount
MATC	AEFL grant match	\$29,380
Attic Correctional Services	AODA	\$42,000
	TOTAL	\$71,380

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BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 72,080,107	\$ 71,984,354	\$ 53,919,610	\$ (18,064,744)
Employee Fringe Benefits (EFB)	54,444,814	53,448,396	48,262,506	(5,185,890)
Services	11,159,271	13,267,749	23,102,857	9,835,108
Commodities	4,693,023	4,804,866	3,476,520	(1,328,346)
Other Charges	962,828	420,743	71,380	(349,363)
Debt & Depreciation	0	0	0	0
Capital Outlay	874,349	263,145	327,734	64,589
Capital Contra	0	0	0	0
County Service Charges	25,387,285	27,252,042	27,975,198	723,156
Abatements	(17,321,987)	(18,925,350)	(19,385,567)	(460,217)
Total Expenditures	\$ 152,279,690	\$ 152,515,945	\$ 137,750,238	\$ (14,765,707)
Direct Revenue	10,108,498	10,718,178	10,727,576	9,398
State & Federal Revenue	10,518,341	9,304,763	8,932,883	(371,880)
Indirect Revenue	20,104	20,000	20,000	0
Total Revenue	\$ 20,646,943	\$ 20,042,941	\$ 19,680,459	\$ (362,482)
Direct Total Tax Levy	131,632,747	132,473,004	118,069,779	(14,403,225)

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	1,434.2	1,385.9	1,145.9	(241.0)
% of Gross Wages Funded*	94.4	93.8	94.6	0.8
Overtime (Dollars)	\$ 4,371,150	\$ 3,136,680	\$ 2,817,744	\$ (318,936)
Overtime (Equivalent to Position)	89.9	64.2	57.5	(6.7)

* For 2010 Actuals, the Position Equivalent is the budgeted amount. 2010

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PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Administrative Asst	00000041	Unfund	(1)	(1.0)	Admin	\$ (40,570)
RC Fiscal Asst 1	00004039	Unfund	(2)	(2.0)	Admin	(76,232)
Fiscal Specialist	00004042	Fund	1	1.0	Admin	37,222
Dispatcher	00003560	Unfund	(2)	(2.0)	Admin	(76,884)
Dispatcher Hourly	00003561	Unfund	(1)	(0.5)	Admin	(15,598)
Dispatcher Lead	00003562	Unfund	(1)	(1.0)	Admin	(44,092)
Dispatch System Specialist	00003565	Unfund	(1)	(1.0)	Admin	(42,480)
Deputy Sheriff Sergeant	00061700	Abolish	(4)	(4.0)	Admin	(261,428)
Deputy Sheriff	00061450	Abolish	(3)	(3.0)	Admin	(184,908)
Mgmt Asst HR	00000019	Transfer Out	(1)	(1.0)	Admin	(43,400)
HR Coordinator Sheriff	00006580	Transfer Out	(1)	(1.0)	Admin	(69,390)
Clerical Asst 2	00000045	Unfund	(1)	(1.0)	Admin	(39,000)
Munic Emerg Svc Coord	00012721	Unfund	(2)	(2.0)	Admin	(105,858)
Fiscal Assistant 1	00004040	Unfund	(1)	(1.0)	Admin	(28,480)
Fiscal Assistant 2	00004041	Unfund	(1)	(1.0)	Admin	(39,002)
Accountant 3	00004300	Unfund	(1)	(1.0)	Admin	(50,936)
Deputy Sheriff Sergeant	00061700	Abolish	(2)	(2.0)	Police	(125,766)
Deputy Sheriff	00061450	Abolish	(40)	(40.0)	Police	(2,366,788)
Network Appls Spec 4	00065601	Create	1	1.0	Police	68,650
Bailff Hourly	Z0010	Create	23	23.0	Police	873,080
Parking Checker Hrly	00062180	Reduce	(1)	(1.0)	Police	(32,248)
Investigator Hourly	00059960	Increase	9	8.5	Police	374,958
Sheriffs Deputy Captain	00077120	Abolish	(2)	(2.0)	Police	(159,168)
Deputy Sheriff	00061450	Abolish	(52)	(52.0)	Detention	(3,049,458)
Bailff Hourly	Z0010	Create	13	12.5	Detention	474,440
Office Support Asst 2	00000007	Unfund	(1)	(1.0)	Detention	(26,804)
Mgmt Asst HR	00000019	Unfund	(1)	(1.0)	Detention	(34,168)
Administrative Asst	00000041	Unfund	(1)	(1.0)	Detention	(35,546)
Clerical Asst 2	00000045	Unfund	(4)	(4.0)	Detention	(136,416)
Clerical Asst 1 Hrly	00000048	Unfund	(2)	(1.5)	Detention	(42,156)
Clerical Specialist Sheriff	00001290	Unfund	(2)	(2.0)	Detention	(73,756)
Payroll Asst	00001541	Unfund	(1)	(1.0)	Detention	(30,416)
Reprod Equip Tech 2	00003820	Unfund	(1)	(1.0)	Detention	(31,936)
Stores Clerk 1	00006500	Unfund	(1)	(1.0)	Detention	(34,402)
Stores Clerk 2	00006600	Unfund	(1)	(1.0)	Detention	(33,688)
Stores Clerk 3	00006700	Unfund	(1)	(1.0)	Detention	(34,726)
Lndry Cloth Prod Asst Sup	00016470	Unfund	(2)	(2.0)	Detention	(75,806)
Criminal Justice Prog Mgr	00077070	Unfund	(1)	(1.0)	Detention	(68,922)
Facil Mtce Worker Hrly	00013420	Unfund	(2)	(2.0)	Detention	(82,702)
Electrical Mechanic	00023800	Unfund	(1)	(1.0)	Detention	(63,832)
Deputy Sheriff Lt.	00061710	Unfund	(3)	(3.0)	Detention	(171,168)

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PERSONNEL CHANGES CONT.						
	Title		# of	Total		Cost of Positions
Job Title/Classification	Code	Action	Positions	FTE	Division	(Salary Only)
Steamfitter Temp Control	00027220	Unfund	(1)	(1.0)	Detention	(76,364)
Heating Equipm Mech	00027280	Unfund	(1)	(1.0)	Detention	(76,364)
Locksmith	00026420	Unfund	(1)	(1.0)	Detention	(58,104)
Auto and Equip Mech	00027400	Unfund	(1)	(1.0)	Detention	(47,766)
Correction Officer 1	00058500	Unfund	(20)	(20.0)	Detention	(794,832)
Corr Officer 1 DOT	00058501	Unfund	(10)	(10.0)	Detention	(420,104)
RC CO 1	00058571	Unfund	(5)	(5.0)	Detention	(225,000)
CO 1 Lieut.	00058610	Fund	18	18.0	Detention	881,336
Deputy Sheriff B/L	00061460	Abolish	(4)	(4.0)	Detention	(208,898)
Deputy Sheriff Sergeant	00061700	Abolish	(19)	(19.0)	Detention	(1,288,804)
Corr Manager	00077110	Create	5	5.0	Detention	367,104
Administrative Asst NR	00000040	Fund	1	1.0	Detention	34,168
Corr. Officer 1 - Sheriff	00058515	Unfund	(6)	(6.0)	Detention	(230,766)
MEDICAL UNIT POSITION CHANGES						
	Title		# of	Total		Cost of Positions
Job Title/Classification	Code	Action	Positions	FTE	Division	(Salary Only)
Administrative Asst NR	00000040	Unfund	(1)	(1.0)	Detention	(35,980)
Administrative Asst	00000041	Unfund	(2)	(2.0)	Detention	(85,525)
Admin Spec - Sheriff	00000065	Unfund	(1)	(1.0)	Detention	(37,324)
Unit Clerk	00002000	Unfund	(5)	(5.0)	Detention	(147,542)
Medical Assistant	00043940	Unfund	(6)	(6.0)	Detention	(201,915)
LPN-Sheriff	00043960	Unfund	(25)	(21.5)	Detention	(897,970)
RN 1	00044500	Unfund	(43)	(37.5)	Detention	(2,298,242)
RN 1 Pool	00044510	Unfund	(3)	(2.5)	Detention	(206,482)
RN 2 - Mental Health	00044540	Unfund	(2)	(2.0)	Detention	(145,698)
RN 2 - Staff Development	00044770	Unfund	(2)	(2.0)	Detention	(112,780)
Shift Supervisor	00045010	Unfund	(7)	(6.0)	Detention	(384,621)
Shift Supervisor Hourly	00045070	Unfund	(1)	(0.6)	Detention	(32,040)
Asst. Nursing Dir. Sheriff	00045105	Unfund	(1)	(1.0)	Detention	(62,014)
Nurse Practitioner Pool	00045730	Unfund	(1)	(1.0)	Detention	(99,234)
Adv. Prac Nurse Prescr.	00045760	Unfund	(9)	(8.5)	Detention	(729,904)
House Physician 3	00047320	Unfund	(1)	(1.0)	Detention	(179,636)
House Physician 3 Hrly	00047321	Unfund	(1)	(0.5)	Detention	(70,144)
Staff Psychiatrist Hrly	00050771	Unfund	(1)	(1.0)	Detention	(146,130)
Med Dir Detent Svcs.	00050851	Unfund	(1)	(1.0)	Detention	(198,052)
Nursing Director Sheriff	00080066	Unfund	(1)	(1.0)	Detention	(89,598)
Staff Psychiatrist	00050770	Unfund	(1)	(1.0)	Detention	(179,636)
Medical Director-MH	00050848	Unfund	(1)	(1.0)	Detention	(198,052)
Case Mgmt Spec Sheriff	00055305	Unfund	(2)	(2.0)	Detention	(95,532)
Psych Soc Wrkr Sheriff	00056990	Unfund	(13)	(12.0)	Detention	(728,945)
Psych Soc Wrkr Coord	00056995	Unfund	(1)	(1.0)	Detention	(50,584)
				TOTAL - ALL POS	\$	(15,695,054)

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ORGANIZATIONAL COST SUMMARY					
DIVISION		2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Administration	Expenditure	\$ 14,180,517	\$ 13,730,475	\$ 11,624,045	\$ (2,106,431)
	Revenue	2,159,186	1,535,655	1,616,623	80,968
	Tax Levy	\$ 12,021,331	\$ 12,194,820	\$ 10,007,422	\$ (2,187,399)
Police Services	Expenditure	\$ 20,317,184	\$ 19,639,014	\$ 17,701,493	\$ (1,937,521)
	Revenue	8,729,824	7,865,650	7,918,438	52,788
	Tax Levy	\$ 11,587,360	\$ 11,773,364	\$ 9,783,055	\$ (1,990,309)
Detention	Expenditure	\$ 117,525,275	\$ 119,146,456	\$ 108,424,700	\$ (10,721,756)
	Revenue	9,506,562	10,641,636	10,145,398	(496,238)
	Tax Levy	\$ 108,018,713	\$ 108,504,820	\$ 98,279,302	\$ (10,225,518)

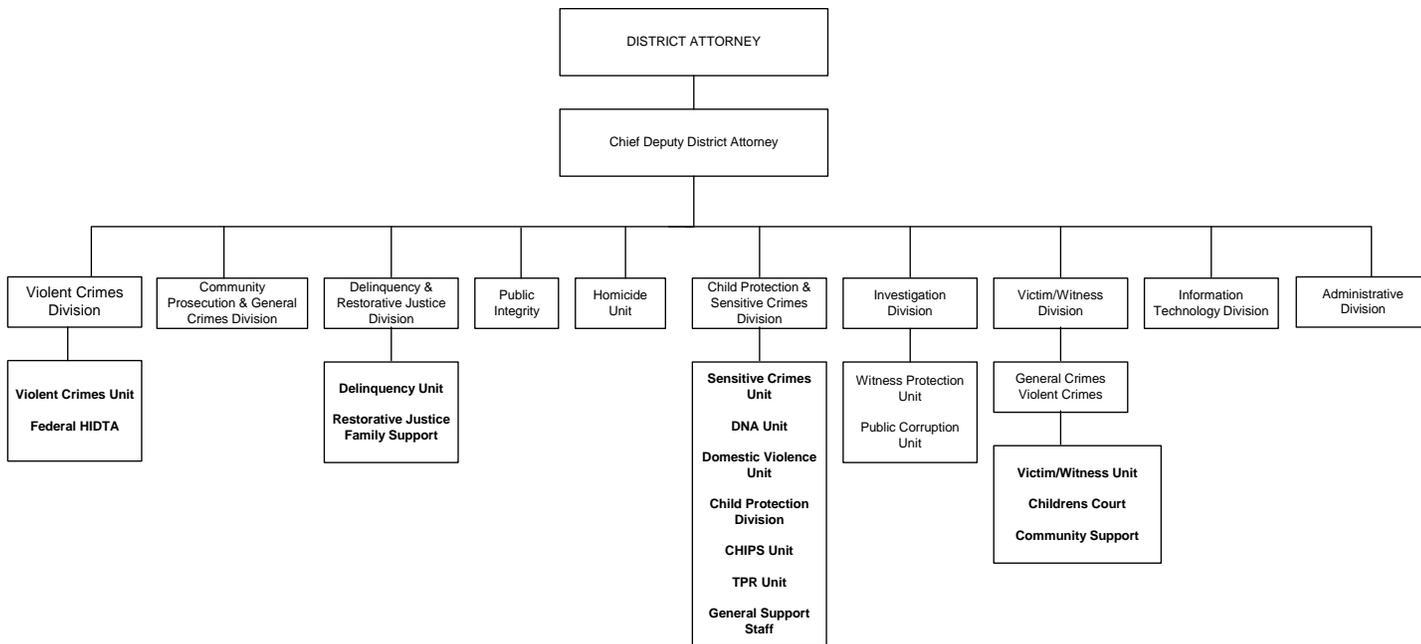
****Sheriff's Forfeiture**

The Office of the Sheriff maintains a policy of recoding transactions involving Federal Forfeiture funds in the County's accounting system at year-end. The Sheriff receives Federal Forfeiture funds generated primarily by the amount of cash and assets seized by the Sheriff's Drug unit. These funds, which are not reflected in the Sheriff's adopted budget, permit the Sheriff to make expenditures for items such as employee wearing apparel, travel and equipment for the Detective Bureau. The Federal Forfeiture funds are kept in a segregated account and the use of these funds does not require County Board approval.

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. 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 subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

DISTRICT ATTORNEY

DISTRICT ATTORNEY (4500)



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.

Budget Summary

	2012	2011/2012 Change
Expenditures	18,359,469	(745,111)
Revenue	6,841,233	(329,311)
Levy	11,518,236	(415,800)
FTE's	140.2	(6.9)

Major Programmatic Changes

- Restructure staff to implement the PROTECT electronic case management system in the Juvenile Division

OBJECTIVES

- Target, investigate, successfully prosecute and incarcerate shooters, other illegal gun offenders, and other violent criminals through the coordinated efforts of the community prosecution, general crimes, and violent crimes units.
- Reduce crime by coordinating the efforts of the community prosecution, general crimes, and violent crimes units and assigning each general crimes and violent crimes 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.
- Maintain a permanent witness protection unit to ensure that crime victims and witnesses who are threatened or intimidated are able to safely appear and testify in court; and that offenders who threaten, intimidate, or harm crime victims and witnesses are successfully prosecuted and punished.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: District Attorney

UNIT NO. 4500
FUND: General - 0001

- Continue to work closely with the courts, the State Public Defender, Justice 2000 and other community organizations to maintain a successful diversion and deferred prosecution program for nonviolent offenders with serious substance abuse and mental health treatment needs.
- Continue the successful operation of the Violent Crimes Courts project, which aims to bring homicide and sexual assault cases to trial within 90 to 120 days of the issuance of criminal charges.
- Continue to carry out the mandate of the crime victims' rights bill, enacted in response to a 1994 amendment to the Wisconsin Constitution that was effective on April 1, 1998, to ensure that all victims and witnesses of crime are treated with dignity, respect, courtesy, and sensitivity; and that the rights extended to victims and witnesses of crime are honored and protected no less vigorously than the protections afforded criminal defendants.
- Continue to enhance the prosecution of felony drug cases through the Milwaukee High Intensity Drug Trafficking Area (HIDTA), the Milwaukee Metropolitan Drug Enforcement Group (MMDEG), the community prosecution unit, and the violent crimes unit by targeting, investigating and prosecuting major drug dealers; ridding neighborhoods of drug dealers and nuisance properties; and continuing the successful operation of the Speedy Trial Drug Courts project, which aims to bring drug cases to trial within 120 days of the issuance of criminal charges.
- Continue the successful operation with the state Bureau of Milwaukee Child Welfare of the Termination of Parental Rights (TPR) Speedy Resolution project at the Vel Phillips Juvenile Justice Center to ensure that children do not languish in substitute care for years without realistic prospect of a return home or adoption by a loving family.
- Continue to implement 2005 Wisconsin Act 60, which mandated electronic recording of statements of adults in custodial interrogation, effective January 1, 2007, and requires the district attorney to copy, edit, index, provide discovery, and play in court the electronically recorded statements of defendants in felony cases.

DEPARTMENTAL PROGRAM 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 public integrity unit; the extradition of defendants from other states on felony charges; and proceedings related to the extradition of uncooperative witnesses on felony cases to or from Milwaukee County.

DA and Chief Deputy DA Program Personnel	
District Attorney	1
Chief Deputy District Attorney	1
County Staff	1
Assistant District Attorneys	4

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: District Attorney

UNIT NO. 4500
FUND: General - 0001

MILWAUKEE COUNTY DISTRICT ATTORNEY'S OFFICE CASELOAD STATISTICS -- FILINGS				
<u>Workload Statistics</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2009/10 Change</u>
Felony	6,437	5,845	6,194	349
Misdemeanor	7,648	6,646	7,590	944
Criminal Traffic	6,397	5,534	3,446	(2,088)
Children in Need of Protective Services (CHIPS)	1,820	1,533	1,500	(33)
Juvenile Delinquency	2,188	1,818	1,555	(263)
TPR (Termination of Parental Rights)	395	346	302	(44)

General Crimes Division: 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 seven general misdemeanor 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.

General Crimes Division Personnel	
Deputy District Attorney	1
County Staff	5
Assistant District Attorneys	30

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 chief investigator also assists the deputy district attorney in charge of administration with long range planning, internal management, and the preparation of the county budget.

The administrative division also administers the department's state and county budgets and fiscal systems, develops and coordinates grants and revenues, and controls the expenditure of funds. The division also supervises 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
County Staff	23.7
Assistant District Attorneys	0

Investigator Division Personnel	
Chief Investigator	1
County Staff	10

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: District Attorney

UNIT NO. 4500
FUND: General - 0001

Violent 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.

Violent Crimes Division Personnel	
County Staff	18.5
Assistant District Attorneys	32.75

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	27
Assistant District Attorneys	30.5

Community Prosecution Division: The community prosecution division supervises the community prosecutors in six Milwaukee police district stations; the domestic violence unit, which prosecutes all domestic violence cases in three specialized courts in Milwaukee County circuit court; the restorative justice and family support unit; and the crisis response unit, which provides services to crime victims after the commission of a crime. The division also manages the diversion and treatment alternatives to criminal charges program.

Community Prosecution Personnel	
Deputy District Attorney	1
County Staff	18
Assistant District Attorneys	22

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 IT manager is certified in the forensic examination of computers and assists district attorney investigators with the examination of computer evidence on major investigations; the office maintains a basic forensic computer examination capability with specialized computers and storage devices.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: District Attorney

UNIT NO. 4500
FUND: General - 0001

Information Technology Personnel	
IT Director	1
County Staff	1

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	
Deputy District Attorney	1
County Staff	42

State Prosecutors and the County Payroll and Benefit System: The district attorney's budget includes seven FTE prosecutors who elected to remain in the Milwaukee County Employee Retirement System and retained county fringe benefits when district attorneys became state employees on January 1, 1990. There are also 10 prosecutors on the state payroll that retained county fringe benefits when district attorneys became state employees. The budget reflects county payments to prosecutors on the county payroll and state reimbursement for these payments as well as the actual county cost of fringe benefits provided to the 17 FTE prosecutors with county fringe benefits. The county is reimbursed biweekly for salary, social security, and retirement benefits and semi-annually for health, dental, and life insurance. Wis. Stat. §§ 978.12 (5) & (6) provide that state reimbursement must be based on actual county fringe benefits' costs or comparable state costs, whichever is less.

CHARGES FROM THE STATE

Charges from the state for the salaries and fringe benefits of 33.5 FTE assistant district attorneys increase by \$16,854. Costs of many of the positions are offset with federal and state grant revenue. The state fronts the money for the salaries and fringe benefits of these grant-funded prosecutors; the district attorney receives the revenue for these positions in accounts 2299 and 2699 and passes the revenue on to the state through expenditure account 6090.

CHARGES FROM THE STATE				
Charges from the State	2012 ADA FTE	2011 Budget	2012 Budget	2011/2012 Variance
Byrne JAG OJA MMDEG Task Force	4.0	\$ 286,810	\$ 282,890	\$ (3,920)
Byrne JAG Local	5.0	388,750	314,104	(74,646)
Byrne JAG OJA Prosecution of Drug Crimes	0	158,250	0	(158,250)
Byrne JAG Recovery Act	2.0	145,400	90,000	(55,400)
Child Support Prosecutor	1.0	77,946	89,860	11,914
State CHIPS TPR Grant	8.5	698,010	732,900	34,890
State Violence Against Women Act (VAWA)	1.0	85,979	86,075	96
High Intensity Drug Trafficking Area (HIDTA)	5.0	373,430	412,100	38,670
Federal VAWA Domestic Violence	7.0	234,500	458,000	223,500
TOTAL	33.5	\$ 2,449,075	\$ 2,465,929	\$ 16,854

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: District Attorney

UNIT NO. 4500
FUND: General - 0001

Revenue from state grants for 2012 is comprised of six programs that are detailed in the following table:

STATE GRANTS			
State Revenue Programs	2011 Budget	2012 Budget	2011/2012 Variance
Victim/Witness Program	\$ 1,385,000	\$ 1,299,581	\$ (85,419)
Victim of Crimes Act (VOCA)	286,000	276,320	(9,680)
Special Prosecution Courts' Clerks	327,100	295,320	(31,780)
CHIPS-Termination of Parental Rights State Contract	1,151,355	1,156,270	4,915
State Violence Against Women Act	162,300	148,290	(14,010)
VAWA Recovery Act	7,500	7,500	0
TOTAL	\$ 3,319,255	\$ 3,183,281	\$ (135,974)

The Victim/Witness Program, which provides services to victims and witnesses of crimes pursuant to Chapter 950 of the Wisconsin Statutes, will consist of 36.5 FTE positions in 2012: 4.5 victim/witness coordinators, 24 victim/witness advocates, one sensitive crimes victim advocate, three investigators in the witness protection unit, and four clerical personnel. Wis. Stat. § 950.06 provides that the state can reimburse counties for up to 90 percent of costs of their victim/witness programs. For 2012, the district attorney is estimating a reimbursement rate of approximately 50 percent based on the governor's recommended 2011-13 state budget, which reduces victim/witness funding by 10 percent.

Victims Of Crime Act (VOCA) funding from the Wisconsin Department of Justice, Office of Crime Victim Services (OCVS), will provide funding for five positions in 2011: two victim/witness advocates assigned to the crisis response unit and three assistant sensitive crimes victim advocates in the sensitive crimes victim services unit. OCVS provides 80 percent reimbursement for these positions and operating expenses through VOCA.

The Special Prosecution Courts' Clerks statutory grant provides funding for the salaries and fringe benefits of 6.5 FTE secretaries: 4.5 secretarial assistants and 2.0 clerical assistant 1's in the homicide, sensitive crimes, and violent crimes units. The clerk of circuit court collects the grant revenue from a \$3.50 fee levied on civil case filings, only in Milwaukee County, pursuant to Wis. Stat. § 814.86 (1m).

The CHIPS-Termination of Parental Rights grant will provide continuing funding for 8.5 assistant district attorneys, four paralegals, and two secretarial assistants under a state contract with the Department of Children and Families.

The State Violence Against Women Act (VAWA) Formula Grant for Domestic Violence and Sexual Assault Prosecutions from the Wisconsin Office of Justice Assistance (OJA) will provide funding for one assistant district attorney and one assistant sensitive crimes victim advocate.

The VAWA Recovery Act Training Grant from OJA will provide training in domestic violence, sexual assault, and child abuse case for district attorney employees and district attorney community partners, such as the Sojourner Family Peace Center and the Alma Center.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: District Attorney

UNIT NO. 4500
FUND: General - 0001

Revenue from federal grants for 2012 is comprised of six programs that are detailed in the following table:

	2011 Budget	2012 Budget	2011/2012 Variance
Bryne JAG OJA Prosecution of Drug Crimes	\$ 158,250	\$ 0	\$ (158,250)
HIDTA	452,350	493,200	40,850
Bryne JAG OJA MMDEG Task Force	605,525	602,515	(3,010)
Bryne JAG Local	388,750	314,104	(74,646)
Bryne JAG Recovery Act	145,400	90,000	(55,400)
Federal VAWA Domestic Violence	590,300	731,100	140,800
TOTAL	\$ 2,340,575	\$ 2,230,919	\$ (109,656)

Funding for the Byrne Justice Assistance Grant (JAG) Prosecution of Drug Crimes grant, which has provided funding from OJA for the salaries and fringe benefits of two assistant district attorneys assigned to drug teams in the Milwaukee Metropolitan Drug Enforcement Group (MMDEG) legal unit, was not included in the Governor's recommended 2011-13 state budget

The Milwaukee High Intensity Drug Trafficking Area (HIDTA) grant will provide 100 percent funding from the federal Office of National Drug Control Policy (ONDCP) for five assistant district attorneys and one clerical specialist.

The Byrne JAG Local grant, which is administered by the Department of Administrative Services – Fiscal Division, will provide funding for the salaries and fringe benefits of five assistant district attorneys: the three community prosecutors for Milwaukee police districts two, four, and seven, and the cities of South Milwaukee and West Allis; the juvenile firearms prosecutor; and one prosecutor in the domestic violence unit. Funding received through the 2011 grant in the amount of \$159,104 should provide sufficient funding for the positions through all of 2012.

The Byrne JAG OJA MMDEG Task Force provides funding for four assistant district attorneys in the violent crimes – drug unit and payments to the Milwaukee, South Milwaukee, and West Allis police departments for the salaries and fringe benefits of officers assigned to MMDEG.

The Byrne JAG Recovery Act grant from OJA will provide funding for the salaries and fringe benefits of two assistant district attorneys assigned to the Milwaukee Metropolitan Drug Enforcement Group (MMDEG) legal unit, one assigned to a drug team and the second dedicated to drug overdose deaths and pharmaceutical diversion cases.

The Federal VAWA Domestic Violence grant will provide funding for the salaries and fringe benefits of three assistant district attorneys dedicated to domestic violence cases; payments to the project's community partners – the Sojourner Family Peace Center and the Alma Center; and reimbursement for telephone and travel expenses. In addition, the department is projecting that a grant surplus of approximately \$200,000 as of June 30, 2011, will be used to fund the salaries and fringe benefits of four additional assistant district attorneys, whose positions currently are funded by a Senator Kohl earmark in the 2009 federal budget administered by the state Department of administration, until approximately June 30, 2012.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: District Attorney

UNIT NO. 4500
FUND: General - 0001

Department	Program	2011 Budget	2012 Budget	2011/2012 Change
Child Support	Criminal Child Support Prosecutions	165,875	176,430	10,555
Health & Human Serv	First Offender Program	43,966	43,966	-
	TOTAL	209,841	220,396	10,555

Child Support Enforcement

Wis. Stat. § 948.22 provides criminal penalties for failure to support a child. The Department of Child Support Services (CSS) refers the most egregious cases to the district attorney for criminal prosecution. The district attorney cross charges CSS for services of an assistant district attorney on the state payroll and a full-time county paralegal that prosecute criminal child support cases. CSS receives federal reimbursement of 66 percent for the cost of these positions and charges back the remaining 34 percent to the district attorney. The state charges the district attorney for the costs of the assistant district attorney dedicated to child support cases.

Department of Health and Human Services

The costs for one half-time district attorney paralegal assigned to the First Time Offender program in the juvenile division at the Vel Phillips Juvenile Justice Center (VPJJC) are crosscharged to the Department of Health and Human Services (DHHS) to recover grant funding that DHHS receives in its budget.

2012 BUDGET

Approach and Priorities

- The district attorney is committed to maintaining current service levels in both quantity and quality. This office is a public safety agency whose duties are mandated by federal and state law. It must meet court-ordered deadlines as well as perform its constitutional and statutory duties in order to enforce criminal and juvenile law to provide for the safety and security of the citizens of Milwaukee County.
- Continue the District Attorney's record of fiscal discipline.

Programmatic Impacts

- Staff restructuring provides critically needed quality control assistance for the PROTECT electronic case management system in the Juvenile Division of the office in 2012.

Budget Highlights

Elimination of Step Increases for 2012 for Employees in Certain Pay Grades **(\$92,170)**

This budget includes an expenditure reduction of \$99,725 based on the elimination of step increases for 2012, as provided for in Chapter 17 of the Milwaukee County General Ordinances, for employees in certain pay grades. (See Appendix B for pay grades affected.) This reduction is offset by a reduction in revenues of \$7,555, for a net tax levy reduction of \$92,170.

Staff Restructuring **(\$123,791)**

In order to provide increased quality control for the PROTECT electronic case management system in the Juvenile Division, 1.0 FTE Management Assistant – DA and 1.0 FTE Clerical Assistant 1 positions are created for an active salary and fringe benefit cost of \$108,300. These positions are offset by the abolishment of 1.0 vacant FTE vacant Office Support Assistant Bi-Lingual position and 1.0 vacant FTE Payroll Assistant position for an active salary and fringe benefit savings of \$99,934; for a net cost for this restructuring of \$8,366.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: District Attorney

UNIT NO. 4500
FUND: General - 0001

Additionally, 1.0 vacant Office Support Assistant 2, 1.0 vacant Clerical Assistant 2 and 1.0 Victim Witness Advocate position are unfunded for active salary and fringe benefit savings of \$163,956. Reimbursement revenue for the Victim Witness position is reduced by \$31,799 for a net tax levy reduction of \$132,157.

Overtime **(\$60,528)**
 Overtime expenses are reduced by \$60,528 from the 2011 Adopted Budget to \$132,384 based on recent history.

Elimination of Bar Dues and Continuing Legal Education costs **(\$18,439)**
 Due to the expiration of the collective bargaining agreement with the Association of Milwaukee County Attorneys, the County will no longer reimburse legal staff for Wisconsin bar dues or Continuing Legal Education (CLE) credits. This includes elimination of reimbursements provided to Deputy District Attorneys and Assistant District Attorneys who were eligible for the same benefits as received by County-employed attorneys.

Travel and Training **(\$9,075)**
 Expenses for educational seminars and conferences are reduced by \$9,075 from the 2011 Adopted Budget based on recent experience.

Capital Outlay **\$348**
 Total Operating Capital expenditures increase by \$348 over the 2011 Adopted Budget to \$55,098. This total includes a reduction of \$25,000 in costs related to the ongoing replacement of worn carpet in the office. The reduction is offset by \$17,800 in funding to purchase two existing squad cars that the department has been leasing since the creation of the Witness Protection Unit in 2009. The squads are essential to the function of the unit; Fleet Management has been consulted and recommends that the most efficient method of continuing to operate the two squads is to exercise the lease buy-out clause in April, 2012. By contrast, replacing the two lease vehicles with brand new squads would cost approximately \$70,000. The desired purchase also saves the department money because the existing emergency and communications equipment does not need to be transferred to new vehicles. In addition \$2,000 is provided for the purchase of a firearms locker and computer equipment replacement costs increase by \$7,098.

BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 7,498,688	\$ 7,419,106	\$ 7,159,526	\$ (259,581)
Employee Fringe Benefits (EFB)	5,919,372	5,873,707	5,675,558	(198,149)
Services	3,210,924	3,615,234	3,505,661	(109,573)
Commodities	144,177	169,497	177,733	8,236
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	29,320	54,750	55,098	348
Capital Contra	0	0	0	0
County Service Charges	2,282,749	2,182,126	2,006,289	(175,837)
Abatements	(209,728)	(209,841)	(220,396)	(10,555)
Total Expenditures	\$ 18,875,502	\$ 19,104,579	\$ 18,359,469	\$ (745,111)
Direct Revenue	73,178	67,318	63,300	(4,018)
State & Federal Revenue	7,430,103	7,103,226	6,777,933	(325,293)
Indirect Revenue	0	0	0	0
Total Revenue	\$ 7,503,281	\$ 7,170,544	\$ 6,841,233	\$ (329,311)
Direct Total Tax Levy	11,372,221	11,934,035	11,518,236	(415,800)

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: District Attorney

UNIT NO. 4500
FUND: General - 0001

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	145.5	147.1	140.2	(6.9)
% of Gross Wages Funded*	95.4	95.8	95.4	(0.4)
Overtime (Dollars)	\$ 98,372	\$ 192,912	\$ 132,564	\$ (60,348)
Overtime (Equivalent to Position)	2.4	4.6	3.1	(1.5)

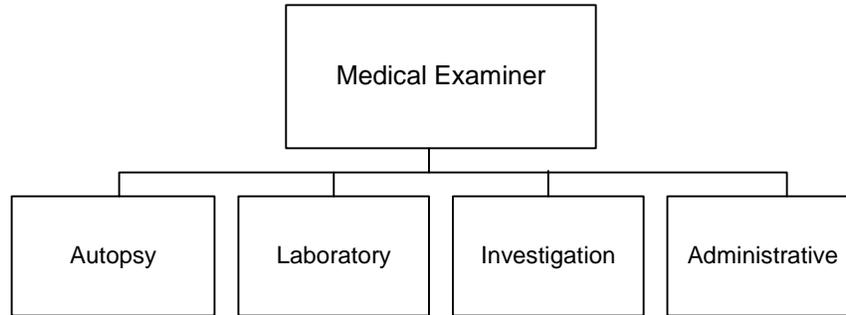
* For 2010 Actuals, the Position Equivalent is the budgeted amount.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Clerical Assistant	00000042	Create	1	1.00	Juvenile	\$ 28,480
Management Assistant (NR)	00000039	Create	1	1.00	Administration	34,168
Office Support Asst 1 - BL	00000006	Abolish	(1)	(1.00)	Juvenile	(25,454)
Payroll Assistant	00001541	Abolish	(1)	(1.00)	Administration	(30,416)
Office Support Asst 2	00000007	Unfund	(1)	(1.00)	General	(26,804)
Clerical Assistant 2	00000045	Unfund	(1)	(1.00)	General	(30,416)
Victim Witness Advocate	00084170	Unfund	(1)	(1.00)	Victim Witness	(37,960)
					TOTAL	\$ (88,402)

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. 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 subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

MEDICAL EXAMINER

MEDICAL EXAMINER (4900)



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.

Budget Summary		
	2012	2011/2012 Change
Expenditures	4,619,161	(32,115)
Revenue	1,938,422	278,922
Levy	2,680,739	(311,037)
FTE's	27.6	0.1
Major Programmatic Changes		
<ul style="list-style-type: none"> • Increase Death Certificate fee from \$125 to \$150. • Increase Cremation Permit fee from \$300 to \$325. • Increase autopsy services provided to other counties. 		

OBJECTIVES

- Meet and exceed the public’s expectation with respect to accurate, timely, comprehensive, and compassionate death investigations.
- Ensure full and effective cooperation with law enforcement, District Attorney, and other interested parties.
- Continue our role as an impartial participant in the criminal justice process.

DEPARTMENTAL PROGRAM 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 such as:

- 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.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Medical Examiner

UNIT NO. 4900
FUND: General - 0001

- Conducting cremation investigations for all Milwaukee County deaths in which cremation is selected as a means of disposition.
- Maintaining a forensic toxicology laboratory for testing blood and body fluid specimens for the presence of drugs, poisons or other toxic agents.
- 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 forensic science.
-

2012 BUDGET

Approach and Priorities

- Allocate available financial resources to best meet our statutorily required obligations
- Identify new revenue streams to help maintain continued operations

Programmatic Impacts

- Increase fees for death certificates and cremation permits in order to maintain existing service levels as demands for services increase.
- Increase autopsy services provided to other counties.

Budget Highlights

Elimination of Step Increases for 2012 for Employees in Certain Pay Grades **(\$15,758)**

This budget includes an expenditure reduction of \$15,758 based on the elimination of step increases for 2012, as provided for in Chapter 17 of the Milwaukee County General Ordinances, for employees in certain pay grades. (See Appendix B for pay grades affected.)

Revenue Increases **(\$113,422)**

The increased fee for death certificates and cremation permits results in additional revenue of \$123,750. Grant revenue decreased \$10,328 for a net tax levy decrease of \$113,422.

Shared Services **(\$165,500)**

Autopsy services have increased related to the sharing of these services with Kenosha and Racine Counties. As a result, revenue is increased \$165,500.

Forensic Pathology Fellowship **\$5,000**

The Medical Examiner's Office will continue the contract with the Medical College of Wisconsin Department of Pathology and Medical College of Wisconsin Affiliated Hospitals to maintain a Fellowship program in Forensic Pathology for the entire year of 2012 at a cost of \$90,000, an increase of \$5,000 from the 2011 Adopted Budget.

Forensic Lab Oversight **\$0**

The Medical Examiner's Office is authorized to continue a \$75,000 contract with Christopher Long, PhD, to oversee the forensic laboratory per National Association of Medical Examiner's guidelines.

Services and Commodities **\$25,692**

Services are decreased \$16,750 from \$570,250 in 2011 to \$553,500 in 2012. Commodities are increased \$42,442 from \$170,500 in 2011 to \$212,942 in 2012 primarily due to an increase in autopsy services provided.

Capital Outlay **(\$28,719)**

Capital Outlay expenditures are reduced by \$28,719 primarily due to a decrease in grant revenue which is allocated to capital outlay expenditures for forensic equipment.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Medical Examiner

UNIT NO. 4900
FUND: General - 0001

BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 2,204,582	\$ 2,096,786	\$ 2,122,103	\$ 25,318
Employee Fringe Benefits (EFB)	1,346,329	1,274,798	1,247,855	(26,943)
Services	460,448	570,250	553,500	(16,750)
Commodities	149,085	170,500	212,942	42,442
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	42,659	65,000	36,281	(28,719)
Capital Contra	0	0	0	0
County Service Charges	527,417	473,943	446,480	(27,463)
Abatements	0	0	0	0
Total Expenditures	\$ 4,730,520	\$ 4,651,277	\$ 4,619,161	\$ (32,115)
Direct Revenue	1,053,484	1,626,500	1,915,750	289,250
State & Federal Revenue	46,581	33,000	22,672	(10,328)
Indirect Revenue	0	0	0	0
Total Revenue	\$ 1,100,065	\$ 1,659,500	\$ 1,938,422	\$ 278,922
Direct Total Tax Levy	3,630,455	2,991,777	2,680,739	(311,037)

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	27.2	27.5	27.6	0.1
% of Gross Wages Funded*	95.1	94.7	95.2	0.5
Overtime (Dollars)	\$ 123,413	\$ 77,172	\$ 92,376	\$ 15,204
Overtime (Equivalent to Position)	1.6	1.0	1.3	0.3

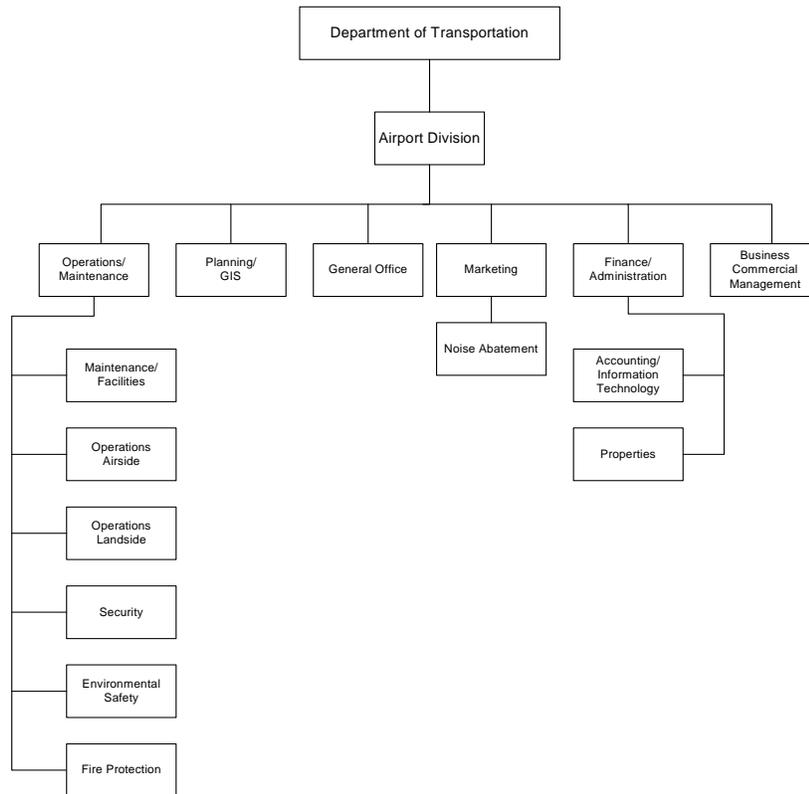
* For 2010 Actuals, the Position Equivalent is a budgeted amount

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
None						
					TOTAL	\$ 0

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. 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 subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

DEPARTMENT OF TRANSPORTATION - AIRPORT

DOT-AIRPORT (5040)



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.

Budget Summary

	2012	2011/2012 Change
Expenditures	85,137,604	3,439,602
Revenue	85,137,604	3,439,602
Levy	0	0
FTE's	283.6	11.9

Major Programmatic Changes

- The Airport division is transferred to the newly created Transportation Department.
- Year two of a five year Airport/Airline lease agreement maintains the two airports on a self-supporting zero tax levy basis, and establishes an Airline - approved five year capital program
- Maintain and redevelop the 440th Air Force Reserve Base that became Airport property in July, 2010

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DOT-Airport

UNIT NO. 5040
FUND: General - 0001

OBJECTIVES

- Operate within established budgets while maximizing the quality and timeliness of services provided.
- Provide an operating environment that meets or exceeds the needs of air carriers and the traveling public.
- Provide high quality services to the Airport's customers and tenants at a reasonable price.
- Increase the use of General Mitchell International and Timmerman Airports by all customers.
- Continue the ongoing implementation of projects within the Capital Improvement Plan.
- Continue planning for the phased implementation of the Master Plan to prepare the Airport for anticipated growth in the region and air transportation industry in future years.
- Develop, maintain and operate the 440th Air Force Reserve Base for aviation uses and as a business park

DEPARTMENTAL PROGRAM DESCRIPTION

The Airport Division provides air transportation services for Milwaukee County and the surrounding region 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 areas of responsibility:

Administration is responsible for general administration, planning, accounting, payroll, budget, 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.

Airside Operations is responsible for keeping the airfield and ramp areas open for business at all times. This area oversees the day-to-day activities of the airport and ensures compliance with Federal Aviation Administration (FAA), and state and local regulations. This section coordinates emergency responses, construction activities, special events and snow removal.

Landside Operations oversees 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 round-the-clock 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.

COUNTY EXECUTIVE'S 2012 BUDGET

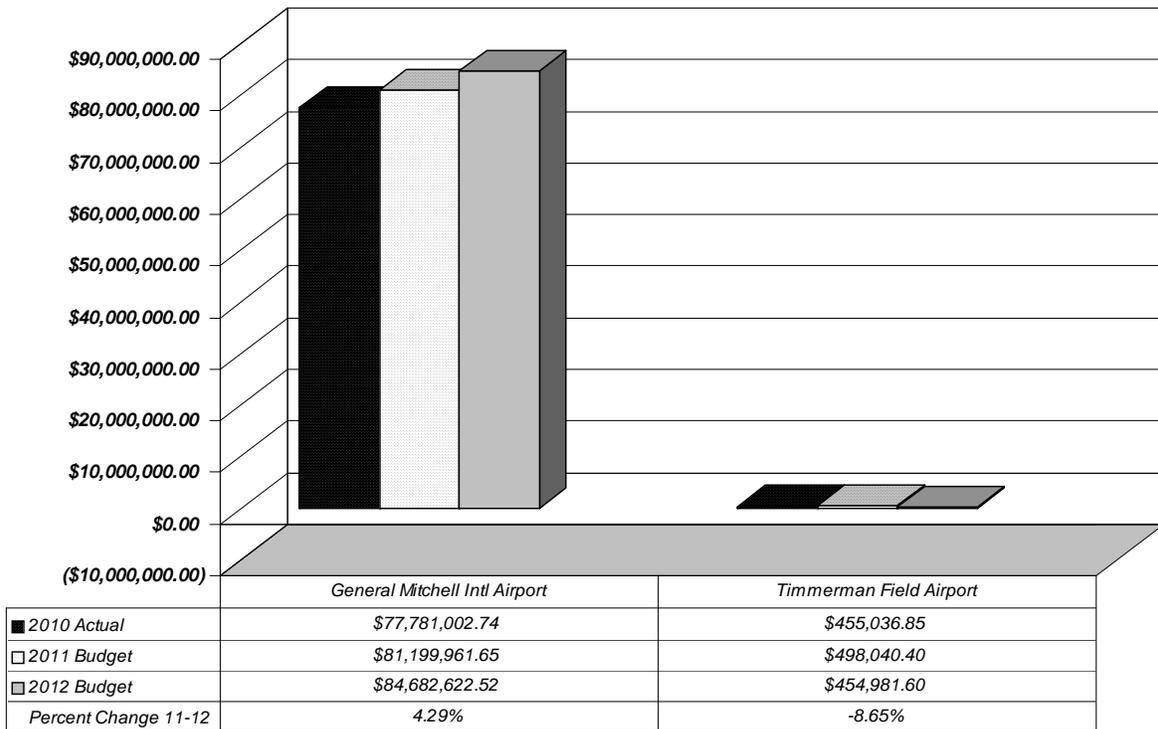
DEPT: DOT-Airport

UNIT NO. 5040
FUND: General - 0001

The former 440th Air Force Base. This cost center is charged with the rental of existing buildings for aviation and business purposes and maintains the buildings and property to that purpose

Timmerman (Lawrence J. Timmerman Airport), located on the northwest side of Milwaukee, 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 signatory airline long-term lease.

Expenditures



2012 Budget

Approach and Priorities

- Maintain safe, efficient, effective and economical operations while responding to record passenger activity

Programmatic Impacts

- 2012 represents the second full year of a five-year master lease agreement with signatory airlines. This master lease agreement will result in the Airport fully funding its operations through rates, fees and charges assessed to the users of the airport's runways, terminals, land and roads.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DOT-Airport

UNIT NO. 5040
FUND: General - 0001

Budget Highlights¹

Elimination of Step Increases for 2012 for Employees in Certain Pay Grades **(\$171,349)**

This budget includes an expenditure reduction of \$171,349 based on the elimination of step increases for 2012, as provided for in Chapter 17 of the Milwaukee County General Ordinances, for employees in certain pay grades. (See Appendix B for pay grades affected.)

Increase in Parking Revenues **\$1,135,318**

Parking revenue from county owned parking lots and structure is being increased by this amount primarily due to continued increases in passenger traffic.

Car Rental Concessions **\$1,744,000**

Car Rental concessions revenues increase to \$9,800,000. This reflects a continuation of the trend seen in 2010. The 2011 budget of \$8,056,000 was actually below the 2010 experience of \$9.1 million

Personnel Changes **\$434,256**

- 1.0 FTE Air Service Development Analyst position is created to assist in the research, analysis, planning and implementation of the Airport's market research and air service development program. This position action results in a personnel expenditure increase of \$97,576.
- 1.0 FTE Assistant Director Emergency Management is created to develop, coordinate and implement an emergency plan for the variety of unforeseen emergencies that may occur at the Airport. This position will be instrumental in complying with a variety of regulatory rules. Upon filling the Assistant Director Emergency Management, 1.0 FTE Ground Transportation & Parking Manager will be abolished. There is no change in personnel costs related to this action.
- 1.0 FTE Geographic Information System (GIS) Supervisor is created. This position provides leadership, vision, and coordination to the County's Enterprise Geographic Information System (GIS) program. When the system is fully implemented, the position will supervise a GIS specialist. This position action results in a personnel expenditure increase of \$95,802, partially offset by Vacancy & Turnover savings of approximately \$59,400.
- 13.0 FTE Airport Maintenance Worker regular appointment positions are created and 8.4 FTE temporary appointment positions (or twelve positions allocated at 0.7 FTE each) are abolished upon vacancy. This position action results in a net total of 4.6 FTE of Airport Maintenance Workers regular appointment created to address year round needs of the airport campus. This position action results in a personnel expenditure increase of \$268,588, partially offset by Vacancy & Turnover savings of approximately \$70,500.
- 1.0 FTE Electrical Mechanical Supervisor is created to address the growing electrical system demands of the Airport, landside and on the airfield. This position action results in a personnel expenditure increase of \$102,190.

The Former 440th Air Force Base **\$359,314**

Costs associated with the repair, maintenance and operation of this facility are increased \$507,014 to \$1,490,203. These are costs that are necessary to bring older buildings, now vacant for several years, up to standards so they are rentable. The increase in expenditures is partially offset by an increase in building rental revenue of \$147,700. This revenue is expected to continue to increase over the next several years as more buildings become occupied.

¹ For purposes of presentation, a change in levy is identified for each budget highlight, however the Airport's actual levy is \$0 because as an enterprise fund its net expenses are charged to signatory airlines.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DOT-Airport

UNIT NO. 5040
FUND: General - 0001

Increased Utility Costs

\$519,600

General inflationary pressure and improvements to the systems on the E concourse increase the cost of all utilities (electric, gas, water, sewer, telephone) \$519,600 amount to a combined total of \$5,288,400.

Capital Outlay Expenditures

\$969,557

Capital outlay expenditures are increased by \$969,557 from \$3,210,300 to \$4,179,857. Significant items included in the \$4,179,857 appropriation include:

- \$350,000 estimated to reconstruct the taxicab holding lot
- \$275,000 estimated to enhance the airport wide paging system
- \$857,000 for the continued lease or new lease to own of essential airport equipment

The Airport will coordinate with the County Fleet Management for the lease-to-own or purchase of Airport specific vehicles and/or appropriate equipment

Capital Investments

\$27,519,000 is requested in nineteen capital projects in 2012. Additional details can be found in the 2012 Requested Capital Improvement Budget. The projects include:

• WA123 Runway Safety Improvements	\$ 200,000
• WA135 Runway 1L/19R & 7R/25L Intersection	2,750,000
• WA139 Redundant Main Electric Service	7,405,000
• WA141 GMIA Training Facility	2,415,000
• WA142 LJT runway 15L-33R Extension	78,000
• WA153 Passenger Loading Bridges	5,500,000
• WA161 GMIA Terminal Roadway	2,850,000
• WA162 Cessna Apron Reconstruction	1,021,000
• WA163 Perimeter Road Bridge over Howell	3,200,000
• WA166 Perimeter Road Bridge	1,100,000
• WA167 Bag Claim Escalator Replacement	600,000
• WA169 LJT Runway and Taxiway Lights	250,000
• WA173 Fuel Farm Electrical upgrade	<u>150,000</u>
Total	\$ 27,519,000

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DOT-Airport

UNIT NO. 5040
FUND: General - 0001

BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 11,913,432	\$ 13,237,680	\$ 13,717,641	\$ 479,961
Employee Fringe Benefits (EFB)	12,077,666	11,462,686	10,837,774	(624,912)
Services	16,846,657	20,199,591	21,592,639	1,393,048
Commodities	4,018,414	4,672,380	4,672,380	0
Other Charges	1,108,053	556,200	581,200	25,000
Debt & Depreciation	21,012,660	20,459,400	22,358,745	1,899,345
Capital Outlay	3,322,553	3,210,300	4,179,857	969,557
Capital Contra	(1,722,900)	(2,443,800)	(3,182,857)	(739,057)
County Service Charges	9,659,474	10,343,565	10,380,225	36,660
Abatements	0	0	0	0
Total Expenditures	\$ 78,236,009	\$ 81,698,002	\$ 85,137,604	\$ 3,439,602
Direct Revenue	79,582,781	81,221,702	84,655,204	3,433,502
State & Federal Revenue	309,121	75,000	75,000	0
Indirect Revenue	223,053	401,300	407,400	6,100
Total Revenue	\$ 80,114,955	\$ 81,698,002	\$ 85,137,604	\$ 3,439,602
Direct Total Tax Levy	(1,878,946)	0	0	0

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	275.7	271.7	283.6	11.9
% of Gross Wages Funded	97.0	95.9	95.2	(0.7)
Overtime (Dollars)	\$ 1,005,383	\$ 675,384	\$ 678,924	\$ 3,540
Overtime (Equivalent to Position)	21.7	15.0	15.0	0.0

* For 2010 Actuals, the Position Equivalent is the budgeted amount.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Electrical Mech. Suprv	24000	Create	1	1.0	Airport	\$ 70,208
Air Service Devl. Analyst	Z0011	Create	1	1.0	Airport	66,468
Grnd Tran & Prkng Mgr	20225	Abolish	(1)	(1.0)	Airport	(58,104)
Asst Dir Emerg Mgmt	Z0028	Create	1	1.0	Airport	58,104
Airport Maintenance Worker (RA)	32450	Create	13	13.0	Airport	451,438
Airport Maintenance Worker (TA)	32450	Abolish	(12)	(8.4)	Airport	(291,648)
Geographic Info System Supervisor	Z0043	Create	1	1.0	Airport	65,028
Total						\$ 361,494

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DOT-Airport

UNIT NO. 5040
FUND: General - 0001

ORGANIZATIONAL COST SUMMARY					
DIVISION		2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
General Mitchell Intl Airport	Expenditure	\$ 77,781,003	\$ 81,199,962	\$ 84,682,623	\$ 3,482,661
	Revenue	79,878,744	81,436,224	84,901,826	3,465,602
	Tax Levy	\$ (2,097,741)	\$ (236,262)	\$ (219,203)	\$ 17,059
Timmerman Field Airport	Expenditure	\$ 455,037	\$ 498,040	\$ 454,982	\$ (43,059)
	Revenue	236,215	261,778	235,778	(26,000)
	Tax Levy	\$ 218,822	\$ 236,262	\$ 219,204	\$ (17,059)

Selected Benchmarks		2010 Actual	2011 Budget	2012 Budget
Enplanements		4,927,558	4,500,000	4,500,000
Passengers		9,848,377	9,400,000	9,400,000
Landed Weight	(000 lb unit)	6,550,879	6,640,000	6,640,000

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. 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 subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

**DEPARTMENT OF TRANSPORTATION & PUBLIC WORKS -
TRANSPORTATION SERVICES**

DTPW-TRANSPORTATION SERVICE (5070)

- The Department of Transportation and Public Works – Transportation Services division is transferred as a section under the newly created Department of Transportation – Highways division.

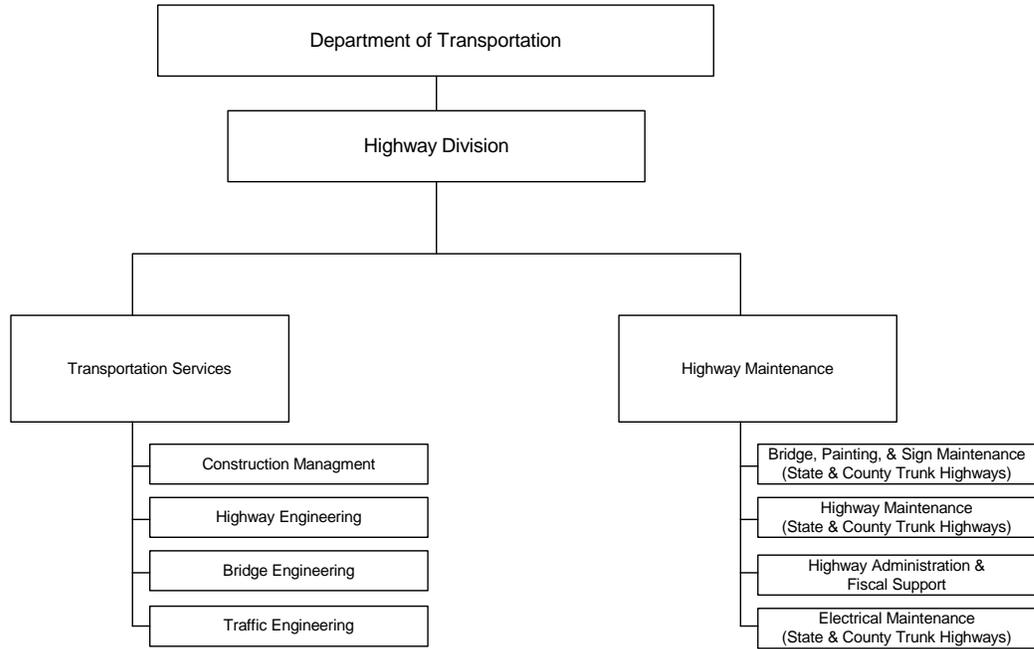
**DEPARTMENT OF TRANSPORTATION & PUBLIC WORKS -
ARCHITECTURAL, ENGINEERING & ENVIRONMENTAL SERVICES
DIVISION**

DTPW-ARCHITECTURAL, ENGINEERING & ENVIRONMENTAL SERVICES (5080)

- The Department of Transportation and Public Works – Architecture, Engineering & Environmental Services division (AE & ES) is transferred as a section under the newly created Department of Administrative Service (DAS) – Facilities Management division.
- The Department of Transportation and Public Works – MCAMLIS section is transferred (as a section) to the newly created DAS-Economic Development division.

**DEPARTMENT OF TRANSPORTATION -
HIGHWAY**

DOT-HIGHWAY (5100)



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.

Budget Summary

	2012	2011/2012 Change
Expenditures	19,505,378	867,806
Revenue	18,620,584	957,067
Levy	884,794	(89,261)
FTE's	128.1	(11.6)

Major Programmatic Changes

- A new Department of Transportation is created.
 - Highway Division is re-established as part of the Transportation Department.
 - Transportation Services and Highway Maintenance are consolidated as two new sections of the Highway Division.
- Implementation of a software supported Sign Inventory program to comply with Federal Highway Administration Requirements.

OBJECTIVES

- Maintain a safe and effective roadway, bridge and traffic system for the traveling public.
- Collaborate with the City of Milwaukee, other local municipalities, and consultants for the design of Highway and Bridge projects.
- Implement a software program to identify and track county trunk highway signage as required by the Federal Highway Administration.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DOT-Highway

UNIT NO. 5100
FUND: General - 0001

- Maintain a safe and effective county trunk highway system for the traveling public.
- Operate within established budgets while maximizing the quality and timeliness of services provided.
- Promote cross-training to make better use of resources.
- Implement improved job costing and billing technology.
- Develop effective long-term county trunk highway plans based on the following goals:
 1. Develop an updated computer program to track activity as well as function and job costs to provide detailed billing information in a format acceptable to WISDOT. This will aid in decreasing the time between when costs are incurred and revenue is received, and provides detailed cost analysis of work performed by the Highway Maintenance section.
 2. Maximize mowing performance and efficiency on County trunk highways, without adding additional costs, through equipment utilization and manpower allocations.
 3. Continue the expansion of the winter operations anti-icing program. Increase treating additional pavement lane miles to include bridge and ramps. Such measures will reduce labor overtime costs and road chemicals.
 4. Continue training employees on all aspects of operating equipment within the individual's classification as well as to a higher classification. Continue with departmental safety training.
 5. Work with local agencies to explore partnership opportunities to maximize service levels and improve efficiencies and increase revenue.
 6. Implement a sign inventory program.

DEPARTMENTAL PROGRAM DESCRIPTION

Highway Division

As part of the new Department of Transportation, a new Highway Division is created. This division is comprised of Transportation Services and Highway Maintenance due to their operating/capital highway functions and anticipated staff management and oversight efficiencies (via consolidation under a shared division). Additionally, DAS-Fiscal and Transportation staff shall review existing and planned future highway capital projects in order to determine the optimum staffing levels and make adjustments as needed.

Highway Division Sections:

Highway Maintenance

State Highway Maintenance provides general and winter maintenance on the expressways and state trunk highways within Milwaukee County. The state reimbursement for this program is based on actual labor, including incidental labor costs, machinery allowances as specified in the current Wisconsin Highway Maintenance Manual's actual cost provision and material purchases authorized by the Wisconsin Department of Transportation. All costs related to state highway maintenance are 100 percent offset by state reimbursement revenue.

County Highway Maintenance provides general and winter maintenance on the Milwaukee County highway 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.

Transportation Services

Transportation Services provides oversight for the planning, design, and construction management for capital projects on County trunk highways and County-owned bridges. The division is comprised of five areas: Highway Engineering, Bridge Engineering, Traffic Engineering, Construction Management, and Administrative and Fiscal.

Highway Engineering provides oversight for 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.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DOT-Highway

UNIT NO. 5100
FUND: General - 0001

Bridge Engineering provides oversight for planning, design, and construction of new bridges and for 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.

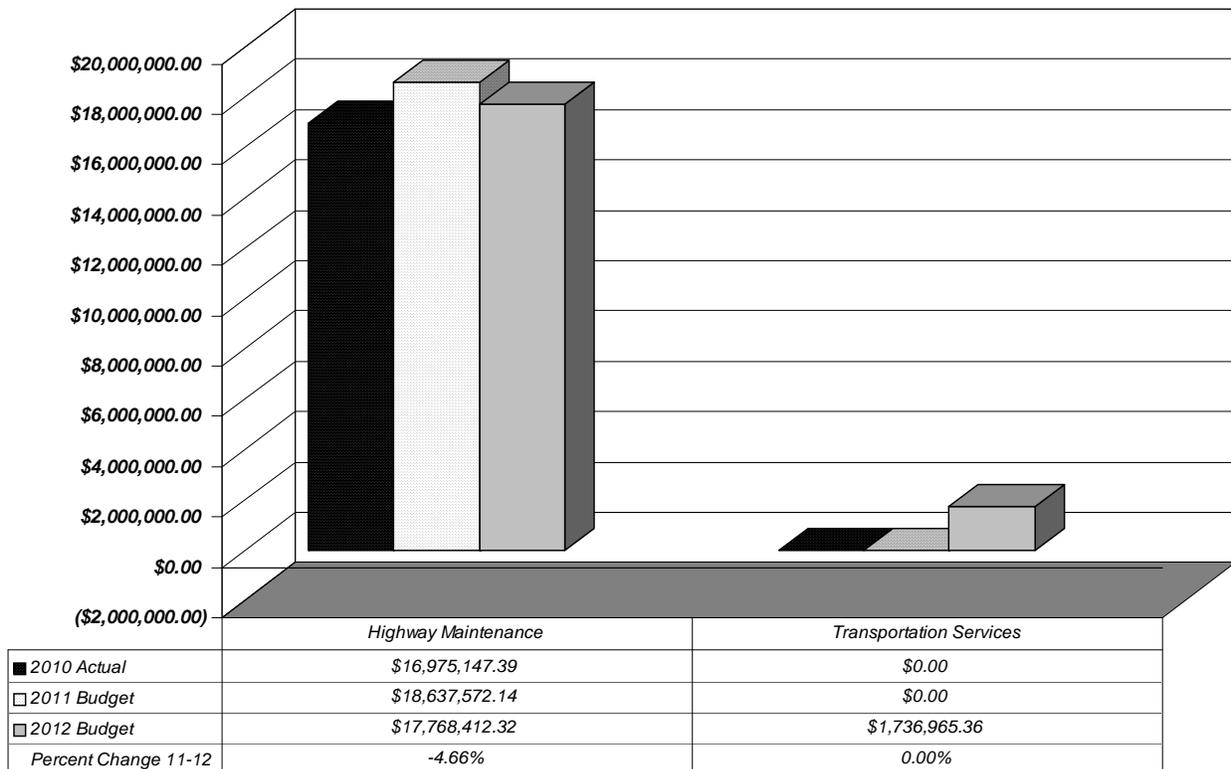
Traffic Engineering provides planning, design, and implementation of projects needed to maintain and improve the safety, operational efficiency, and functional integrity of the County's highway network, including projects in the Congestion Mitigation and Air Quality Program and Hazard Elimination Program. Traffic Engineering staff is responsible for the implementation of the sign inventory program and the oversight of the use of mitigation funds.

Construction Management is responsible for field inspection, construction engineering, construction management, and contract administration of highway, bridge, and traffic projects.

Highway Maintenance & Transportation Services

Administration and Fiscal Support provides overall management to the Division. This includes insuring compliance with safety requirements, county, state and federal regulations and coordination of all phases of state and expressway maintenance operations with the Wisconsin Department of Transportation. Fiscal Support provides financial monitoring, billing preparation, purchasing, accounts payable, payroll and personnel management. Other duties include capital project plan documentation distribution, contract payment, purchasing, and payroll preparation. This area also provides clerical and fiscal support for the Department of Transportation-Transit and provides clerical and fiscal support with the preparation of budget documents, capital project cost monitoring, and billing.

Expenditures



COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DOT-Highway

UNIT NO. 5100
FUND: General - 0001

2012 BUDGET

Approach and Priorities

- Maintain State Highway service levels consistent with the 2011 Adopted Budget and assume full state reimbursement for costs related to state trunk highway maintenance.
- Identify County trunk highway expenditure reductions due to the reduction in General Transportation Aids.
- Reduce operating expenditures and enhance the Highway and Bridge design process while providing oversight for capital project planning and design by the Resident Contract Manager-Highway for new Highway and Bridge projects.
- Provide funding for the implementation of Sign Inventory software to monitor sign locations and retroreflectivity.

Budget Highlights

Elimination of Step Increases for 2012 for Employees in Certain Pay Grades **(\$82,440)**

This budget includes an expenditure reduction of \$82,440 based on the elimination of step increases for 2012, as provided for in Chapter 17 of the Milwaukee County General Ordinances, for employees in certain pay grades. (See Appendix B for pay grades affected.)

Department of Transportation

The 2012 Recommended Budget creates a new Department of Transportation (Transportation). Transportation includes the following former Department of Transportation and Public Works (DTPW) divisions:

Transit/Paratransit	Airport	Highway Maintenance
Transportation Services	Fleet Management	Director's Office

The Department of Transportation – Highway Division and all Transportation Department divisions shall report to the Transportation, Public Works, and Transit Committee.

State Funding for Maintenance

\$0

The 2012 Routine Maintenance Agreement (RMA) from the State will be released in November 2011, and will set forth service levels for state trunk highways. Should the State reduce reimbursable costs, the Highway division staff will take corrective action and reduce maintenance expenditures on state trunk highways and expressways to match state funding levels.

Purchase of Painting Materials for State

\$0

The 2012 Recommended Budget includes the purchase of paint for the State pavement marking. The State will increase the funding in the pavement marking Traffic Maintenance Agreement to reflect the increase in the cost for materials.

General Transportation Aids Funding

\$233,076

As a result of the State's 2011-2013 biennial budget, the County's General Transportation Aid (GTA) revenue decreases \$233,076 from \$2,330,765 to \$2,097,689. This represents a 10 percent reduction from the County's 2011 GTA allocation from the State. These funds are used to maintain County trunk highways in Milwaukee County.

Service Reduction on County Trunk Highways

(\$262,448)

Due to increases in commodities (example: a diesel fuel increase of \$2.95 per gallon to \$3.81 per gallon) and a 10 percent reduction in GTA revenue from the State, the Highway Maintenance section cannot maintain all services at the same level as budgeted in 2011. State reimbursement will cover the additional costs for services

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DOT-Highway

UNIT NO. 5100
FUND: General - 0001

provided on State trunk highways and expressways. However, changes will be made to the level of services on County trunk highways.

The 2012 Budget includes expenditure reductions in County trunk highway services. Vacancy & Turnover savings of \$144,168; 2.0 FTE Regular Appointment Highway Maintenance Worker positions are unfunded and .72 FTE Temporary Appointment Highway Maintenance Worker positions are funded (0.36 FTE per position) for an estimated personnel cost savings of \$92,280; 1.0 FTE vacant Clerical Assistant II position is abolished for estimated personnel expenditure savings of \$53,034; and roadway materials are reduced by \$26,000.

As additional funding becomes available from the Wisconsin Department of Transportation, these position actions can be reversed.

New Park-Highway Maintenance Worker Position **\$9,920**

The 2011 Adopted Budget implemented a program that created a new permanent position of Parks-Highway Maintenance Worker shared between the Highway Division (Highway) and the Parks, Recreation and Culture Department (Parks). The 2012 Budget creates an additional 5.4 FTE of additional Parks-Highway Maintenance Worker positions to provide additional efficiencies and flexibility of labor between Parks and Highway. The creation of the Parks-Highway Maintenance Worker positions will account all of the 30 total Highway Maintenance Worker 3 (TA) positions. The position will work 19 weeks in Highway (November – March) and 33 weeks of the year in Parks (April – October). Each department is responsible for all personnel costs, including vacation and unemployment compensation, incurred while the employee is working with each department. This action results in the abolishment of 15.0 FTE Park Maintenance Worker In Charge positions and creation of 15.0 FTE Parks-Highway Maintenance Worker split between Parks (9.6 FTE) and Highway (5.4 FTE).

Although this position action increases tax levy in the Highway by \$9,920, the overall savings for the County is estimated at \$459,090.

Transportation Services Change in Fund Type **(\$106,501)**

Transportation Services is created as a section under the re-established Highway Division (as part of the Department of Transportation re-organization). As a result, Transportation Services is changed from an internal services fund to a general fund. The transition to a general fund generates various savings for the Division: OPEB costs are eliminated for a savings of \$88,600; compensated absences are no longer accrued for, generating a savings of \$11,172; debt and depreciation is reduced by \$6,729.

Highway Planning and Design **(\$203,210)**

In 2011 the Wisconsin Department of Transportation informed Highway staff that the Surface Transportation Program (STP) funding would not be available until 2014-2015 cycle. Due to the lack of funding, Highway staff will complete the design portion of projects currently funded. Highway staff will actively seek contract opportunities with the City of Milwaukee, other local municipalities, and consultants on future Highway design projects.

The Resident Contract Manager – Highway will provide oversight on Highway and Bridge design projects, the Local Road Improvement program and Bridge program. The following positions will be unfunded as a result of this action: 1.0 FTE Engineer, 1.0 FTE Engineering Technician, and 1.0 FTE Transportation Design and Construction Manager. This results in savings of approximately \$303,210 in personnel services, partially offset by an increase of \$100,000 in professional services charges for consultants.

Bridge Engineering and Design **(\$20,744)**

Responsibility for the oversight of bridge design projects, the local bridge program, and the bridge inspection program are provided by the Resident Contract Manager – Highway and the Director of Highway Operations. Bridge project design and bridge inspections are currently being performed by consultants, and this action is continued in the 2012 Recommended Budget. As a result, the Resident Contract Manager-Structural position will be unfunded with an expenditure savings estimated at \$120,826 in personnel services and related expenditures, partially offset by a \$100,000 increase in professional services charges for consultants.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DOT-Highway

UNIT NO. 5100
FUND: General - 0001

Sign Inventory Software Implementation **\$24,050**

Computer Software funding of \$3,500 is included for the purchase of Sign Inventory software to identify the location and condition of roadway signage on county trunk highways. Approximately 200 hours of staff time is budgeted for the initial implementation of the software. Staff costs of \$20,540, including overhead, are included in the tax levy supported cross charge and abatement accounts. The Federal Highway Administrations regulations for traffic signing require that a sign inventory and assessment action plan be completed in 2012 for implementation in the following year.

Traffic Signal Installation **\$4,750**

Roadway Planning and Construction operating capital funding is included for 5 percent County participation for the installation of traffic signals at S. 13th St and W. Puetz Road. This funding is in addition to the \$36,400 that was approved in the 2011 budget, and is due to increased costs for the project. A 2007 traffic signal warrant study identified two approaches of the intersection as substandard. Five years of crash data indicates that out of the 24 crashes, 16 were correctable by a traffic signal. The proposed improvement is left-turn and through/right-turn lanes with ditches or curb and gutter as needed. Traffic signals, sidewalks and street lighting will be installed. Emergency vehicle preemption will be incorporated into the design of the traffic signals. The City of Oak Creek submitted a project proposal to the Wisconsin Department of Transportation to be included in the 2009 Highway Safety Improvement Program (HSIP) with a written support from Milwaukee County. In February 2010 Oak Creek was notified that the project was selected for inclusion into the HSIP program. The project was originally estimated to cost \$728,000. An additional \$95,000 was added to the construction cost of the project to include the cost for monotube arms on the traffic signals. The additional project costs will receive 90 percent Federal funding (\$85,500). The remaining 10 percent (\$9,500) of the project cost is shared between the City of Oak Creek and Milwaukee County. The County portion for the additional costs is \$4,750, on a one-time basis. A maintenance agreement will be signed for the operation of the signals.

Abatements **\$0**

Abatements for professional services decrease by \$33,076, from \$341,680 to \$308,604. This abatement offsets an internal crosscharge within the department of the same amount (\$308,604). The crosscharge is used to track levy-funded projects through the work authorization process.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DOT-Highway

UNIT NO. 5100
 FUND: General - 0001

BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 5,417,978	\$ 6,092,510	\$ 6,354,550	\$ 262,040
Employee Fringe Benefits (EFB)	4,492,595	4,500,811	4,651,276	150,465
Services	388,106	358,910	590,433	231,523
Commodities	1,397,643	1,559,972	1,447,262	(112,710)
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	61,229	29,700	26,962	(2,738)
Capital Contra	0	0	0	0
County Service Charges	7,504,228	6,255,494	6,924,002	668,508
Abatements	(2,286,648)	(159,825)	(489,107)	(329,282)
Total Expenditures	\$ 16,975,131	\$ 18,637,572	\$ 19,505,378	\$ 867,806
Direct Revenue	199,065	113,100	257,600	144,500
State & Federal Revenue	15,807,211	17,537,417	17,149,930	(387,487)
Indirect Revenue	0	13,000	1,213,054	1,200,054
Total Revenue	\$ 16,006,276	\$ 17,663,517	\$ 18,620,584	\$ 957,067
Direct Total Tax Levy	968,855	974,055	884,794	(89,261)

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	137.4	139.7	128.1	(11.6)
% of Gross Wages Funded*	92.8	97.7	96.0	(1.7)
Overtime (Dollars)	\$ 500,184	\$ 443,460	\$ 303,180	\$ (140,280)
Overtime (Equivalent to Position)	10.5	9.1	6.6	(2.5)

* For 2010 Actuals, the Position Equivalent is the budgeted amount.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DOT-Highway

UNIT NO. 5100
FUND: General - 0001

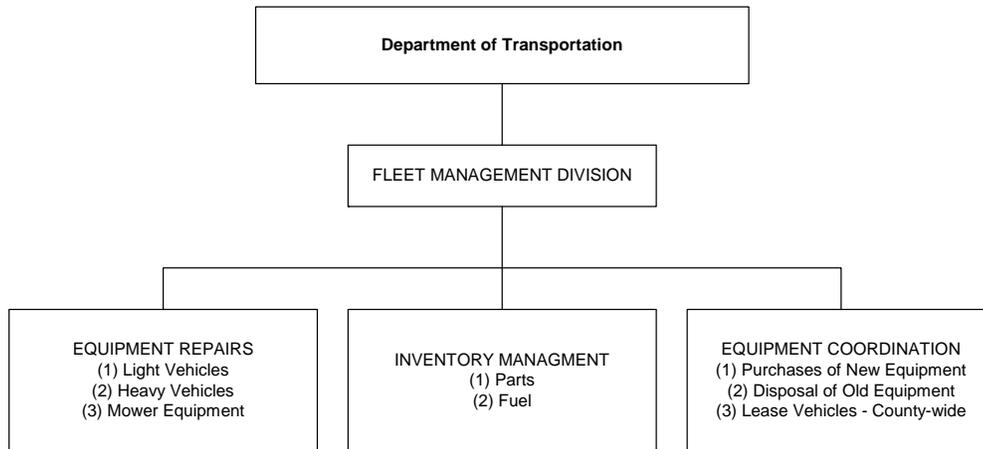
PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Management Assistant - DTPW	00011	Transfer-In	1	1.00	Highways	\$ 34,168
Accountant 4	04330	Transfer-In	1	1.00	Highways	58,572
Transp. & HWY Maint Supv.	35640	Transfer-In	1	1.00	Highways	66,468
Construction Coordinator	35740	Transfer-In	4	2.00	Highways	0
Engineer	35750	Transfer-In	2	2.00	Highways	139,870
Managing Eng Constr.	35860	Transfer-In	1	1.00	Highways	82,442
Managing Eng Traf Des & Const	35861	Transfer-In	1	1.00	Highways	71,974
Res Contr Manager HWY	89720	Transfer-In	1	1.00	Highways	85,288
Engineering Technician-Vacant	35710	Unfund	(1)	(1.00)	Highways	(35,456)
Res. Cont. Mgr. Structural-Vacant	77440	Unfund	(1)	(1.00)	Highways	(68,922)
Transp. Design & Constr Mgr-Vacant	08650	Unfund	(1)	(1.00)	Highways	(89,980)
Clerical Assistant 2	32450	Abolish	(1)	(1.00)	Highways	(30,416)
Engineer-Vacant	35750	Unfund	(1)	(1.00)	Highways	(82,442)
Parks-Hiighways Maint. Worker	40480	Create	15	5.40	Highways	172,460
Highway Maint. Worker TA	32610	Unfund	(15)	(5.40)	Highways	(164,490)
Highway Maint. Worker RA	32610	Unfund	(2)	(2.00)	Highways	(91,688)
Highway Maint. Worker TA	32610	Fund	2	0.72	Highways	33,012
					TOTAL	\$ 180,860

ORGANIZATIONAL COST SUMMARY					
DIVISION		2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Highway Maintenance	Expenditure	\$ 16,975,147	\$ 18,637,572	\$ 17,768,412	\$ (869,160)
	Revenue	16,006,277	17,663,517	17,119,121	(544,396)
	Tax Levy	\$ 968,870	\$ 974,055	\$ 649,291	\$ (324,764)
Transportation Services	Expenditure	\$ 2,043,461	\$ 2,406,851	\$ 1,736,965	\$ (669,886)
	Revenue	1,369,825	2,202,907	1,501,463	(701,444)
	Tax Levy	\$ 673,635	\$ 203,944	\$ 235,502	\$ 25,558

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. 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 subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

**DEPARTMENT OF TRANSPORTATION -
FLEET MANAGEMENT**

DOT-FLEET MANAGEMENT (5300)



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.

Budget Summary

	2012	2011/2012 Change
Expenditures	8,848,271	448,153
Revenue	10,842,564	692,299
Levy	(1,994,293)	(244,146)
FTE's	35.0	0.3

Major Programmatic Changes

- Fleet Management division is transferred to the newly created Transportation Department.
- Continue the new billing process that charges users based on a labor rate and parts cost.
- Continue charging users for actual costs of new vehicle purchases that are commensurate with the debt service on that vehicle.
- Accelerated vehicle replacement schedule to reduce operating and maintenance costs remains in place for 2012.

OBJECTIVES

- Review the composition of the fleet and recommend changes to meet current workloads and increase operational efficiency. This includes capital purchasing and short-term rentals for specialty equipment.
- Maintain, repair and dispose of vehicles in a manner that brings the highest possible return on investment.
- Maintain a service facility, which will provide superior customer service, repair and administrative support to customers.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DOT-Fleet Management

UNIT NO. 5300
FUND: General - 0001

- Manage the fleet in a manner that ensures the lowest possible operating cost while maintaining consistently high mechanical reliability

DEPARTMENTAL PROGRAM 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.

Equipment Repairs maintains and manages approximately 2,200 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 \$440,000 in inventory of repair parts for all Milwaukee County vehicles. Fleet Management also manages and operates four fueling sites supplying 800,000+ gallons of fuel annually from locations conveniently located throughout Milwaukee County.

Equipment Coordination researches and develops the specifications for purchasing new vehicles and equipment. Fleet Management also works with user departments to ensure the correct piece of equipment is purchased. Fleet Management also hosts and coordinates a semi-annual Public Auction of used equipment for Milwaukee County and also other municipalities in the area.

2012 BUDGET

Approach and Priorities

- Continue to adjust staffing and expenditures as part of the accelerated fleet replacement program. Approximately \$13 million worth of vehicles and equipment have been replaced since October 2009, reducing maintenance costs and increasing operational efficiency throughout County departments.
- The division's billing mechanism continues charging departments based on a labor rate and parts costs for repairs and for actual costs of new vehicle purchases that are commensurate with the debt service on that vehicle. In addition, the operating cost of fuel continues to be charged to departments

Programmatic Impacts

- All new vehicles and equipment will be placed on a replacement schedule of either three, five or eight years. After replacement, depreciated vehicles and equipment will be sent to auction and the user department will be credited for the revenue generated. Allowing departments, rather than the Fleet Management Division, to receive auction revenue will promote the proper care and maintenance of vehicles and equipment so that departments can achieve maximum revenue at auction.
- As a result of the new purchasing program, County departments will no longer be provided expenditure authority for new vehicle leases in their operating budgets except for DOT-Airport Division. Current leases will be terminated upon the contract expiration and depending upon the necessity of the vehicle, may or may not be transferred into the purchasing program. If the departments in conjunction with Fleet Management determine that leasing is the best option, then Fleet Management will acquire the lease provided the departments are able to provide funding for the expenditures.
- The hourly labor rate is formulated so that all net expenditures are fully paid for by billing 38,652 labor hours annually. A parts markup is determined by the percentage of parts department operating costs.
- Fleet Management retains ownership of all County vehicles. Departments may not exceed their 2012 vehicle allotment without approval of the County Board.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DOT-Fleet Management

UNIT NO. 5300
FUND: General - 0001

Budget Highlights

Elimination of Step Increases for 2012 for Employees in Certain Pay Grades **(\$12,593)**

This budget includes an expenditure reduction of \$12,593 based on the elimination of step increases for 2012, as provided for in Chapter 17 of the Milwaukee County General Ordinances, for employees in certain pay grades. This savings will be allocated to the County user departments of Central Fleet services. (See Appendix B for pay grades affected.)

Services **\$3,400**

The Airport Division has responsibility for its own fleet maintenance services. The Airport Division will continue to provide some fleet maintenance services for the Highway Maintenance Division and the Sheriff's Office. The 2012 Budget provides the expenditure authority for the continuation of these services. In addition, Fleet continues to utilize outside vendors for various repairs that are more efficiently and economically accomplished in the private sector. Fleet cost for outside services will remain at the 2011 level of \$300,000. The Division will also hold airport services at the 2011 level of \$225,000.

Safety expenditures are increased \$30,000 for upcoming inspections on the boom trucks which is offset by a decrease of \$30,000 in heat utility expenditures to better reflect previous year actuals. Smaller increases in other services accounts result in a net increase of \$3,400.

Commodity Expenditures **\$1,637**

This is the third year of the new purchasing program in which many of the oldest vehicles and equipment that require significant ongoing major maintenance will be replaced. For the third year of the program, costs are being held at \$952,117. Fleet anticipates reducing parts expenditures even further in later years by an amount based on experience realized with the new program. Minor changes in other commodity accounts reflect an increase in this category by \$1,637.

Auction Revenue **\$0**

Fleet Management anticipates auction revenue will be maintained at 2011 level of \$280,000. As older vehicles are replaced, they are also sold at auction to receive the highest return on investment.

State Highway Maintenance Contract **\$0**

In 2012, the Highway Maintenance Division accounts for 42 percent of Fleet Management's revenues and expenditures. Should the State decide to reduce funding for the Highway Maintenance Division resulting in a corresponding decrease in revenue for the division, Fleet will take corrective action and reduce expenditures on fleet services in order to avoid budget deficits.

Debt Service on Fleet Vehicles **\$741,501**

In 2012, the debt service on vehicles increases by \$741,501, from \$2,458,499 to \$3,200,000. The increase reflects the active debt repayment for the new vehicles and equipment purchased as part of the 2009 and 2010 debt issuances.

Capital Investments

The project below is included in the 2012 Capital Improvements Budget for the Fleet Management Division.

- WO112 – Fleet Airport Equipment, \$ 1,100,000

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DOT-Fleet Management

UNIT NO. 5300
FUND: General - 0001

2012 VEHICLE & EQUIPMENT ALLOTMENT PER DEPARTMENT	
DEPARTMENT	TOTAL
Parks Department****	841
Sherriff	180
Highways Division	165
Facilities Management Division	40
Zoo	37
Fleet Management Division***	20
Department of Health and Human Services	18
Behavioral Health Division	14
District Attorney**	10
Architectural Engineering & Environmental Services	5
Information Management Services Division	3
Medical Examiner	3
Transportation Services	3
Office for Persons with Disabilities	1
House of Correction*	1
TOTAL	1341
<p>* The HOC was not included in the purchasing program but may at some time in the future. At this time, the equipment remains under the HOC.</p> <p>** The District Attorney has an additional ten vehicles that are listed in the system but are not technically county-owned vehicles.</p> <p>*** Fleet Management also maintains motor pool vehicles.</p> <p>**** These numbers include all mowing equipment.</p>	

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DOT-Fleet Management

UNIT NO. 5300
FUND: General - 0001

BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 1,475,541	\$ 1,722,529	\$ 1,682,185	\$ (40,343)
Employee Fringe Benefits (EFB)	1,455,449	1,328,101	1,248,423	(79,678)
Services	805,969	837,654	841,054	3,400
Commodities	1,149,353	1,031,980	1,033,617	1,637
Other Charges	0	0	0	0
Debt & Depreciation	0	2,458,499	3,200,000	741,501
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	4,583,622	2,915,930	2,901,138	(14,792)
Abatements	(3,510,115)	(1,894,574)	(2,058,146)	(163,572)
Total Expenditures	\$ 5,959,819	\$ 8,400,119	\$ 8,848,271	\$ 448,153
Direct Revenue	460,836	296,214	305,500	9,286
State & Federal Revenue	17,144	20,000	17,000	(3,000)
Indirect Revenue	8,800,791	9,834,051	10,520,064	686,013
Total Revenue	\$ 9,278,771	\$ 10,150,265	\$ 10,842,564	\$ 692,299
Direct Total Tax Levy	(3,318,952)	(1,750,146)	(1,994,293)	(244,146)

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	38.0	34.6	35.0	0.4
% of Gross Wages Funded*	96.7	96.7	97.1	0.4
Overtime (Dollars)	\$ 49,420	\$ 60,720	\$ 70,272	\$ 9,552
Overtime (Equivalent to Position)	1.0	1.3	1.5	0.2

* For 2009 Actuals, the Position Equivalent is the budgeted amount.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Excluding Fringe Benefits)
None						
					TOTAL	\$ 0

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. 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 subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

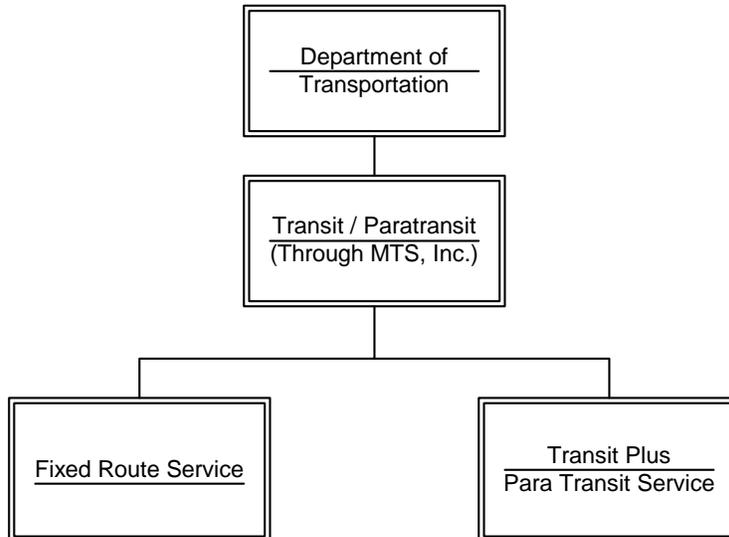
**DEPARTMENT OF TRANSPORTATION & PUBLIC WORKS -
WATER UTILITY**

DTPW - WATER UTILITY (5500)

- The Department of Transportation and Public Works – Water Utility division is transferred as a section under the newly created Department of Administrative Services – Facilities Management Division.

MILWAUKEE COUNTY TRANSIT/PARATRANSIT SYSTEM

MILW CO TRANSIT-PARATRANSIT SYSTEM (5600)



MISSION

The Milwaukee County Transit / Paratransit System 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.

Budget Summary

	2012	2011/2012 Change
Expenditures	169,067,925	(3,926,691)
Revenue	150,345,680	(5,081,173)
Levy	18,722,245	1,154,482

Major Programmatic Changes

- \$6.8 million reduction in State Section 85.20 Operating Assistance
- \$1.4 million increase in State Section 85.205 funding for Paratransit
- Express Bus Service on Routes 15, 23, and 62
- Estimated CMAQ funding of \$7.7 million
- Budget assumes elimination of Title XIX reimbursement
- Paratransit fare increases \$1.25
- Maintain border-to-border paratransit service.

OBJECTIVES

- Provide a safe and dependable transit system for the traveling public.
- Operate within established budgets while maximizing the quality and timeliness of services provided.
- Work with service providers to ensure that high quality paratransit service is provided cost effectively while meeting the needs of individuals with disabilities.
- Implement cost control measures while working with executive and legislative bodies toward improved fiscal sustainability.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Milw Co Transit-Paratransit System

UNIT NO. 5600
FUND: Enterprise - 0083

DEPARTMENTAL PROGRAM DESCRIPTION

The Transportation Department (see "Budget Highlights" for detail) provides public transit services through the Milwaukee County Transit System (MCTS). Direct management and operation of the transit system, including paratransit services, is provided by Milwaukee Transport Services, Inc. (MTS), a private non-profit corporation under contract to the County. The corporation uses transit facilities and equipment owned and provided by Milwaukee County.

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.

The Director's Office of the Transportation Department provides County oversight as well as conducts various transit related studies, and prepares and administers Federal and State transit grants. Division personnel also facilitate the acquisition of capital equipment, and provide design and construction services for capital facilities.

2012 BUDGET

Approach and Priorities

- Continue to provide efficient and reliable transportation options for residents of Milwaukee County, by focusing on core service routes and high demand service hours.
- MTS and Transportation staff estimates receiving Federal Revenue of approximately \$18,877,000 for the 2012 Recommended Budget. Due to the uncertainty of the level of funding that will be included in the reauthorization of the current federal surface transportation law (Safe, Accountable, Flexible, Efficient Transportation Equity Act, also known as SAFETEA-LU), MTS and Transportation staff will adjust transit service and/or fares in order to correct any funding gaps that result from reduced federal surface transportation funding.

MTS and Transportation staff shall provide a report to the Committee on Transportation, Public Works, and Transit which outlines the corrective action steps necessary to fill the gap in revenue.

- MTS and Transportation staff shall create a 5-year Transit sustainability plan (2013 – 2017) and submit a report of their findings to the Committee on Transportation, Public Works, and Transit during the July 2012 committee cycle.

Programmatic Impacts

- Express Bus Service is provided on Routes 15, 23, and 62.¹
- Budget assumes the elimination of Title XIX reimbursement for eligible paratransit trips.
- Paratransit fare increases \$1.25 to \$4.50.

Budget Highlights

Department of Transportation

The 2012 Recommended Budget creates a new Department of Transportation (Transportation). Transportation includes the following former Department of Transportation and Public Works (DTPW) division:

¹ Further detail regarding the related CMAQ funding and impact of existing fixed-routes is provided on pages 5600 – 3 through 5600 – 5.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Milw Co Transit-Paratransit System

UNIT NO. 5600
FUND: Enterprise - 0083

Transit/Paratransit	Airport	Highway Maintenance
Transportation Services	Fleet Management	Director's Office

The Department of Transportation - Transit division and all Transportation Department divisions shall report to the Transportation, Public Works, and Transit Committee.

Federal Funding **\$576,000**
 Capitalized Maintenance funding is reduced due to the decrease in eligible maintenance expenses. Job Access Reverse Commute (JARC) is included in the 2012 Budget, however, JARC routes will be eliminated if funding is not available.

State Funding **\$5,409,100**
 The 2011-13 State Biennial Budget reduced chapter 85.20 funding by 10 percent or \$6,858,300 for calendar year 2012. This is partially offset by an increase in Chapter 85.205 revenue of \$1,449,200 for the maintenance of American with Disabilities Act (ADA) paratransit service

Transit Operations (Fixed Route)

Revenue and Expenditure Overview
 Operating expenses total \$134,851,493, a decrease of \$774,239 (-0.6 percent) from the 2011 Adopted Budget. Passenger revenue (passenger abatement) is estimated at \$41,282,000, an increase of \$3,722 (-0.1 percent). Fixed route services are increased by 16,525 miles (0.1 percent) and 8,194 hours (0.6 percent) compared to the 2011 Adopted Budget.

Fare Adjustments
 The requested budget includes no increase in fixed route fares. Fares are detailed in the table "Fare Structure" found at the end of this narrative.

Transit Staffing
 Service changes for FY 2012 will result in the elimination or layoff of 12 jobs.

<u>Employee Group</u>	<u>2012 Budget</u>	<u>2011 Budget</u>	<u>Increase/(Decrease)</u>
Non-Represented	108	115	(7)
Represented	<u>925</u>	<u>930</u>	<u>(5)</u>
Total	1033	1045	(12)

Congestion Mitigation and Air Quality Funding (CMAQ) **(\$7,715,635)**
 Milwaukee County (County) has applied for CMAQ funding of approximately \$6.37 million (originally designated for Bus Rapid Transit line or "BRT") and approximately \$15 million (originally designated for the Southeastern Wisconsin Regional Transit Authority and the Kenosha-Racine-Milwaukee commuter rail line project or "KRM") to be used for Express Bus Service in 2012. The exact CMAQ award amount will not be known until October 2011, pending review and approval by multiple State and Federal agencies (i.e. WisDOT, WiDNR, SEWRPC, FTA and FHWA)². For budgeting purposes, CMAQ funding awards were applied based on estimates provided by MTS and Transportation staff.

The 2012 Budget assumes CMAQ funding of \$2.9 million (Express Route 23), \$3.4 million (Express Route 15), and \$1.4 million (Express Route 62) as part of an overall 3-year allocation totaling \$16.9 million. MTS and

² Wisconsin Department of Transportation (WisDOT), Wisconsin Department of Natural Resources (WiDNR), Southeastern Wisconsin Regional Planning Commission (SEWRPC), Federal Transit Administration(FTA), (Federal Highway Administration)

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Milw Co Transit-Paratransit System

UNIT NO. 5600
FUND: Enterprise - 0083

Transportation staff has estimated the County will be awarded the following CMAQ funding over a 3-year County budget period:

CMAQ Grant	2012	2013	2014 (b)	Total
CMAQ - Express Route 23 (a)	2,893,363	3,215,923	265,306	6,374,592
CMAQ - Express Route 15 (c)	3,444,480	3,828,480	315,840	7,588,800
CMAQ - Express Route 62 (c)	1,377,792	1,531,392	126,336	3,035,520
Totals	7,715,635	8,575,795	707,482	16,998,912

(a) CMAQ funding was originally designated for Bus Rapid Transit service running along the Fond du Lac and National Avenue transit corridors. This budget action reprograms the CMAQ funding for Express Bus Service within the same transit corridor via Routes 18 and 23.

(b) CMAQ disbursements are based on the Grant's fiscal year running February 1st through January 31. Therefore, MTS staff has estimated \$707,482 of CMAQ funding for the County's 2014 budget year.

(c) CMAQ funding originally designated for the KRM commuter rail project.

Note: CMAQ revenue based on \$92 per bus hour in year 1, and \$94 in year 2.

Implementation of the Express Bus service (utilizing CMAQ funding) allows for adjustments to the existing underlying routes (served by the Express Bus) and for those resources to be reprogrammed for use on other service routes. The introduction of CMAQ funded Express Service will require some changes in existing service on segments of routes 11, 15, 18, 23, 62, and 68 according to the following:

- 1) Service on some route segments will be eliminated, or
- 2) Service on some route segments will be slightly less frequent, and/or
- 3) Some passengers will walk further to/from their bus stop, however, these passengers will have access to the new express service.

It is the intent of Transit to establish the Express Bus service as sustainable routes that will continue after the CMAQ funding is exhausted.

Transportation and MTS staff have estimated that the County will receive all of the \$6.37 million CMAQ funding related to the former BRT and have indicated that it is likely the County will receive approximately \$10.6 million of CMAQ funding related to KRM. Although CMAQ funding for an Express Route for 27 has been applied for, it is not budgeted or listed in the table above as MTS staff believe routes 15, 23, and 62 have the strongest chance of receiving CMAQ funding. Should the County be awarded CMAQ funding less than what is budgeted for 2012, MTS and Transportation staff will adjust service expenditures and revenues to account for the variance in CMAQ funding. MTS and Transportation staff shall provide a report to the Committee on Transportation, Public Works, and Transit which outlines the corrective action steps necessary to fill the gap in revenue should this occur. Should the County be awarded CMAQ funding more than what is budgeted for 2012, MTS and Transportation staff will provide an appropriation transfer (in order to create budget authority) and identify the service(s) the additional funding will be applied towards.

In the unlikely event the County should receive none of the identified CMAQ funding as identified above, the following service changes will be implemented based on the following criteria: (1) minimize the loss of service to transit dependent areas while increasing overall efficiency of the transit system; (2) realign or restructure routes or segments of routes that have low productivity but warrant limited service; and (3) restructure route to allow for improvement in operational efficiency and simplification of routes while maintaining access to job corridors, shopping, medical facilities and businesses at reduced levels of service. These service changes are as follows:

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Milw Co Transit-Paratransit System

UNIT NO. 5600
FUND: Enterprise - 0083

Service Reductions/Eliminations	Net Levy Impact
1 - Reduce Service Frequency (Routes 21, 22, 23, 30, 53, 60 & 62)	\$ (655,300)
2 - Eliminate School Routes 50, 89, 87, 85 & 88	\$ (100,920)
3 - Eliminate Segment East of 2nd & Wisconsin Rt. 23	\$ (426,580)
4 - Restructure Service: Group Routes 31 & 33	\$ (627,940)
5 - Restructure Service: Group Routes 19, 57 & 219	\$ (1,271,890)
6 - Route 27 Eliminate 35th St	\$ (52,340)
7 - Restructure Service: Group Routes 15 & 51	\$ (332,910)
8 - Restructure Service: Group Routes 18, 11, 54, 56	\$ (729,080)
9 - Insert Route 62 Turnback	\$ (240,290)
10 - Insert Route 12 Turnback (req. with 12, 30, 35, 80)	\$ (208,380)
11 - Restructure Service: Group Routes 12, 30, 35 & 80	\$ (486,050)
12 - Reduce Service Frequency (Routes 55 & 63)	\$ (674,040)
13 - Restructure Service: Group Routes 64, 67 & 76	\$ (517,230)
14 - Route 60 Eliminate Extension to UWM	\$ (334,710)
15 - Eliminate Special Event Service Including Summerfest	\$ (310,250)
16 - Eliminate Route 68 Service	\$ (537,730)
17 - Eliminate Freeway Flyer Routes 40, 43, 44, 46, 48 & 49	\$ (1,179,960)
TOTAL: \$ (8,685,600)	

3rd Party Health Care Administration **(\$965,000)**

Health care costs are decreased by approximately \$965,000 through efficiencies gained by MTS and the County utilization of the same 3rd Party healthcare administrator. It should be noted that employees of MTS are not County employees. Therefore, the MTS' fringe benefits (i.e. health, dental, life) are negotiated and provided for separately from those maintained by County and remain separate and distinct from one another. The savings are reflective of health care related benefits only as they apply to the MTS negotiated health care plan for its employees. This change applies to administration of the MTS health care system only and will not have any impact on current premiums and deductibles paid by MTS employees.

Fuel **\$3,413,103**

Fuel is budgeted at \$3.25 per gallon compared to \$2.39 per gallon in the 2011 budget.

Paratransit Operations

Revenue and Expenditure Overview

Operating expenses total \$26,434,449, a decrease of \$3,999,926 (-13.1 percent) from the 2011 Adopted Budget. Program revenue is projected to be \$11,407,934, a decrease of \$4,956,325 (-30.3 percent) from 2011. The decrease in expenditures and revenues is the result of fewer trips budgeted in 2012 compared to 2011. A significant reduction in trips taken by paratransit clients began in late 2010 and continues in 2011. This is the basis for the trip reduction estimate for 2012. Budgeted trips for 2012 total 1,004,814, a reduction of 268,818 trips compared to the 2011 Adopted Budget. Border-to-border paratransit service is maintained.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Milw Co Transit-Paratransit System

UNIT NO. 5600
FUND: Enterprise - 0083

Paratransit Fares

(\$1,147,000)

Paratransit fares increase by \$1.25 from \$3.25 to \$4.50 per one-way trip.

New Freedom Initiative

\$0

Transit will continue to coordinate with the Office for Persons with Disabilities and other County agencies to continue to provide free rides on the fixed route system for eligible persons with disabilities through the Federal New Freedom Initiative, with the goal of continuing to expand mobility and reducing the need for paratransit service.

Capital Investments

The 2012 Budget Request does not include any Capital Improvement Projects.

BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 0	\$ 0	\$ 0	\$ 0
Employee Fringe Benefits (EFB)	0	0	0	0
Services	315,337	271,838	348,266	76,428
Commodities	488,597	420,000	420,000	0
Transit Operations	134,455,113	138,610,243	138,280,305	(329,938)
Other Charges	27,150,821	31,028,864	26,984,637	(4,044,227)
Capital Outlay	277,708	222,500	277,500	55,000
County Service Charges	2,836,563	2,441,171	2,757,217	316,046
Abatements	0	0	0	0
Total Expenditures	\$ 165,524,139	\$ 172,994,616	\$ 169,067,925	\$ (3,926,691)
State & Federal Revenue	89,148,770	91,937,500	94,078,246	2,140,746
Other Direct Revenue	7,889,473	12,768,868	7,415,500	(5,353,368)
Transit Revenue	49,671,460	50,720,485	48,851,934	(1,868,551)
Total Revenue	\$ 146,709,703	\$ 155,426,853	\$ 150,345,680	\$ (5,081,173)
Direct Total Tax Levy	18,814,436	17,567,763	18,722,245	1,154,482

FARE STRUCTURE			
Fare Type	Current Fare	2012 Fare	Fare Change
Adult Cash	\$2.25	\$2.25	\$0.00
Adult Ticket	10/\$17.50	10/\$17.50	\$0.00
Premium Cash	\$3.25	\$3.25	\$0.00
Premium Ticket	10/\$23.50	10/\$23.50	\$0.00
All Half fares Cash	\$1.10	\$1.10	\$0.00
All Half Fares Tickets	10/\$11.00	10/\$11.00	\$0.00
Adult Weekly Pass*	\$17.50	\$17.50	\$0.00
Monthly Pass	\$64.00	\$64.00	\$0.00
Student Pass – Special*	\$16.50	\$16.50	\$0.00
U-Pass**	\$45.00	\$45.00	\$0.00
Commuter Value Pass***	\$195.00	\$195.00	\$0.00
Paratransit Fare****	\$3.25	\$4.50	\$1.25

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Milw Co Transit-Paratransit System

UNIT NO. 5600
FUND: Enterprise - 0083

- *Per week
- **Per School Semester
- ***Per Quarter
- ****Per one way trip

ACTIVITY & STATISTICAL SUMMARY			
	2010 Actual	2011 Budget	2012 Budget
Fixed Route Service			
Buses in Fleet	448	414	416
Buses Operated in Peak Service	345	329	324
Annual Bus Miles	17,480,728	17,222,620	17,239,145
Annual Bus Hours	1,318,050	1,291,668	1,299,862
Revenue Passengers	37,534,911	38,347,300	37,216,700
Cost per Mile	\$7.50	\$7.87	\$7.82
Cost per Revenue Passenger	\$3.49	\$3.54	\$3.62
Revenue per Revenue Passenger	\$1.10	\$1.08	\$1.11
Farebox Recovery Ratio	31.36%	30.45%	30.61%
Transit Plus			
Van Trips per Hour	2.07	2.13	2.00
Ridership	1,106,708	1,273,632	1,004,814
Cost per Ride	\$23.54	\$23.90	\$26.31

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. 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 subsection is void. A county officer who knowingly violates this subsection 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."

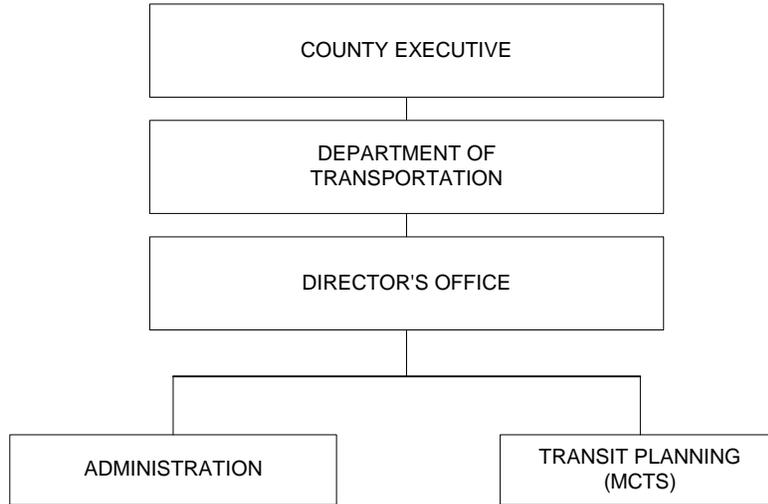
**DEPARTMENT OF TRANSPORTATION & PUBLIC WORKS-
FACILITIES MANAGEMENT**

DTPW – FACILITIES MANAGEMENT (5700)

- The Department of Transportation and Public Works – Facilities Management division is transferred as a section under the newly created Department of Administrative Services – Facilities Management Division.

**DEPARTMENT OF TRANSPORTATION -
DIRECTOR'S OFFICE**

DOT-DIRECTOR'S OFFICE (5800)



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.

Budget Summary		
	2012	2011/2012 Change
Expenditures	120,822	(195,082)
Revenue	250,000	0
Levy	(129,178)	(195,082)
FTE's	7.0	(2.0)

Major Programmatic Changes

- The Director's Office division is re-established under the newly created Transportation Department.
- Director's Office will provide oversight and management to the newly created Department of Transportation (see Budget Highlights for detail).
- Real Estate Services and Economic Development Section are transferred into the newly created DAS-Economic Development Division (as sections)

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DOT-Director's Office

UNIT NO. 5800
FUND: General - 0001

OBJECTIVES

- Strive to maintain all core services provided by the divisions within DOT.
- Enhance the use of technology throughout the department to improve efficiency and responsiveness.
- Achieve fiscal savings through energy conservation initiatives.
- Expand and create new opportunities to increase and/or secure new revenue sources within all areas of operations.
- Review DOT operational procedures and implement process improvements to eliminate duplication, create efficiencies and maximize resources.
- Develop and implement written policies and procedure manuals, succession planning and cross training for all critical positions in the department.
- Provide fiscal and operational oversight in DOT divisions to maximize the quality of services provided.
- Consolidate fiscal and administrative staff throughout DOT to create work distribution efficiencies

DEPARTMENTAL PROGRAM DESCRIPTION

The DOT – Director’s Office (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, safety and training and general public information services. The Department of Administrative Services – Fiscal Affairs provides budgeting functions to the department.

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.

2012 BUDGET

Approach and Priorities

- The Director’s Office will lead the department in seeking opportunities to partner with public and private agencies when cost effective, mutually beneficial and feasible for Milwaukee County.

Budget Highlights

Elimination of Step Increases for 2012 for Employees in Certain Pay Grades **(\$1,420)**

This budget includes an expenditure reduction of \$1,420 based on the elimination of step increases for 2012, as provided for in Chapter 17 of the Milwaukee County General Ordinances, for employees in certain pay grades. (See Appendix B for pay grades affected.)

Department of Transportation

The 2012 Recommended Budget creates a new Department of Transportation. This new department shall consist of the following former Department of Transportation and Public Works (DTPW) divisions:

Transit/Paratransit	Airport	Highway Maintenance
Transportation Services	Fleet Management	Director’s Office

The Director’s Office shall maintain oversight and management responsibilities of these DOT divisions.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DOT-Director's Office

UNIT NO. 5800
FUND: General - 0001

DAS – Economic Development Division **(\$217,780)**

The 2012 Budget creates a new Department of Administrative Services (DAS) division of Economic Development (ED) which transfers in the former Director’s Office sections of Real Estate Services and Economic Development. All expenditures and revenues associated with these sections are transferred to Org 1192. The positions of Administrative Specialist – Economic Development NR, Real Estate Agent, Manager of Real Estate Services, Economic Development Specialist, and Economic Development Director are also transferred.

The DAS-ED sections of Real Estate Services and Economic Development shall continue report to the Committee of Economic and Community Development.

Sustainability **(\$0)**

The countywide sustainability function is transferred to the new DAS Division of Facilities Management. One position of Sustainability Director is created in that division and will maintain oversight and management duties of the DAS-Sustainability section.

Department of Human Resources – Position Consolidation **(\$0)**

The 2012 Recommended Budget creates a new Department of Human Resources (HR) in order to provide a more coordinated and efficient use of County resources. As a result, Human Resources staff that were budgeted and deployed throughout various County departments are now budgeted and allocated centrally within the new HR Department. The Director’s Office has 1.0 FTE Management Assistant – HR and 1.0 FTE HR – Coordinator TPW that are now transferred into the HR Department.

BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 621,572	\$ 702,676	\$ 600,250	\$ (102,426)
Employee Fringe Benefits (EFB)	401,632	427,830	363,241	(64,589)
Services	35,116	30,345	26,062	(4,283)
Commodities	605	11,100	6,600	(4,500)
Other Charges	0	1,000	1,000	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	334,389	286,229	505,425	219,196
Abatements	(1,414,544)	(1,143,276)	(1,381,756)	(238,480)
Total Expenditures	\$ (21,230)	\$ 315,904	\$ 120,822	\$ (195,082)
Direct Revenue	198,115	250,000	250,000	0
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	\$ 198,115	\$ 250,000	\$ 250,000	\$ 0
Direct Total Tax Levy	(219,345)	65,904	(129,178)	(195,082)

NOTE: 2010 Actual and 2011 Budget are restated to reflect that Real Estate Services and Economic Development sections are located in the DAS-ED, and are therefore not included in the Budget Summary Table above.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DOT-Director's Office

UNIT NO. 5800
FUND: General - 0001

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	13.0	9.0	7.0	(2.0)
% of Gross Wages Funded	100.0	94.6	100.0	5.4
Overtime (Dollars)	\$ 0	\$ 0	\$ 0	\$ 0
Overtime (Equivalent to Position)	0.0	0.0	0.0	0.0

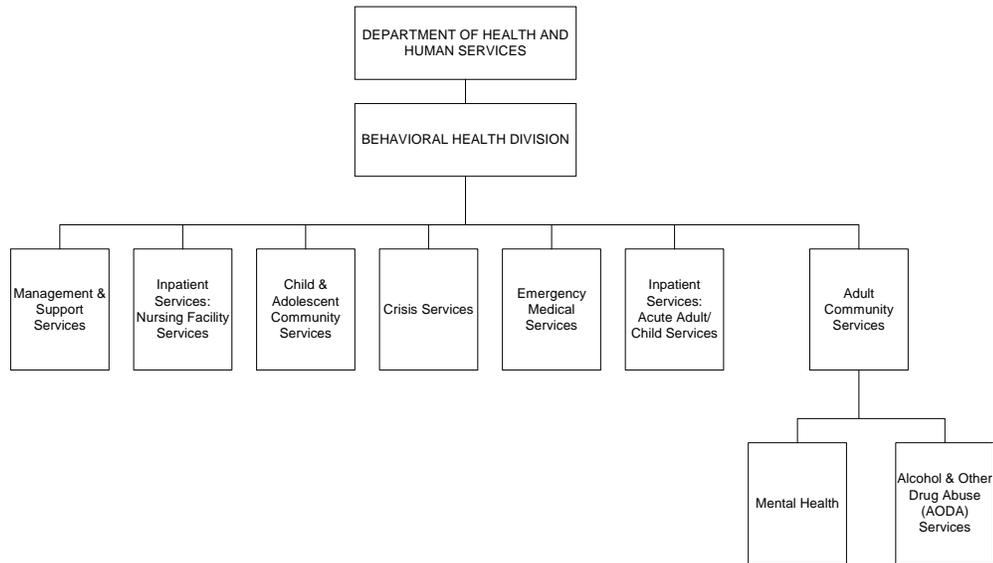
* For 2010 Actuals, the Position Equivalent is the budgeted amount.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Excluding Fringe Benefits)
Admin Spec - Econ Dev NR	00074	Transfer-Out	(1)	(1.0)	DAS-Economic Dev	\$ (47,858)
Real Estate Agent	07330	Transfer-Out	(1)	(1.0)	DAS-Economic Dev	(58,104)
Mgr of Real Estate Serv	77680	Transfer-Out	(1)	(1.0)	DAS-Economic Dev	(78,052)
Econ Dev Spec	00789	Transfer-Out	(1)	(1.0)	DAS-Economic Dev	(50,584)
Econ Dev Dir	80094	Transfer-Out	(1)	(1.0)	DAS-Economic Dev	(61,220)
Mangment Asst - HR	00019	Transfer-Out	(1)	(1.0)	DAS-Human Resrc	(39,174)
HR Coord - TPW	05735	Transfer-Out	(1)	(1.0)	DAS-Human Resrc	(69,390)
					TOTAL	\$ (404,382)

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. 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 subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

**DEPARTMENT OF HEALTH AND HUMAN SERVICES -
BEHAVIORAL HEALTH DIVISION**

DHHS – Behavioral Health Division (6300)



MISSION

The Milwaukee County Department of Health and Human Services - Behavioral Health Division is a public sector system for the integrated treatment and recovery of persons with serious behavioral health disorders.

VISION

The Milwaukee County Department of Health and Human Services - Behavioral Health Division will be a Center of Excellence for person-centered, quality best practice in collaboration with community partners.

CORE VALUES

- Patient centered care
- Best practice standards and outcomes
- Accountability at all levels
- Recovery support in the least restrictive environment
- Integrated service delivery

Budget Summary

	2012	2011/2012 Change
Expenditures	185,307,008	(3,234,561)
Revenue	126,589,880	(2,646,484)
Levy	58,717,128	(588,077)
FTE's	837.4	(6.4)

Major Programmatic Changes

- Invest in additional Crisis Resource programs in the community
- Address on-going fiscal issues associated with reduced state revenues
- Implement recommendations from the Mental Health Redesign, including redeployment of resources to provide greater investments in community-based services
- Transition to an electronic medical records system
- Continue to align staffing with the evolving needs of the facility
- Achieve Joint Commission certification and invest in other quality improvement initiatives
- Explore and secure where possible enhanced Federal, State, and private grant revenues to mitigate State service cuts

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DHHS - Behavioral Health Division

UNIT NO. 6300
FUND: General - 0077

OBJECTIVES

- Provide care and treatment for Milwaukee County residents with serious behavioral health disorders
- Promote clinical quality and safety for all patients as the highest priority
- Address on-going fiscal issues associated with revenues and staffing
- Continue investments to provide services in community-based settings
- Achieve Joint Commission (JC) certification
- Administer and coordinate all county-wide emergency medical services

DEPARTMENTAL PROGRAM DESCRIPTION

Management/Support Services

Management/Support Services is comprised of centralized programs, services and related costs necessary for the overall operation of the Behavioral Health Division, such as Administration (including Clinical, Medical Staff, Quality Assurance and Utilization Review), Fiscal Management, Patient Accounts and Admissions, Management Information Systems, Dietary, and Medical Records. Management/Support Services has responsibility for management of the environment of care that is composed of maintenance and housekeeping, and other environmental services. Expenditures are allocated to the Inpatient Services/Nursing Facility, Inpatient Services/Acute Adult/Child, Adult Community, AODA, Adult Crisis, Child and Adolescent Programs and Emergency Medical Programs, according to Medicare and Medicaid cost allocation methodologies reflective of services consumed by the programs. BHD plans to revise the cost allocation in 2012.

Inpatient Services: Nursing Facility Services

The Nursing Home Facilities are licensed Rehabilitation Centers under HFS132 and HFS134 that provide long-term, non-acute care to patients who have complex medical, rehabilitative, psychosocial needs and developmental disabilities. The Rehabilitation Center-Central is a 70-bed, Title XIX certified, skilled-care licensed nursing home. The facility consists of three units, which serve individuals with complex and interacting medical, rehabilitative and psychosocial needs that can be effectively treated in a licensed nursing facility. The Rehabilitation Center-Hilltop is a 72-bed Title XIX certified facility for the Persons with Developmental Disabilities. The facility provides active treatment programs and an environment specially designed for residents with dual diagnoses of developmental disability and serious behavioral health conditions.

Inpatient Services: Acute Adult/Child Services

Hospital Inpatient Services are provided in five licensed psychiatric hospital units with four specialized programs for adults and one specialized unit for children and adolescents. In 2012, BHD will implement the recommendations of the Gender Unit Work Group to reconfigure existing units to that of: two 24-bed adult units called General Acute Treatment Units, one 24-bed Women's-Option/Med-Psych Treatment Unit and one 12-bed Intensive Treatment Unit (ITU). The Acute Adult units provide inpatient care to individuals over age 18 who require safe, secure, short-term or occasionally extended hospitalization. A multi-disciplinary team approach of psychiatry, psychology, nursing, social service and rehabilitation therapy provide assessment and treatment designed to stabilize an acute psychiatric need and assist the return of the patient to his or her own community. Admissions to the acute hospital have decreased 4 percent from 2009 with a total of 2,254 admissions in 2010. Approximately 70 to 80 percent of the admissions are considered involuntary. The median length of stay of the Acute Adult hospital is seven days. The Child and Adolescent unit provides inpatient care to individuals age 18 and under that require secure short-term or occasionally extended hospitalization. The Child and Adolescent unit continues to provide all emergency detention services for Milwaukee County as well as inpatient screening for Children's Court. In recent years, child and adolescent inpatient lengths of stay have declined with the emphasis on community-based care through the Wraparound Program. In 2010, there were approximately 1,601 admissions to the child and adolescent unit.

Adult Community Services: Mental Health

Adult Community Services is composed of community-based services for persons with serious and persistent mental illness and for persons with substance abuse problems or a substance dependency. The majority of

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DHHS - Behavioral Health Division

UNIT NO. 6300
FUND: General - 0077

services in the mental health program area are provided through contracts with community agencies. The mental health program area is composed of several major programs for the medical and non-medical care of consumers in the community. These programs include Community Support Programs, Community Residential, Targeted Case Management, Outpatient Treatment and Prevention and Intervention Services. Services are designed to provide for a single mental health delivery system that reduces an individual's time institutionalized, promoting consumer independence and recovery. Community Services provides all services in the least restrictive and most therapeutically appropriate, cost-effective setting.

Adult Community Services: Alcohol and Other Drug Abuse (AODA)

Alcohol and Other Drug Abuse (AODA) Services includes funds for the second year of the "Access to Recovery – 3 (ATR)" grant. Along with TANF, AODA Block Grant and other State & local funds, ATR provides funding for the AODA system, which is now called Wiser Choice. The Wiser Choice AODA system provides access to a range of services, clinical treatment, recovery support coordination (case management) and recovery support services. The target population consists of: 1) adults seeking assistance in addressing their substance abuse disorder; 2) individuals that are involved with the state correctional system, including Milwaukee County residents returning to the community from the prison system and individuals on probation or parole and facing revocation; and 3) individuals that are involved in the local, Milwaukee County correctional system. Within these three populations are two priority sub-populations: pregnant women and women with children. Remaining purchase of service contracts are specifically for detoxification, prevention, intervention and central intake unit services.

Child and Adolescent Community Services

Child and Adolescent Community Services functions as a purchaser, provider and manager for the mental health services system for Milwaukee County youth and some young adults through the Wraparound Milwaukee Program, Family Intervention and Support Services (FISS) Program and New Healthy Transitions Initiative. Additionally, it provides mental health crisis intervention services to the Bureau of Milwaukee Child Welfare and to any Milwaukee County family experiencing a mental health crisis with their child. The Wraparound Milwaukee Program functions as a unique managed care entity under a contract with Medicaid for youth with serious emotional disturbance (SED) in Milwaukee County. Services are targeted to children and young adults up to age 24 with severe emotional and mental health needs, involved with two or more child or adult serving systems and who are at risk of residential treatment or other institutional settings.

Wraparound Milwaukee consists of four programs with different target groups of SED youth: Regular Wraparound – Child Welfare or Delinquency and Court services referred youth who are court ordered into Wraparound; REACH – mostly referred through the school systems, these are non-court involved SED youth; FOCUS – collaborative program with Delinquency and Court Services for SED youth at risk of juvenile correctional placement; and Healthy Transitions Program (Project O'YEAH) – for youth, age 16 to 24 with SED who need help obtaining mental health services, housing, employment, education, etc. as they transition to adulthood. The current total of available Wraparound slots per day is approximately 950. Child and Adolescent Community Services also operates the FISS Services Program for approximately 50 adolescents and their families who have a history of parent/child conflicts and runaway behaviors. FISS Services, which is funded by the Bureau of Milwaukee Child Welfare, provides mental health and supportive services to divert youth from formal court intervention.

Crisis Services

Crisis Services is composed of multiple programs that assist individuals in need of immediate mental health intervention to assess their problems and develop mechanisms for stabilization and linkage. The Psychiatric Crisis Service/Admission Center (PCS) serves between 12,000 and 14,000 patients each year. Approximately 65 percent of the persons receiving services are brought in by police on an Emergency Detention. The remaining individuals admitted are Milwaukee County residents who walk in and receive services on a voluntary basis. In addition to PCS, Crisis Services runs a Mental Health Crisis Walk-In Clinic, an Observation Unit, the Crisis Line, Mobile Crisis Teams, a Geriatric Psychiatry Team and two eight-bed Crisis Respite houses. A multi-disciplinary team of mental health professionals provides these services. In 2010, there were nearly 53,000 clinical contacts in the various Crisis Services programs.

COUNTY EXECUTIVE'S 2012 BUDGET

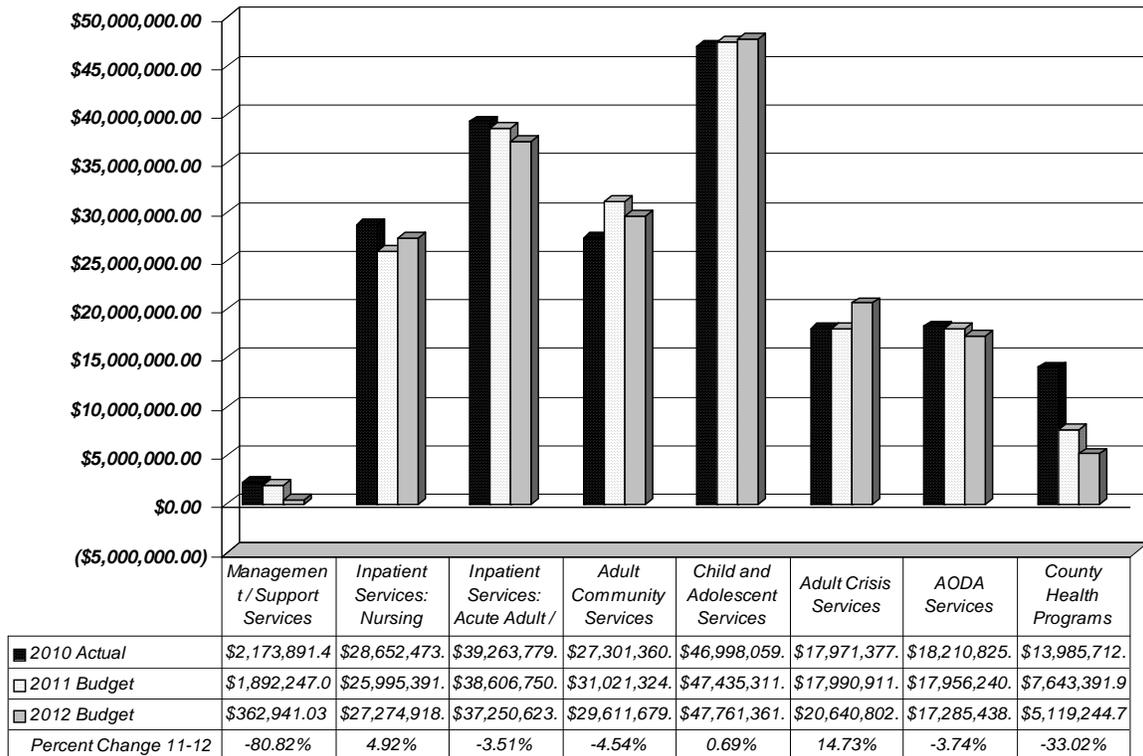
DEPT: DHHS - Behavioral Health Division

UNIT NO. 6300
FUND: General - 0077

Emergency Medical Services (EMS)

The Emergency Medical Services (EMS) is a Milwaukee County-managed and sponsored program designed to benefit the entire community. There are six major components: The Education/Training Center for initial and refresher paramedic education and other EMS-related courses; a Quality Assurance program which reviews and monitors service delivery; the Health Information Center which collects, enters and maintains patient care data; the Communication Center which is staffed with emergency medical communicators to coordinate on-line medical control and hospital notification for local and regional emergency calls; the Equipment and Supplies Center which orders and delivers supplies, monitors controlled substances, facilitates equipment repair and maintains compliance with Trans 309; and the AHA Community Training Center (CTC), which provides and coordinates Milwaukee County employee and public education for Cardio-Pulmonary Resuscitation (CPR), Automatic External Defibrillator (AED), Advanced Life Support (ALS) and Pediatric Advanced Life Support (PALS) courses. Medical direction and management for the EMS Division is provided through a professional services contract with the Medical College of Wisconsin (MCW).

Expenditures



2012 BUDGET

Approach and Priorities

- Address on-going fiscal issues created by decreased state revenues.
- Add resources for community-based services as part of the Mental Health Redesign and potential downsizing of the BHD facility.
- Continue investment in personnel and security to maintain and enhance safety and regulatory compliance.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DHHS - Behavioral Health Division

UNIT NO. 6300
FUND: General - 0077

- Continue quality improvements and achieve Joint Commission certification.

Programmatic Impacts

- Coordinate, prioritize, and implement new mental health system design ideas through the Mental Health Redesign Task Force, including implementation of the Community Resource Investment initiative to increase adult community-based mental health services.
- Transition to an electronic medical records system that will streamline billing, reporting, and maintenance of patient health records.
- Reconfigure Acute Adult inpatient units consistent with the recommendations of the Gender Unit Work Group, and continue to explore possible downsizing of the Rehab Centers-Hilltop and the Child and Adolescent units within BHD where community capacity may be available.
- As State funding for Adult and Child and Adolescent Community Services is reduced, increase the amount of tax levy used to support core mental health services and scale back purchase of service contracts for adult AODA and Mobile Urgent Treatment Team services.
- Explore and secure where possible enhanced Federal, State, and private grant revenues to mitigate State service cuts.
- Redeploy existing personnel and create additional positions to align staffing with evolving facility needs.
- Increase funding for a security professional services contract and purchase additional security cameras and electronic locks to enhance patient safety.

Budget Highlights

State Budget Impact – Medical Assistance

Unknown

Included in the 2011-2013 State Biennial Budget is a \$500 million reduction to the Medical Assistance program to be implemented statewide over two years, though the budget does not identify how these savings will be achieved. Changes to eligibility requirements or funding reductions could have large implications for BHD as many areas within the division rely on Medicaid funding including: adult community services; inpatient and long-term care units; community-based programming such as Community Support Program (CSP); and Wraparound Milwaukee. BHD will continue to work with the State to minimize the impact of this change.

Mental Health Redesign and Community Resource Investment

\$3,033,062

Multiple efforts have been undertaken recently to study the existing mental health delivery system in Milwaukee County and offer recommendations for a possible redesign. In the spring of 2011, DHHS was given responsibility for establishing a Mental Health Redesign Task Force to be comprised of stakeholders from the public and private sectors, as well as providers, advocates and consumers. The Task Force will coordinate the recommendations put forth, and prioritize and implement the new mental health system design ideas and innovative strategies. Any savings achieved through closure or other initiatives in 2012 will be reprogrammed for community initiatives after BHD has achieved financial solvency.

In efforts to build community capacity that is vital to the framework of mental health redesign, BHD will implement a multifaceted initiative comprised of the following initiatives at a cost of \$3,033,062.

A community-based Crisis Stabilization program is created that will utilize Peer Specialists to provide support to clients as they transition from inpatient hospitalization back into their communities. Clients will be maintained in this program until they no longer require the service. BHD staff will provide clinical oversight, and a Stabilization Coordinator position is created in Adult Crisis Services, at a cost of \$75,870, to assist the Peer Specialists. BHD will acquire the Peer Specialists positions as well as a Peer Specialist Coordinator through purchase of service contracts in the amount of \$330,000.

Support is provided for an additional 8-bed crisis respite facility in the community by increasing purchase of service contracts by \$250,000. Two positions (1.5 FTE) of BH Emergency Service Clinician are created to provide clinical management of the new respite facility, at a cost of \$113,800.

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Further, \$330,000 will be used to develop additional community crisis options, including possible expansion of the crisis mobile team and \$1,400,000 will be used to support up to 2 new North Side Crisis Intervention Programs and assist with needs at the current South Side location. These north side programs will increase the level of service in the community for individuals experiencing psychiatric crisis as well as decrease the number of emergency detentions in Milwaukee County. One Quality Assurance Coordinator position is also created, at a cost of \$85,352, to coordinate and develop quality assurance/quality improvement plans and other strategic directives to ensure the highest quality of care is maintained in the new programs created through this initiative.

In conjunction with the Disabilities Services Division (DSD), a Developmental Disabilities-Mental Health Pilot Respite Program is also established to provide community treatment and supports to an identified group of individuals with a demonstrated high utilization of Adult Crisis Services. The Pilot will implement an Assertive Community Treatment model of care that is focused on prevention and primary care. DSD is planning to identify risk factors and explore implementation of additional community-based supports that may help to reduce the need for emergency services from Adult Crisis Services. To achieve these goals, four positions are redeployed from Targeted Case Management at a cost of \$338,040 and a purchase of service contract of \$110,000 is established. It is anticipated that this initiative will positively impact Adult Crisis Services' capacity and help to prevent costly inpatient admissions of individuals with developmental disabilities/mental health diagnoses.

BHD will continue several of the community-based initiatives begun in 2011, including: expansion of clinical training for Trauma Informed Care (TIC) to all clinical staff within the Acute Inpatient Hospital; contracting in the community on a fee-for-service basis for psychotherapy services and trauma counseling sessions by a licensed therapist; and additional support for the crisis resource center and crisis respite beds.

Targeted Case Management Outsourcing

(\$136,552)

The caseload covered by BHD's Targeted Case Management (TCM) will be assumed by community providers through increases to purchase of service contracts. The initiative will produce savings of \$876,552 including personnel, other expenditures and revenue reductions. This is offset by \$740,000 for purchase of additional community slots, resulting in a tax levy savings of \$136,552. Savings from this initiative will be used to help fund the Community Resource Investment initiative. The following four TCM staff positions will be redeployed to cover other needs created through the Community Resource Investment initiative: 2.0 FTE Human Ser Wkr MH and 2.0 FTE Psych Soc Wkr. The following TCM staff positions will be abolished upon vacancy (this initiative will not result in any layoffs):

- 1.0 FTE Office Supp Asst 2 (\$48,752)
- 1.0 FTE Human Ser Wkr MH (\$83,180)
- 2.0 FTE Occupational Therapist (\$194,496)
- 2.0 FTE Community Service Nurse (\$206,288)
- 1.0 FTE Human Services Supv MH (\$87,242)

Destination 2012 – Joint Commission

\$134,052

The Division continues to work toward Joint Commission (JC) certification with a goal to submit the application in 2012. Various initiatives in the 2012 Budget reflect this goal and BHD's commitment toward meeting JC certification. This includes increasing funding by \$40,000 to a total of \$80,000 to retain consultation services to assist BHD leadership in compliance and completion of the JC application. Additionally, BHD is creating a new Office of Compliance to be tasked with leading BHD's efforts to achieve and maintain compliance with JC standards. Additional positions will be redeployed from within BHD to this new office. Also, as a part of these compliance efforts, BHD is creating a Director of Social Work position to be tasked with oversight and management of social work staff at a cost of \$94,052, including salary and fringe benefits.

Electronic Medical Records Implementation

(\$1,300,000)

BHD plans to continue implementation of an electronic medical records (EMR) system begun in 2011, with completion targeted for the end of 2012. BHD has a total of \$834,500 dedicated to this initiative in 2012, which includes funding for Accenture (reduced by \$1,300,000) through the transition to the EMR and any remaining

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implementation cost related to the new EMR. All other implementation costs will be incurred in 2011. Additional savings due to increased revenue, decreased use of IT consulting and elimination of up-front, one-time items associated with the EMR are anticipated in 2013.

Revenue Maximization **\$500,000**
The 2011 Budget included a \$1.5 million revenue increase, offset with a one-time \$200,000 contract expense, associated with the Revenue Maximization initiative. Based on actual experience in 2011 and anticipated savings due to this initiative, in 2012 revenues are reduced by \$1.2 million, which is offset by contract reductions of \$700,000, resulting in a tax levy increase of \$500,000.

Pharmaceutical Services **(\$363,812)**
As a part of its ongoing effort to review contracts for potential cost savings, BHD will evaluate its pharmaceutical services and make formulary changes that will result in an anticipated savings of \$400,000. This is partially offset by an increase for the pharmacy contract of \$36,188 based on the existing contract.

Cost Report Analysis **(\$230,000)**
In 2012, BHD will undertake a review of all elements of the Medicaid Cost Report and the Wisconsin Medicaid Cost Reporting (WIMCR) system to ensure Medicaid reimbursement from the State is maximized. To complete this project, BHD plans to use an outside consultant at a cost of \$20,000, which is offset by increased anticipated revenue of \$250,000, for a net revenue increase of \$230,000.

Other Revenue Adjustments **\$263,511**
BHD conducted a review of revenues and made various adjustments based on actual experience. Matching Federal revenue for Income Maintenance work within BHD is reduced by \$127,995 based on notification reduced funding from the State. Dietary revenues are reduced by \$141,396, and TRIP revenues are increased by \$5,880. In addition, patient care revenues are realigned based on actual experience. This has no tax levy impact but does result in a shift of revenue from Inpatient – Acute to Inpatient – Nursing Facilities.

Psychiatry and Psychology Salaries **\$468,239**
Salary and benefit expense will increase by \$468,239 due to the implementation of position and other actions to reduce critical vacancies in Psychiatry and Psychology.

Department of Human Resources – Position Consolidation **(\$0)**
The 2012 Budget creates a new Department of Human Resources (HR) in order to provide a more coordinated and efficient use of County Resources. As a result, Human Resources staff that were budgeted and deployed throughout various County departments are now budgeted and allocated centrally within the new HR Department. 1.0 FTE Management Assistant – HR and 1.0 FTE HR Coordinator MHD are transferred to the HR Department.

Elimination of Step Increases for 2012 for Employees in Certain Pay Grades **(\$465,800)**
This budget includes an expenditure reduction of \$465,800 based on the elimination of step increases for 2012, as provided for in Chapter 17 of the Milwaukee County General Ordinances, for employees in certain pay grades. (See Appendix B for pay grades affected).

Management and Support Services

Security and Surveillance **(\$656)**
BHD includes \$1,088,148 for contracted security services in 2012. This includes an increase of \$170,000 based on 2010 actual utilization, partially offset by a reduction of \$110,656 due to prior year investments in security cameras that will eliminate the need for manned security posts in specific areas of the facility. The total change in the security contract is an increase of \$59,344. In addition, the investment in security cameras and electronic card readers begun in 2011 will be continued in 2012, though the ongoing amount of funds needed is reduced by

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\$60,000 to a total of \$50,000. All of these initiatives will continue to promote safety within the BHD facility in a cost-effective manner.

Environment of Care Investments **(\$350,000)**

In 2010 and 2011, significant repairs and major maintenance were performed throughout the BHD facility; therefore, the need for additional environmental improvements is lessened, and funding is reduced by \$350,000 in 2012. In addition, BHD has a skilled trades cross charge of \$854,739 for work performed by Facilities Management and dedicates 17.0 FTE of BHD staff that work specifically on facilities maintenance.

In addition, BHD is creating one position of Emergency Preparedness Coordinator that will work on JC requirements as well as focus on emergency planning for DHHS as a whole. The \$87,242 cost of this position is partially offset by the abolishment upon vacancy of 1.0 FTE Clerical Assistant 2 position within DHHS, for a savings of \$63,638. This results in a total cost of \$23,604 that is shared between DHHS and BHD. Moreover, DHHS is transferring to BHD an Operations Coordinator position responsible for operations at the BHD facility, and BHD is transferring to DHHS an Executive Assistant CHP that assists with DHHS operations. These transfers, with a net cost to BHD of \$31,604 in salary and active fringe benefits, are intended to improve management and services coordination between BHD and DHHS.

BHD is increasing its use of DTPW Sheet Metal and Steamfitter positions by .5 FTE each to reflect actual experience. This cost is included in the total skilled trades cross charge mentioned above.

Fleet Management Restructuring **(\$10,000)**

BHD will centralize management of its vehicle fleet and create a vehicle pool to ensure maximum availability and utilization of all vehicles. The centralization will also allow BHD to study whether future reductions to the size of the fleet are possible without impacting important community services. To begin, in 2012, BHD will sell two vehicles to achieve a one-time savings of \$10,000.

Dietary Initiative **(\$500,000)**

BHD plans to implement department-wide cost saving measures in dietary services, including reducing the price of snacks and meal supplements and changing the way food is served within BHD. Expenditures are decreased by a total of \$500,000 for BHD.

Contract Changes **(\$253,581)**

Various professional services contracts are adjusted for services within fiscal and central administration, psychiatry and medical service fees, and support services. These changes are based on actual utilization in 2010 and 2011 and anticipated needs in 2012 and result in savings of \$253,581.

Group Purchasing Organization Principles **(\$35,443)**

A reduction of 5 percent or \$35,443 is expected in Commodities expense by joining and implementing Group Purchasing Organization principles.

Advertising Expense **(\$20,000)**

Services expense is reduced by \$20,000 in Advertising expense to reflect past operating expenditure levels.

Day Hospital **\$0**

BHD will continue to rent out the majority of the unused space in the Day Hospital facility to outside agencies to create more synergies for BHD programs and increase revenue. Current tenants are St. Charles Youth and Family Services, Willowglen Community Care, and My Home, Your Home, Inc. The three current tenants generate approximately \$350,000 in rent revenue that helps offset BHD utility expenses.

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Administrative Position Changes

(\$30,528)

To better align staffing with the facility's needs, the following changes are made: create 1.0 FTE Director of Medical Staff Services (\$94,052), create .50 FTE Clerical Assistant I Hourly (\$14,450), and unfund upon vacancy 1.0 FTE Sewing Machine Operator II (\$55,940) and 1.0 FTE Medical Staff Coordinator (\$83,090).

Inpatient Services: Nursing Home Facilities

Hilltop Downsizing

\$0

In 2011, BHD began implementing an initiative to study the downsizing of units from the Rehab Centers Hilltop. BHD and the Disabilities Services Division have formed a workgroup, which has met multiple times in 2011 and reports to the Board regularly regarding progress made on this initiative. The workgroup will continue to work to identify community-based options for the potential relocation of Hilltop clients in 2012. Any savings achieved through closure or other initiatives in 2012 will be reprogrammed for community initiatives after BHD has achieved financial solvency.

Inpatient Services: Acute Adult/Child Services

Inpatient Unit Reconfigurations

\$0

BHD's primary focus is on providing patient centered care in a safe setting. To that end, in 2012, BHD will engage in detailed planning and implementation of the findings of the Gender Unit Work Group regarding reconfiguration of Acute Adult inpatient units. Specifically, a reconfiguration of the four Acute Adult inpatient units would create a 12-bed Intensive Treatment Unit (ITU) that is expected to be predominantly male, a combined Women's-Option/Med-Psych Treatment Unit, and two remaining mixed gender units designated as General Acute Treatment Units. The number of beds will be reduced from 24 to 12 on the ITU, and it is expected that staffing will remain at the current 2011 level in order to accommodate the greater level of acuity of the patients that will be assigned to the ITU. Any savings achieved through closure or other initiatives in 2012 will be reprogrammed for community initiatives after BHD has achieved financial solvency.

Future of Children and Adolescent Inpatient Services

\$0

BHD will conduct a thorough review of the fiscal and programmatic impacts and community options available related to a possible closure of the Child and Adolescent inpatient unit in 2013. If deemed appropriate, BHD will develop a Request For Proposals to solicit information regarding community capacity for a child and adolescent unit in 2013.

State Mental Health Institutes

\$230,000

Funding is increased over the 2011 level by \$230,000 to a total of \$990,000 for all children and adult patients placed in the State Mental Health Institutes based on actual experience. The State charges BHD \$330,000 annually per patient placed at one of the Institutes.

Clinical Positions

(\$373,916)

Staffing needs in Nursing Administration and the Psychiatry Department have evolved over time; therefore, BHD is abolishing 1.0 FTE CNA Coordinator (\$69,944) and 1.0 FTE Medical Director Acute (\$260,168). In addition, as part of an on-going initiative to reconcile positions within the Human Resources and budget systems, BHD will abolish 0.5 FTE vacant Occupational Therapist (\$43,804) position. Total savings for this initiative are \$373,916, including salary and active fringe benefits.

Adult Community Services: Mental Health

Revenue Reductions

\$703,223

The State's 2011-2013 Biennial Budget reduces funding for adult mental health community services by \$703,223 in 2012 stemming directly from the 10 percent General Purpose Revenue cut. BHD has been shifting focus to community-based mental health services and, although the State is reducing funding in this area, BHD

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determined that it would be counter-productive to reduce services by a like amount. Therefore, this cut in State funding results in a tax levy increase but will not result in any service reductions.

Potawatomi Revenue **\$0**

In 2012, Potawatomi revenue is maintained at \$837,203, with \$500,000 dedicated to AODA Services and \$337,203 to support client services in the community.

Position and Other Revenue and Expenditure Changes **(\$58,706)**

0.5 FTE RN 1 Pool (\$44,636) and 1.0 FTE Advanced Practitioner Nurse Prescriber – Pool are added to Adult Community Services based on actual experience and to provide staffing coverage for vacancies, sick leave, vacation, FMLA, and other time off. Also, based on careful review of actual experience, Community Options Program and other program revenues and expenditures are modified for a total savings of \$103,342.

Adult Community Services: Alcohol and Other Drug Abuse (AODA)

Service Changes **\$225,000**

The State's 2011-2013 Biennial Budget reduces funding for adult AODA community services by \$493,900 in 2012 stemming directly from the 10 percent General Purpose Revenue cut. The reduction in State funding for AODA community services will be partially offset by service reductions in the amount of \$268,900, resulting in a tax levy increase of \$225,000. It is possible that anticipated changes in the AODA Block Grant allocation in 2012 at the State level could benefit Milwaukee County and allow for an additional restoration of these services.

Realign Detox Funding **(\$300,000)**

Expenditures will decrease by \$300,000 by realigning Detox funding from a medical to social model. The Detox program will utilize a nationally recognized patient placement model for care. Current Detox services are provided through a purchase of services contract. The contractor is reimbursed by the county based on the type of bed that is provided to a patient. Social beds can only be used for patients that are experiencing alcohol-only and/or sedative intoxication. Utilizing current admission standards, a contractor may assign a walk-in or police-delivered intoxicated individual to a medical bed even if they may be appropriately placed in a social bed. New admission criteria based on nationally recognized standards of care clarify the intent of each type of bed resulting in more appropriate assignments. Utilizing the updated admission criteria, BHD will adjust its contract with the provider to request more social Detox beds while reducing the number of medical Detox beds, providing more appropriate levels of patient services.

Child and Adolescent Community Services

Overview and Slot Delineation **\$0**

The 2012 Budget for Wraparound Milwaukee includes \$746,201 of increased revenues and corresponding expenditure increases to support the programs listed below. The change in revenue incorporates an estimated \$15,000 reduction in funding, including \$7,500 for the FISS program, stemming directly from the 10 percent General Purpose Revenue cut contained in the State's 2011-2013 Biennial Budget.

- Wraparound Milwaukee will serve a projected average daily enrollment of 900 children in 2012 in all of its programs.
- The FOCUS program will serve up to 47 youth who would otherwise be committed to Juvenile Corrections.
- The FISS program will serve approximately 50 families per month.
- The Wraparound Milwaukee REACH program will serve approximately 225 youth.

Milwaukee Public Schools MUTT Team Elimination **\$0**

The Wraparound Milwaukee Mobile Urgent Treatment Team (MUTT) has provided crisis intervention services to Milwaukee Public Schools (MPS) since January 2007. The MUTT team's role with MPS has included telephone response (about 500-600 calls each school year); face-to-face crisis interventions; referral to Wraparound Milwaukee and REACH (100 referrals annually); and training and consultation to MPS schools, teachers, and

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counselors on identifying mental health issues, crisis intervention techniques and classroom management (10 trainings given in 2011). Due to the MPS reductions in the 2011-13 State Biennial Budget, \$426,458 in funding for MUTT services was eliminated from the MPS budget as of June 30, 2011. Accordingly, the 2012 Budget reduces revenue and contract expenditures by a like amount in Wraparound. All positions previously dedicated to the MPS MUTT team are absorbed elsewhere within the area.

Wrap Program Revenue **(\$144,958)**

Wrap program revenue is reduced by \$144,958 to reflect salary and fringe benefit changes incorporated in the 2012 budget. Wrap program revenue is based on total salary and benefit costs for program resources.

Adult Crisis Services

See Department-Wide Initiatives – Community Resource Investment

Emergency Medical Services (EMS)

Revenue Reductions **\$300,000**

Revenues from subrogation are reduced from \$500,000 to \$200,000. This revenue source has been decreasing for many years as a result of the billing and collections activity shift to the municipalities and BHD is reducing the budgeted amount to reflect actual experience.

Position Changes **\$97,474**

EMS Training and Communication needs have increased in recent years. To provide more flexibility for staffing trainings and effective operation of the EMS Command Center, 1.0 FTE EMS Instructor, at a cost of \$85,122, .50 FTE position of EMS Instructor Hourly, at a cost of \$28,598, and .30 FTE position of EMS Communicator Hourly, at a cost of \$11,236, are added for a total cost of \$124,958. The increase in the number of EMS Instructor positions will allow EMS to better meet the training demands of municipalities, and bring in additional revenue to offset the cost of the position. Moreover, a 1.0 FTE Lead EMS Communicator position is created, at a cost of \$72,168, to aid in managing the EMS Command Center. The cost of this new position will be partially offset by abolishing upon vacancy 1.0 FTE EMS Communicator, at a savings of \$66,462.

EMS will fund one .50 FTE position of Secretarial Assistant to the Training Center at a cost of \$26,514 to assist with the associated workload of offering additional training classes. Further, by capitalizing on existing purchasing and distribution infrastructure within BHD, EMS will abolish 1.0 FTE Stores Clerk 1 position for a savings of \$59,702.

EMS Fees **(\$85,000)**

EMS fees for American Heart Association courses are increased over 2011 levels in 2012. This, combined with the increase in the number of EMS classes offered, will increase revenue by \$85,000.

EMS Subsidy to Local Municipalities **(\$3,000,000)**

The EMS subsidy of \$3,000,000 paid to specific Milwaukee County municipalities is eliminated.

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AHA Courses Offered by the Community Training Center				
Service	2011 Fee	2012 Fee	2011/2012 Change	
Basic Life Support (CPR) Health Care Provider	\$75	\$80	\$5	
Basic Life Support (CPR) Health Care Provider (Skill testing only)*	\$55	\$60	\$5	
Basic Life Support (CPR) in conjunction with ACLS	\$50	\$60	\$10	
Advanced Cardiac Life Support (per person)	\$250	\$275	\$25	
Advanced Cardiac Life Support (per person) (Skill testing only)*	\$125	\$150	\$25	
Pediatric Advanced Life Support (per person)	\$280	\$300	\$20	
Advanced Life Support Instructor (per person)	\$175	\$200	\$25	
Pediatric Advanced Life Support Instructor/Person	\$175	\$200	\$25	
Basic Life Support (CPR) Instructor/Person	\$125	\$150	\$25	
Automatic Electronic Defibrillator (per person)	\$50	\$75	\$25	
Heartsaver CPR	\$50	\$75	\$25	
Children and Infant CPR	\$50	\$75	\$25	
Heartsaver/First Aid	\$65	\$75	\$10	
EMS Courses Offered by the Education Center Service				
Service	2011 Fee	2012 Fee	2011/2012 Change	
Paramedic Course (per person)	\$8,000	\$8,000	\$0	
Paramedic Refresher Course (8 Hour Block)	\$125	\$125	\$0	
EMT/B mini Refresher Course (6 Hour Block)	\$50	\$50	\$0	
Paramedic Continuing Education Units per person (per hr)	\$35	\$35	\$0	
National Registry Exam				
Practical only	\$300	\$300	\$0	
Practical Retakes per station	\$40	\$40	\$0	
Basic IV Tech Course	\$500	\$500	\$0	
Basic IV Refresher Course	\$125	\$125	\$0	
First Responder Course	\$325	\$325	\$0	
First Responder Refresher Course	\$200	\$200	\$0	
Observational Ride along/8 hour day**	\$75	\$75	\$0	
Other Services Offered by the Emergency Medical Department				
Service	2011 Fee	2012 Fee	2011/2012 Change	
Quality Assurance-fee is based on every 1,000 runs in system	\$2,700	\$2,700	\$0	
Data Management-fee is based on every 1,000 runs in system	\$6,000	\$6,000	\$0	
Medical Director-fee is based on every 1,000 runs in system	\$9,000	\$9,000	\$0	
Administrative Fee-system charged at 20% of total system run fees above	20%	20%	\$0	

* Offered to the public as well as EMS providers.

** Activities offered by Emergency Medical Services (EMS)

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EXPENDABLE TRUST ACCOUNTS

The following, for informational purposes, 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.

<u>Org. Unit</u>	<u>Description of Expendable Trust</u>	<u>Projected Balances as of 12/31/11</u>
701	BHD – Research Fund	\$206,000
	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 this fund are made by the Research Committee at BHD.	
	<u>Expenditure</u>	<u>Revenue</u>
	\$25,000	\$25,000
702	BHD – Patient Activities and Special Events	\$137,500
	This fund is comprised of various trusts, which stipulate the expenditures should be made to provide for patient activities and special events.	
	<u>Expenditure</u>	<u>Revenue</u>
	\$10,100	\$10,100

BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 46,576,119	\$ 46,274,412	\$ 46,529,006	\$ 254,594
Employee Fringe Benefits (EFB)	32,817,657	31,134,762	30,635,309	(499,453)
Services	20,470,859	22,101,275	16,782,810	(5,318,465)
Commodities	6,855,387	7,192,724	6,561,252	(631,472)
Other Charges	81,881,899	75,087,830	78,309,772	3,221,942
Debt & Depreciation	0	0	0	0
Capital Outlay	98,145	850,000	440,000	(410,000)
Capital Contra	0	0	0	0
County Service Charges	38,645,991	44,894,928	42,734,057	(2,160,871)
Abatements	(32,788,577)	(38,994,362)	(36,685,198)	2,309,164
Total Expenditures	\$ 194,557,480	\$ 188,541,569	\$ 185,307,008	\$ (3,234,561)
Direct Revenue	61,088,670	59,465,549	58,769,319	(696,230)
State & Federal Revenue	61,227,217	59,845,225	58,019,971	(1,825,254)
Indirect Revenue	9,932,388	9,925,590	9,800,590	(125,000)
Total Revenue	\$ 132,248,278	\$ 129,236,364	\$ 126,589,880	\$ (2,646,484)
Direct Total Tax Levy	62,309,202	59,305,205	58,717,128	(588,077)

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PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	827.7	843.8	837.4	(6.4)
% of Gross Wages Funded	92.9	92.7	92.0	(0.7)
Overtime (Dollars)	\$ 4,292,202	\$ 3,072,299	\$ 3,072,984	\$ 204
Overtime (Equivalent to Position)	46.4	57.3	58.5	1.2

* For 2010 Actuals, the Position Equivalent is the budgeted amount.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Occupational Therapist	53460	Abolish	(1)	(0.5)	Acute Adult	\$ (29,208)
Quality Assur Coord	58026	Create	1	1.0	Adult Community	56,272
RN 1 Pool	44510	Fund	1	0.5	Adult Community	41,466
Comm Service Nurse (PR 18N)*	44611	Abolish	(2)	(2.0)	Adult Community	(141,946)
Adv Prac Nurse Prescriber - Pool	45750	Create	1	1.0	Adult Community	0
Office Supp Asst 2*	00007	Abolish	(1)	(1.0)	Adult Community	(26,804)
Occupational Therapist*	53460	Abolish	(2)	(2.0)	Adult Community	(136,312)
Human Services Supv MH*	55420	Abolish	(1)	(1.0)	Adult Community	(58,104)
Human Ser Wkr MH*	56630	Abolish	(1)	(1.0)	Adult Community	(54,818)
Med Director Acute Serv	50843	Abolish	(1)	(1.0)	Child & Adolescent	(198,042)
BH Emer Serv Clinician	59025	Create	2	1.5	Crisis Services	73,348
Stabilization Coord	Z0030	Create	1	1.0	Crisis Services	48,896
Stores Clerk 1	06500	Abolish	(1)	(1.0)	EMS	(35,818)
Secretarial Asst	00066	Fund	1	0.5	EMS	15,208
EMS Instructor	54820	Create	1	1.0	EMS	56,390
Lead EMS Communicator	Z0024	Create	1	1.0	EMS	45,908
EMS Communicator*	64410	Abolish	(1)	(1.0)	EMS	(41,286)
EMS Instructor Hrly	54821	Create	1	0.5	EMS	28,194
EMS Communicator Hrly	64400	Create	2	0.3	EMS	11,076
Director of Med Staff Svcs	Z0016	Create	1	1	Management Svcs	63,610
Med Staff Coordinator*	52115	Unfund	(1)	(1.0)	Management Svcs	(54,752)
Director of Social Work	Z0017	Create	1	1.0	Management Svcs	63,610
Emergency Preparedness Coord	Z0023	Create	1	1.0	Management Svcs	58,104
Sewing Mach Oper 2*	16050	Unfund	(1)	(1.0)	Management Svcs	(32,768)
Mgmnt Asst - HR	76610	Transfer Out	(1)	(1.0)	Management Svcs	(43,818)
HR Coord MHD	6980	Transfer Out	(1)	(1.0)	Management Svcs	(69,390)
Clerical Asst 1 Hrly	00043	Create	1	0.5	Management Svcs	14,246
Executive Assistant CHP	00061	Transfer Out	(1)	(1.0)	Management Svcs	(43,818)
Operations Coord	20220	Transfer In	1	1.0	Management Svcs	69,390
CNA Coordinator	43850	Abolish	(1)	(1.0)	Nursing Services	(44,104)
					Total	\$ (365,270)

*Upon Vacancy

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: DHHS - Behavioral Health Division

UNIT NO. 6300
FUND: General - 0077

ORGANIZATIONAL COST SUMMARY					
DIVISION		2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Management / Support Services	Expenditure	\$ 2,173,891	\$ 1,892,247	\$ 362,941	\$ (1,529,306)
	Revenue	1,076,911	2,855,123	1,769,607	(1,085,516)
	Tax Levy	\$ 1,096,980	\$ (962,876)	\$ (1,406,666)	\$ (443,790)
Inpatient Services: Nursing Facility Services	Expenditure	\$ 28,652,474	\$ 25,995,392	\$ 27,274,918	\$ 1,279,527
	Revenue	9,843,188	9,317,835	10,437,835	1,120,000
	Tax Levy	\$ 18,809,286	\$ 16,677,557	\$ 16,837,083	\$ 159,527
Inpatient Services: Acute Adult / Child Services	Expenditure	\$ 39,263,779	\$ 38,606,751	\$ 37,250,623	\$ (1,356,128)
	Revenue	14,831,592	13,654,373	12,534,373	(1,120,000)
	Tax Levy	\$ 24,432,187	\$ 24,952,378	\$ 24,716,250	\$ (236,128)
Adult Community Services	Expenditure	\$ 27,301,360	\$ 31,021,324	\$ 29,611,679	\$ (1,409,645)
	Revenue	26,986,929	26,427,368	25,161,311	(1,266,057)
	Tax Levy	\$ 314,431	\$ 4,593,956	\$ 4,450,368	\$ (143,588)
Child and Adolescent Services	Expenditure	\$ 46,998,059	\$ 47,435,311	\$ 47,761,361	\$ 326,050
	Revenue	47,733,371	47,669,909	48,137,938	468,029
	Tax Levy	\$ (735,312)	\$ (234,598)	\$ (376,577)	\$ (141,979)
Adult Crisis Services	Expenditure	\$ 17,971,377	\$ 17,990,912	\$ 20,640,802	\$ 2,649,890
	Revenue	13,654,181	12,002,522	12,002,522	0
	Tax Levy	\$ 4,317,196	\$ 5,988,390	\$ 8,638,280	\$ 2,649,890
AODA Services	Expenditure	\$ 18,210,826	\$ 17,956,241	\$ 17,285,438	\$ (670,802)
	Revenue	17,311,573	16,381,589	15,808,649	(572,940)
	Tax Levy	\$ 899,253	\$ 1,574,652	\$ 1,476,789	\$ (97,862)
County Health Programs	Expenditure	\$ 13,985,713	\$ 7,643,392	\$ 5,119,245	\$ (2,524,147)
	Revenue	810,534	927,645	737,645	(190,000)
	Tax Levy	\$ 13,175,179	\$ 6,715,747	\$ 4,381,600	\$ (2,334,147)

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. 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 subsection is void. A county officer who knowingly violates this subsection 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."

DEPARTMENT ON AGING

DEPARTMENT ON AGING (7900)



COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Department on Aging

UNIT NO. 7900
FUND: General - 0001

MISSION

The mission of the Milwaukee County Department on Aging (MCDA) is to affirm the dignity and value of older adults of this County by supporting their choices for living in and giving to our community.

Budget Summary		
	2012	2011/2012 Change
Expenditures	18,217,883	(391,299)
Revenue	16,326,008	(471,664)
Levy	1,891,875	80,365
FTE's	77.3	0.2

Major Programmatic Changes
<ul style="list-style-type: none"> • Establish and manage waiting lists for Family Care enrollment. Wait lists have been non-existent since 2002 for Milwaukee County older adults. • Identify short-term services to help avoid unnecessary costly nursing home placement of older adults through county-wide collaboration with aging/health care providers. • Implementation of evidenced based fall prevention initiative in collaboration with community partners.

OBJECTIVES

- Utilizing existing partnerships, expand and enhance the work of the Robert Wood Johnson grant (Connecting Caring Communities) by exploring and establishing Villages, a national movement consisting of a consumer-driven and person-centered approach that allows older people to pool their resources and talents and remain independent in their homes and communities.
- Incorporating the eight Dimensions of Wellness and focusing on evidence-based senior falls prevention. the MCDA Wellness Council will continue to develop unique partnerships with aging organizations, public and private businesses, and special interest agencies to involve them in a campaign to educate, inform, and train the community on wellness and healthy living practices for older adults.
- To create a basic knowledge and to help older adults be prepared in the event of a community emergency, MCDA will continue to work in partnership with the American Red Cross and other local aging service organizations to implement a community emergency preparedness plan by marketing and disseminating information and resources at senior centers, meal sites, libraries and other places where older adults gather.
- In collaboration with the Aging and Disability Resource Center (ADRC) Governing Board and local and state aging network organizations, MCDA will continue to educate, create awareness, and connect older adults and their families with community resources to help fill gaps and assist individuals placed on the Family Care waiting list.
- MCDA will continue to advocate with local, state and federal officials to lift the cap on community based long-term care services including Family Care through existing partnerships and collaborations with the aging network and other community organizations and supporters.
- With continuous support of the business community, the department will continue to promote, advocate, and celebrate senior residents' contributions to Milwaukee County communities through the Senior Hall of Fame, Senior Statesman, Nutrition Volunteer Recognition and Golden Idol.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Department on Aging

UNIT NO. 7900
FUND: General - 0001

- MCDA will migrate to electronic documents for Commission on Aging Committee meetings, contract solicitations (RFPs) and contracts.
- In partnership with the Department of Health and Human Services, MCDA will design and establish a user-friendly outside entrance with appropriate and clear building signage where older adults will have easy, safe and adequate accessibility to the MCDA Aging Resource Center, Commission on Aging meetings and committee meetings.

DEPARTMENTAL PROGRAM DESCRIPTION

Milwaukee County Department on Aging, created in 1991, serves as Milwaukee County's designated Area Agency on Aging under the Older Americans Act and is the County's designated unit to administer aging programs. The Department plans for and services the growing 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), Family Care Resource Center Allocation, 100 percent Time Reporting, and available private matching grants and contributions.

The Commission on Aging is the County citizen agency, which consists of sixteen members representative of all segments of the Milwaukee County older adult population as appointed by the County Executive with approval of the County Board. The Commission functions as the lead organization responsible for the following: assessing major aging issues and needs concerning the population age 60 and older; reviewing the planning and service efforts of organizations and institutions in the county and its aging network; monitor State, Federal and local laws and regulations relating to the care and treatment of older adults; advocate for passage of legislation that meet the needs of older adults and make recommendations on issues relating to their well-being and functioning in order to enhance their ability to remain contributing members of the community. The Commission on Aging functions through three standing committees: Advocacy, Resource Center Oversight, and Service Delivery. The Commission and its standing committees are responsible for administering a comprehensive, coordinated human service system for community based services for County residents age 60 and older. This responsibility is supported by the Advisory Council, which establishes a permanent Intergenerational and Wellness Council. The Advisory Council is composed of 30 persons and the Intergenerational Council and Wellness Council include members who represent the diversity of Milwaukee County. MCDA serves as the administrative arm of the Commission on Aging.

The Department is the designated Aging Resource Center (ARC) for the older adult population in Milwaukee County under the State of Wisconsin's Family Care initiative.

The Milwaukee County Aging and Disability Resource Center (ADRC) Governing Board was created as the lead County agency required to perform specific functions related to the policies, operations and oversight of both the Aging Resource Center and the Disability Resource Center under Wisconsin State Statutes Chapter 46, serving persons age 60 or older and adults ages 18 to 59 with physical or developmental disabilities in need of long-term care. The ADRC Governing Board consists of seventeen (17) members representative of persons with physical and developmental disabilities and of the elderly as appointed by the County Executive with approval of the County Board.

The Department on Aging consists of three service areas:

Administration includes the Director's Office and the Fiscal and Support Services Division. The Director has overall responsibility for department operations, budget, community relations, new initiative development, community collaboration and acts as the liaison with elected officials at the local, state and federal government levels.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Department on Aging

UNIT NO. 7900
FUND: General - 0001

The major functions of the Fiscal and Support Services Division include budget development and management, accounting and personnel administration. The Division monitors departmental expenditures and revenues; reviews audits; reports service utilization and expenditures to County and State agencies; projects revenues and expenditures; and monitors compliance with funding source requirements. This Division also develops the Department's fiscal policies and assesses operations for effectiveness and efficiency.

Area Agency Services contracts for and monitors a comprehensive network of support services through community based agencies that assist older adults to remain independent in their homes. These programs are funded through the Older Americans Act and State revenue earmarked for elderly services. County tax levy funding is provided for program operation and maintenance of five county-owned senior center buildings. The Division is responsible for planning, research, and program development. In addition, unit staff solicits, monitors, evaluates and administers contracts for a variety of services in the community. Staff assists with contract development and coordinates the Request for Proposal process with other County departments.

The Area Agency Services Division provides staff support to the Milwaukee County Commission on Aging, its standing and ad hoc committees and the Advisory Council. Division staff assists the Commission in conducting public hearings and needs assessments as required under Federal statute, provides technical assistance and serves as a resource for businesses, universities and volunteer organizations interested in meeting the needs of older adults in the community.

The Senior Meal Program, part of the Area Agency Services Division, is funded under Titles III-C-1 and III-C-2 of the Older Americans Act, as well as other State and Federal funds received from the State of Wisconsin Bureau on Aging and Long Term Care Resources. The program also receives reimbursement for eligible elderly meals from the United States Department of Agriculture (USDA).

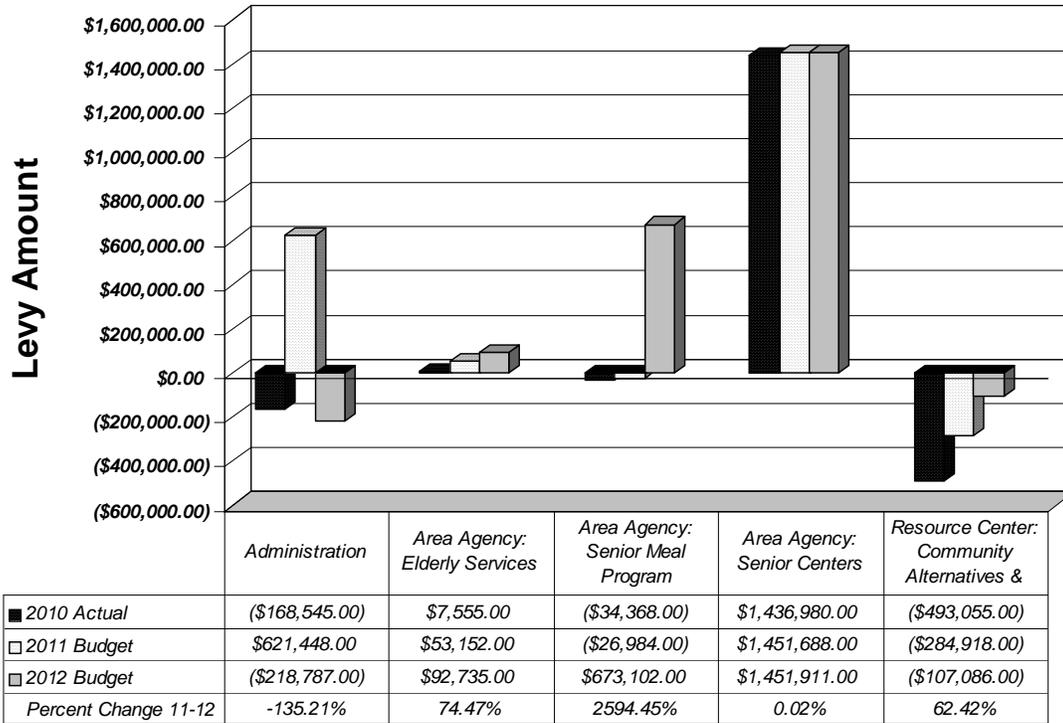
The Aging Resource Center acts as the point of entry for Family Care and all other long-term care programs and is responsible for arranging short-term assistance for older adults with immediate or pressing needs. It is the primary source of quality information and assistive services on issues affecting persons 60 years of age and older and their family support networks.

As a major component of the State of Wisconsin Family Care initiative, this Division has six primary functions:

- To provide Milwaukee County's older adults, their caregivers and the general public one central number to call for information about programs and services 24 hours a day;
- To provide pre-admission counseling to elders seeking residential placements;
- To determine eligibility for publicly funded and other long term care programs;
- To provide community education to older adults, their families, and caregivers on a broad range of subjects, including wellness and prevention of functional decline;
- Options counseling for any resident age 60 and older; and
- Investigating allegations of elder abuse and providing protective services, guardianships and protective placement services to vulnerable older adults

Another integral function of the Resource Center is to coordinate daily with the State Income Maintenance staff (formerly Economic Support Division - Milwaukee County Department of Health and Human Services) to assure Medicaid eligibility compliance for persons choosing a publicly funded long term care option, including Family Care, Partnership, PACE and IRIS.

Organizational Levy Summary



2012 BUDGET

Approach and Priorities

- Allocate State funding streams to capitalize on maximum utilization within funding regulations.
- Sustain direct service level demands including congregate and home delivered meals, senior center operations and mandated services such as guardianships.
- Increase maximization of Medicaid reimbursements.
- Improve strategies to address critical hiring needs and retirement vulnerabilities.
- Preserve and recruit workforce integrity to optimize maximum operational efficiency and flexibility.
- Streamline administrative processes when and where possible.
- Collaborate with other government agencies and community partners to provide services that are both excellent and efficient.
- Continue to support and promote programs and services that improve and protect the health and well-being of older adults, which encourage positive and healthful lifestyles.
- Continue to support wellness and prevention through collaboration with community organizations to identify preventive and remedial actions to eliminate, correct and mitigate disease and health hazards.
- Protect and improve the lives, assure the safety, welfare and quality of care for victims and potential victims of abuse and neglect.
- Continue to promote actions that improve and protect the health and well-being of older adults through nutrition assistance programs and services.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Department on Aging

UNIT NO. 7900
FUND: General - 0001

Programmatic Impacts

- State mandated services continue to grow based on utilization and demand. These services include WATTS, Corporate Guardianships and Protective Services.
- Maintain family supports and respite services.
- Elder Abuse is challenged in keeping up with demand for full investigation of accusations of abuse and neglect of elders in the community.
- Conduct assessment of service systems capacity and gaps; develop program initiatives consistent with needs and gaps.
- Promote the health, safety and well-being of older adults while emphasizing prevention.
- 100 percent Time Reporting revenue reimbursement increase while functioning at staffing capacity.

Budget Highlights

Elimination of Step Increases for 2012 for Employees in Certain Pay Grades **(\$37,549)**

This budget includes an expenditure reduction of (\$37,549) based on the elimination of step increases for 2012, as provided for in Chapter 17 of the Milwaukee County General Ordinances, for employees in certain pay grades. (See Appendix B for pay grades affected.)

WATTS, Comprehensive Evaluations, Emergency, Corporate Guardianship **\$173,000**

Short-term client services and coordination of services provided consistent with the State contract for operating an Aging Resource Center continues to increase based on utilization and demand. Milwaukee County is responsible for "court ordered" corporate guardian services. Related expenditures for temporary short-term services reflect an increase of \$433,557 from \$373,992 to \$546,992, primarily offset with \$373,992 of increased state revenues.

Staffing Adjustment **(\$197,718)**

The 2012 Recommended budget includes the abolishment of 1.0 FTE Quality Assurance Tech for a savings of \$62,350 and 1.0 FTE Accountant 3 for a savings of \$78,388, resulting in a salary and active fringe benefit reduction of \$140,738. This reduction is primarily offset by an increase of \$54,910 for the creation of 1.0 FTE Service Support Specialist. Both of the unfunded positions are currently vacant and no longer meet the needs of the department.

In the 2011 Adopted Budget, 1.0 FTE Accounting Manager- Aging was budgeted in DAS-Fiscal and crosscharged to MCDA. In 2012, this position is unfunded resulting in a decreased crosscharge in MCDA of \$111,890.

Shared Services **\$0**

MCDA is directed to work with the Department of Health and Human Services (DHHS) to create efficiencies by sharing administrative services.

Contractual Short-term Staffing **\$70,000**

Prior experience and the level of personnel eligible for retirement will challenge the ability to meet Resource Center contract obligations with the State. Expenses are increased \$70,000 to provide temporary staffing support to assist in addressing State contract compliance within the Resource Center. Resource Center staffing costs are eligible for Medicaid reimbursement through 100 percent Time Reporting.

MIDAS **\$50,000**

The State requires separation of the Department of Family Care (DFC) from the Aging Resource Center. As part of this separation the Department shares a data system managed by DFC, which houses shared client information input. Expenditures are increased \$50,000 in the Resource Center for system maintenance, upkeep and enhancements to address report demands by the State for operating the Aging Resource Center.

Relocation to Coggs Building **(\$225,840)**

The Department's relocation to the Coggs Center from the Reuss building at the end of December 2010 results in a decrease in building space rental charges of \$225,840. The Income Maintenance personnel housed with the

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Department on Aging

UNIT NO. 7900
FUND: General - 0001

Department on Aging at the Reuss Building under a separate agreement with the State of Wisconsin are no longer co-located with the Department, resulting in a reduction in FTEs for building space calculations.

Resource Center 100% Time Reporting Reimbursement **(\$500,014)**

MCDA continues its staff development and training efforts in regards to timely staff reporting to more accurately reflect tasks in the State reimbursement module. More accurate and timely reporting by Resource Center staff of time spent on eligible reimbursable Medicaid and Medicare services enables MCDA to continue to report and earn more Federal reimbursement revenue. Information and Assistance reporting reimbursement increases \$320,112 and Screens increase \$179,902.

Resource Center Allocation Grant **(\$155,000)**

The Department received an amendment to the contract for operation of the Aging Resource Center (ARC) in 2011 for an additional \$155,000. This increase reflects a permanent increase to the contract due to State elimination of an independent enrollment counselor as required for the ARC.

BCA Grant **(\$77,416)**

The 2011 State/County contract increased Base Community Aids funding for Department on Aging. This increase reflects an ongoing increase to the contract for aging programs and services.

Income Maintenance Revenue **\$186,328**

MCDA and Wisconsin Department of Health Services terminated an agreement that required Department on Aging to assume financial responsibility for infrastructure costs for Income Maintenance Family Care, Mental Health and Nursing Home staff co-located with the Resource Center at the Reuss Building. As a result, Income Maintenance revenue is reduced \$186,328.

Wisconsin Chronic Disease Self-Management Program **\$0**

The Department will receive the remaining \$17,623 of a \$121,835 State grant extending from April 1, 2010 to March 30, 2012. The ARRA Communities Putting Prevention to Work grant reflects the last quarter of funding to provide access to Healthy Living Programs including supervised fitness programs, physical therapy services and Chronic Disease Self Management (CDSMP) in collaboration with the UW-Milwaukee, Milwaukee College of Health Sciences and Therapy Plus Wisconsin. The Department on Aging will continue to focus on outreach to the aging population and referral sources for elders, Care Management Unit (CMU), doctors, churches, and housing. Physical therapy services continue to be available at Washington, Wilson, Clinton Rose and Oasis senior centers to promote wellness and prevention.

Nutrition Donations **(\$214,838)**

Meal donations are decreased \$214,838 due to elimination of budgeted carryover donations. The 2010 budget generated a windfall of Nutrition Program donations for support of the program in 2011 due to a one-time increase of ARRA funds that were used to support the program. The 2011 Adopted Budget was the first year that the department budgeted carryover donations. The Nutrition Program Coordinator continues efforts with site supervisors and volunteers to increase donations. Continuing to educate and provide information to participants will help to encourage donation participation.

Nutrition Meal Reimbursements **\$242,157**

In previous years, the MCDA Senior Meal Program generated reimbursement revenue for the full cost of meals purchased by the Department of Family Care for member participants. In 2012, DFC will no longer be purchasing meals through MCDA. As a result, reimbursement revenue is decreased \$415,866, which is offset by a decrease in meal expenditures of \$173,709, for a net increase in expenditures of \$242,157.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Department on Aging

UNIT NO. 7900
FUND: General - 0001

Senior Meal Program			
	2011 Budget	2012 Budget	Change
Number of Meal Sites Open	29	29	0
Meals Served at Meal Sites	346,749	326,771	19,978
Home Delivered Meals	262,201	213,430	48,771
Total Meals Served	608,950	540,201	68,749

The overall decline in meals provided by the Senior Meal Program is primarily due to DFC no longer purchasing meals from MCDA in 2012. Two meal sites serving persons with disabilities opted out of the Senior Meal Program in 2010.

BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 4,088,049	\$ 4,362,773	\$ 4,287,663	\$ (75,111)
Employee Fringe Benefits (EFB)	3,309,747	3,289,974	3,150,018	(139,956)
Services	761,639	279,197	374,342	95,145
Commodities	1,213,146	1,334,415	1,183,939	(150,476)
Other Charges	6,733,449	6,438,866	6,797,144	358,278
Debt & Depreciation	0	0	0	0
Capital Outlay	97,194	100,000	100,000	0
Capital Contra	0	0	0	0
County Service Charges	3,316,290	3,855,157	3,872,193	17,036
Abatements	(2,248,333)	(1,051,201)	(1,547,416)	(496,215)
Total Expenditures	\$ 17,271,181	\$ 18,609,181	\$ 18,217,883	\$ (391,299)
Direct Revenue	1,157,215	1,396,176	496,852	(899,324)
State & Federal Revenue	15,442,610	15,401,496	15,829,156	427,660
Indirect Revenue	0	0	0	0
Total Revenue	\$ 16,599,825	\$ 16,797,672	\$ 16,326,008	\$ (471,664)
Direct Total Tax Levy	671,356	1,811,509	1,891,875	80,365

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	0.8	77.0	77.3	0.3
% of Gross Wages Funded	99.5	98.1	98.1	0.0
Overtime (Dollars)	\$ 32,366	\$ 26,112	\$ 37,488	\$ 11,376
Overtime (Equivalent to Position)	0.6	0.5	0.7	0.2

* For 2010 Actuals, the Position Equivalent is the budgeted amount and includes positions now in the Department of Family Care.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Department on Aging

UNIT NO. 7900
FUND: General - 0001

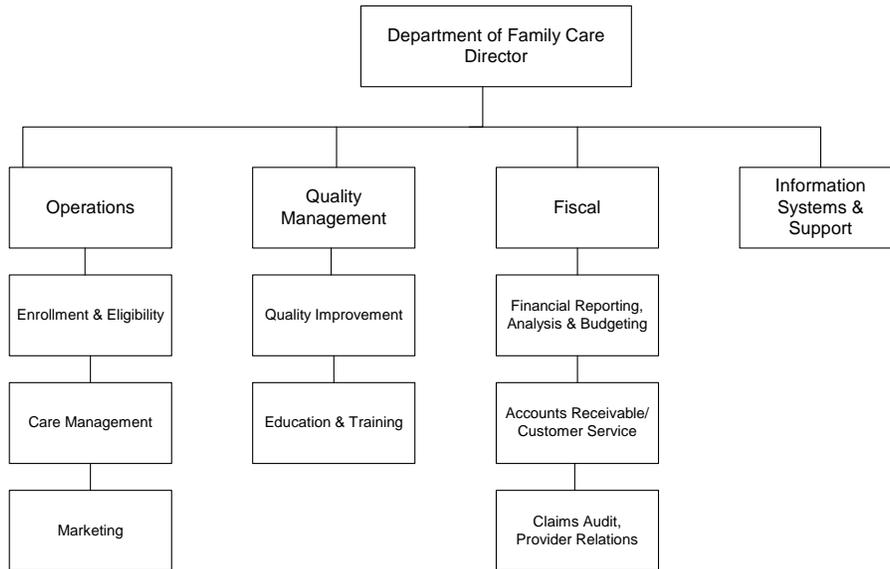
PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Quality Assurance Tech	55330	Abolish	(1)	(1.00)	Resource Center	\$ (37,960)
Service Support Specialist	55440	Create	1	1.00	Resource Center	31,936
Accountant 3	04300	Unfund	(1)	(1.00)	Fiscal Services	(50,936)
					TOTAL	\$ (56,960)

ORGANIZATIONAL COST SUMMARY					
DIVISION		2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Administration	Expenditure	\$ (43,321)	\$ 621,448	\$ (218,787)	\$ (840,235)
	Revenue	125,224	0	0	0
	Tax Levy	\$ (168,545)	\$ 621,448	\$ (218,787)	\$ (840,235)
Area Agency: Elderly Services	Expenditure	\$ 3,491,659	\$ 3,396,119	\$ 3,425,239	\$ 29,120
	Revenue	3,484,104	3,342,967	3,332,504	(10,463)
	Tax Levy	\$ 7,555	\$ 53,152	\$ 92,735	\$ 39,583
Area Agency: Senior Meal Program	Expenditure	\$ 4,738,983	\$ 4,956,426	\$ 4,764,029	\$ (192,396)
	Revenue	4,773,351	4,983,410	4,090,927	(892,483)
	Tax Levy	\$ (34,368)	\$ (26,984)	\$ 673,102	\$ 700,087
Area Agency: Senior Centers	Expenditure	\$ 1,436,980	\$ 1,451,688	\$ 1,451,911	\$ 223
	Revenue	0	0	0	0
	Tax Levy	\$ 1,436,980	\$ 1,451,688	\$ 1,451,911	\$ 223
Resource Center: Community Alternatives & Intervention Services	Expenditure	\$ 7,616,095	\$ 8,114,016	\$ 8,778,228	\$ 664,212
	Revenue	8,109,150	8,398,934	8,885,314	486,380
	Tax Levy	\$ (493,055)	\$ (284,918)	\$ (107,086)	\$ 177,832

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DEPARTMENT OF FAMILY CARE

DEPARTMENT OF FAMILY CARE (7990)



MISSION

Milwaukee County's Department of Family Care (MCDFC) respects the dignity and personal autonomy of each member by honoring choice and promoting the member's continued participation in the life of their community, by providing a continuum of quality cost-effective long-term care to its members, and by supporting their families and caregivers. As a comprehensive and flexible long-term care service delivery system, Family Care strives to foster an individual's independence and quality of life while recognizing the need for interdependence and support.

Budget Summary

	2012	2011/2012 Change
Expenditures	233,305,474	(30,259,499)
Revenue	233,305,474	(30,259,499)
Levy	0	0
FTE's	64.4	(14.6)

Major Programmatic Changes

- Enrollment Cap imposed by Wisconsin Department of Health Services
- Continue to compete with other Managed Care Organizations in Milwaukee County as well as the Self-Directed Supports Program - IRIS
- Develop integrated service model to meet future vision of Family Care

OBJECTIVES

- Provide high quality, cost-effective long-term care services to eligible adults and individuals with physical and developmental disabilities age 18 to 59.
- Streamline administrative infrastructure and provider service delivery model to meet the challenges of the freeze on enrollment while maintaining solvency.
- Continue to improve the Self-Directed Supports option that is available within the Family Care benefit.
- Enhance Care Management Unit education and training curriculum.
- Heighten public awareness of the Milwaukee County Department of Family Care.
- By 12/31/12 have a developed integrated model.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Department of Family Care

UNIT NO. 7990
FUND: General - 0001

DEPARTMENTAL PROGRAM DESCRIPTION

The Department administers the Family Care benefit for both the aging (over age 60) and disabled populations (ages 18-59), who are determined to be eligible by a resource center. MCDFC is responsible for creating a comprehensive plan of care for each client; contracting with a wide range of service providers; and monitoring the quality of services that clients receive. MCDFC has and continues to deliver member-centered, community-based, outcome-focused, managed long-term care services and member-centered care planning for all Family Care members. The department has successfully served more than 17,301 members during the past eleven years by embracing a set of core values and a philosophy that is the foundation of the Family Care program.

MCDFC currently meets all statutory requirements for a Family Care Governing Board (the Board), s.46.284 (6), including having a board that reflects the ethnic and economic diversity of the geographic area served. The membership of the Board is required to include representation by at least five people or their family members, guardians, or other advocates who are representative of the membership. The remaining Board membership must consist of people residing in Milwaukee County with recognized ability and demonstrated interest in long-term care and managed care and up to three members of the Milwaukee County Board of Supervisors or other elected officials. The 16 member Governing Board is responsible for providing MCDFC with guidance and oversight in carrying out its mission under the Family Care program to include policy recommendations and other actions meeting improvements in operations, fiscal accountability and reporting, and quality assurance.

MCDFC consists of the following four divisions:

The **Operations Division** includes Enrollment & Eligibility, Care Management and Marketing. This division is responsible for monitoring eligibility for Family Care clients, ensuring MCDFC receives its capitation payments, and ensuring that clients receive the best care management services by assigning them to an Interdisciplinary Team (IDT) upon enrollment. These teams are responsible for identifying member outcomes, developing a comprehensive care plan, authorizing services from the provider network, coordinating the member's health care and monitoring the member's plan of care. In addition the Operations Division oversees all Community Outreach and provides information on Family Care benefits and the Department of Family Care. The Marketing Coordinator also coordinates advertising, meetings, and conferences for the Department and oversees member contact and retention.

The **Quality Management Division** of MCDFC includes the Best Practice Team, Training and Education, Member rights, and Grievance and Appeals. This division is responsible for ensuring the best possible care is provided to members by engaging in a process of continuous quality improvement activities such as improvement initiatives, on the ground support to the care management teams, training and education for staff new to the Family Care model, and quality evaluations. The Best Practice Team, a unit of social workers and nurses, provides ongoing support to the interdisciplinary care management teams. This team also conducts regular quality audits of member records. If quality issues are identified, the Best Practice Team and the Training and Education Unit collaborate to ensure that teams have immediate access to the information they need to improve. Additionally, the Training and Education Unit develops and implements a comprehensive multidimensional training program for all of the interdisciplinary care management teams that includes demonstration of competency in the Family Care - Care Management model. Finally this division conducts and coordinates a variety of quality evaluations. The results of these evaluations and audits assess the relative success of current quality improvement initiatives and identify opportunities for further improving the quality of the Family Care program.

The **Fiscal Division** is responsible for fiscal oversight while assisting with the integration of financial services with operations to support the strategic plan and insure cost effectiveness and that financial solvency is maintained. The major functions of this division are budget preparation, financial accounting and reporting, accounts receivable, customer service to members, developing provider networks and contracting, provider education and training on billing, monitoring departmental expenditures and revenues, reviewing audits and insuring that the program remains in compliance with the Health and Community Supports Contract.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Department of Family Care

UNIT NO. 7990
FUND: General - 0001

The **Information Systems & Support Division** manages the department's web-based information system, Member Information Documentation and Authorization System (MIDAS) specific to operating the Family Care Program. This system houses each member's information such as, assessments, case notes, team care plan, eligibility information, level of care information, service authorizations, medication information, advance directives, placement information, support contacts, diagnosis information, wellness information, immunization information, member obligation payment history, state capitation payments received, provider rates and demographics, and cost history.

2012 BUDGET

Approach and Priorities

- Maintain a solvent, high quality, outcome-based program
- Budget to maintain the Family Care benefit in Milwaukee County despite the cap on enrollment
- Develop integrated care model by 12/31/12
- Continue to work towards improving service delivery systems to meet the challenges of the freeze on enrollment.

Programmatic Impacts

- Continue to maintain the program to serve individuals with disabilities ages 18-59 years old and older adults.
- Projected decrease in current enrollment of over age 60 population of 6.65% (approximately 430 members) due to the many long-term care options available as well as another managed care organization that also offers Family Care in the Milwaukee County Service Area.
- State budgetary constraints will likely decrease funding for Family Care.

Budget Highlights¹

Cap on Family Care Enrollment

\$0

The 2011-13 State Biennial Budget includes an enrollment Family Care imposed on July 1, 2011 through June 30, 2013. MCDFC has conservatively budgeted for a decrease in its enrollment for the 2012 budget. In addition, MCDFC anticipates the cap on enrollment to also have an adverse impact to MCDFC's provider network. The department will consolidate its provider network, particularly in the area of case management. This will result in increased efficiencies, cost savings and safeguard the operational and fiscal sustainability of the MCO. Presently, MCDFC has more than 900 service providers in its network.

As a result of this freeze on enrollment and decreased capitation rates, expenditures have decreased (\$30,259,499) from \$263,564,973 in 2011 to \$233,305,474 in 2012.

¹ For purposes of presentation, a change in levy is identified for each budget highlight, however MCDFC's actual levy is \$0 because MCDFC operates within its revenue receipts.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Department of Family Care

UNIT NO. 7990
FUND: General - 0001

Staffing Reductions

(\$929,184)

Due to the State imposed cap on enrollment the following vacant positions have been abolished from the MCDFC's 2012 budget resulting in a savings of salary and active fringe benefits of \$929,184.

- 2.0 FTE Fiscal Assistant 2 (\$106,068)
- 1.0 FTE Financial Analyst – CMO (\$95,802)
- 1.0 FTE Contract Service Coordinator (CMO) (\$82,784)
- 3.0 FTE Human Service Worker Aging (\$173,172)
- 1.0 FTE RC-Child Probation Officer (\$85,840)
- 1.0 FTE Contract Service Coordinator Supervisor (\$83,986)
- 1.0 FTE Info and Outreach Coordinator Aging (\$74,470)
- 1.0 FTE Quality Improvement Coordinator CMO (\$85,352)
- 1.0 FTE Program Coordinator – CMO (\$83,986)
- 1.0 FTE Quality Assurance Specialist (\$57,724)

Capitated Rate

(\$6,368,407)

The Department of Family Care capitated rate in 2012 will decrease, resulting in budgeted revenue at the Nursing home level of care rate and non nursing home level of care to decrease by \$6,368,407. Expenditures for Care Manager Services, Transportation, Day Services, Residential Services, Supportive Home Care, Nursing Home Care and Personal Care are reduced as a result to adjust operating expenses and maintain program financial performance.

Advertising Expenses

(\$130,000)

Although competition for members and providers continues, the State imposed enrollment caps will reduce the need for advertising expenditures, resulting in a reduction in Services expense of \$130,000 to \$95,000. The department will work to maintain the number of enrollees by effective advertising and marketing which includes, printing and distributing brochures, regular newsletters, information sharing, and sponsoring events for the aging and disabled population.

Education/Seminar/Conference Expenses

(\$26,000)

Services expense is reduced via reductions in Education/Seminar expense of \$14,000 and Conference expense of \$12,000 to align with past years expenditures.

Unfund Duplicate Director Position

(\$133,902)

Personal services expense is reduced by unfunding a duplicate position Exdir2 – Asst Dir Dept Aging as the result of a permanent appointment.

Membership Dues

(\$19,500)

Services expense is reduced by \$19,500 in membership dues to align with past year expenditures.

Expenditures Transferred to the Department of Aging

(\$190,000)

The process for obtaining Corporate Guardianships (\$150,000) and WATTS Reviews (\$40,000) and their expenditures are transferred to the Department of Aging, where the service is currently handled.

¹ For purposes of presentation, a change in levy is identified for each budget highlight, however MCDFC's actual levy is \$0 because MCDFC operates within its revenue receipts.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Department of Family Care

UNIT NO. 7990
FUND: General - 0001

Elimination of Step Increases for 2012 for Employees in Certain Pay Grades (\$18,024)

This budget includes an expenditure reduction of \$18,024 based on the elimination of step increases for 2012, as provided for in Chapter 17 of the Milwaukee County General Ordinances, for employees in certain pay grades. (See Appendix B for pay grades affected).

Human Resources Position Consolidation \$0

The 2012 Budget creates a new Department of Human Resources (HR) in order to provide a more coordinated and efficient use of County Resources. As a result, Human Resources staff that were budgeted and deployed throughout various County departments are now budgeted and allocated centrally within the new HR Department. 1.0 FTE Human Res Coord Aging is transferred into the HR Department.

¹ For purposes of presentation, a change in levy is identified for each budget highlight, however MCDFC's actual levy is \$0 because MCDFC operates within its revenue receipts.

BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 4,037,773	\$ 4,853,615	\$ 3,947,137	\$ (906,478)
Employee Fringe Benefits (EFB)	3,147,343	3,475,741	3,000,818	(474,923)
Services	4,533,125	5,235,867	4,293,393	(942,474)
Commodities	233,177	108,466	128,157	19,691
Other Charges	245,501,366	248,505,859	220,660,175	(27,845,684)
Debt & Depreciation	0	0	0	0
Capital Outlay	112,325	37,000	37,000	0
Capital Contra	0	0	0	0
County Service Charges	2,315,316	1,401,614	1,238,794	(162,820)
Abatements	(84,368)	(53,189)	0	53,189
Total Expenditures	\$ 259,796,057	\$ 263,564,973	\$ 233,305,474	\$ (30,259,499)
Direct Revenue	264,711,921	263,564,973	233,305,474	(30,259,499)
State & Federal Revenue	50,000	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	\$ 264,761,921	\$ 263,564,973	\$ 233,305,474	\$ (30,259,499)
Direct Total Tax Levy	(4,965,864)	0	0	0

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	90.1	79.1	64.4	(14.6)
% of Gross Wages Funded	100.0	100.0	100.0	0.0
Overtime (Dollars)	\$ 25,199	\$ 46,056	\$ 32,712	\$ 32,712
Overtime (Equivalent to Position)	0.4	0.9	0.6	(0.3)

* For 2010 actuals, the Position Equivalent is the budgeted amount.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Department of Family Care

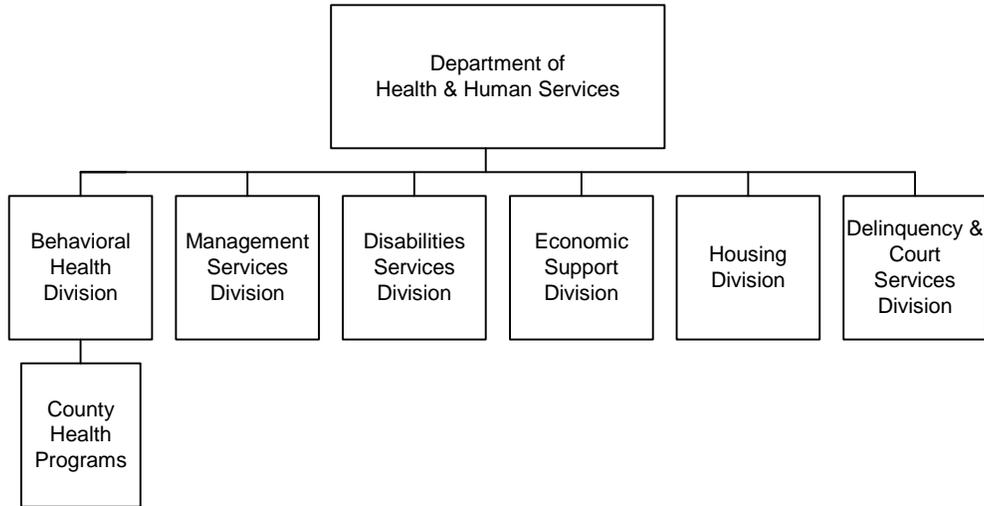
UNIT NO. 7990
FUND: General - 0001

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Fiscal Asst 2	04041	Abolish	(2)	(2.00)	CMO	\$ (60,832)
Fiscal Analyst - CMO	04756	Abolish	(1)	(1.00)	CMO	(65,028)
Contract Serv. Coord (CMO)	55733	Abolish	(1)	(1.00)	CMO	(54,494)
Contract Serv. Coord (CMO)Supv.	56705	Abolish	(1)	(1.00)	CMO	(55,466)
Human Service Wkr Aging	56160	Abolish	(3)	(3.00)	CMO	(102,660)
Human Res Coord Aging	65850	Transfer Out	(1)	(1.00)	HR	(67,258)
Program Coord - CMO	58027	Abolish	(1)	(1.00)	CMO	(55,466)
Quality Assurance Specialist	58035	Abolish	(1)	(1.00)	CMO	(34,220)
RC- Child Probation Officer	57300	Abolish	(1)	(1.00)	CMO	(56,962)
Quality Impvt. Coord (CMO)	58011	Abolish	(1)	(1.00)	CMO	(56,572)
Exdir 2-Asst Dir Dept Aging	80091	Abolish	(1)	(1.00)	CMO	(95,858)
Info and Outreach Coor Ag	56711	Abolish	(1)	(1.00)	CMO	(47,766)
					TOTAL	\$ (752,582)

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. 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 subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

DEPARTMENT OF HEALTH AND HUMAN SERVICES

DEPARTMENT ON HEALTH AND HUMAN SERVICES (DHHS) (8000)



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.

Budget Summary

	2012	2011/2012 Change
Expenditures	104,541,644	(27,749,946)
Revenue	80,123,144	(23,564,753)
Levy	24,418,500	(4,185,193)
FTE's	313.8	(349.3)

Major Programmatic Changes

- Explore and secure where possible enhanced State, Federal and private grant revenue to mitigate State service cuts.
- Address on-going fiscal issues associated with reduced state revenues.
- Reassign Disabilities Services Division staffing responsibilities and functions to address the Family Care enrollment cap.
- Invest in enhanced community resources for clients with Developmental Disabilities and Mental Health issues in partnership with the Behavioral Health Division.
- Review the impact on Delinquency and Court Services Division of the proposed State Corrections Facilities closure.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Department on Health and Human Services (DHHS)

UNIT NO. 8000
FUND: General - 0001

OBJECTIVES

- The Delinquency and Court Services Division will continue to provide quality services to Milwaukee County youth and partner with the Behavioral Health Division, the Division of Juvenile Corrections, other youth serving systems, community-based providers and the courts to improve service access and outcomes.
- The Disabilities Services Division (DSD) will continue to focus on services to families and children with physical, developmental, sensory disabilities and severe emotional disturbance through the Children's Long Term Support (CLTS) Waiver and Birth to Three programs.
- DSD will provide services to adults with developmental or physical disabilities under the age of 60 through the Disability Resource Center, including further refinement/implementation of the services required as part of the Family Care program under State contract.
- The Management Services Division will operate the Marcia P. Coggs Center in the most efficient way possible. The Department assumes that the State's Child Care and Income Maintenance programs will continue to be housed in the Coggs Center.

DEPARTMENTAL PROGRAM DESCRIPTION

The Department of Health and Human Services (DHHS) includes the following seven divisions: Director's Office, Economic Support, Delinquency and Court Services, Disabilities Services, Housing, Management Services, and Behavioral Health. The Behavioral Health Division (Org. Unit 6300) appears as a separate organizational unit in the County Budget.

The **Director's Office** provides guidance, support and administrative direction to all DHHS divisions.

The **Economic Support Division (ESD)** is responsible for administering the Wisconsin Home Energy Assistance, Interim Disability Assistance and general assistance burials programs. It also provides funding for the 211 IMPACT helpline, which connects residents in need of social services to available resources in Milwaukee County.

In 2009, the Wisconsin Legislature adopted Wisconsin Act 15 authorizing the State to assume the administration of public assistance programs in Milwaukee County. These programs were formerly administered by ESD and include Food Share (Food Stamps), Medical Assistance (Title 19/Badger Care Plus), Care Taker Supplement and Child Day Care. Although these programs were staffed by represented County positions within the division, the positions were supervised by the State. The 2011-2013 State Biennial Budget converts these positions to State positions.

The **Delinquency and Court Services Division (DCSD)** has responsibility to provide the juvenile court with intake and disposition services for youth referred for delinquency and juveniles in need of protection and services. The Division administers a variety of services and programs intended to divert youth from court and responsibly provide youth the opportunity to become more productive citizens by building on the strengths of youth and their families in the least restrictive, most homelike environment that is consistent with public safety. A number of service options target youth that in the past would have been placed in State correctional facilities.

Additionally, DCSD administers a 120-bed Juvenile Detention Center, juvenile court intake services, custody intake and probation services, and support staff for the operation of the Children's Court. The Juvenile Detention Center operation is a 24/7 secure detention facility, which primarily houses juveniles who present a safety risk to the community and are being held pending court proceedings. Custody intake staff screen and assume custody of youth that are released to the Juvenile Detention Center by law enforcement for continued custodial determination. Court intake staff prepares case reports and histories for the Children's Court pursuant to Wisconsin State Statutes Chapter 938. Probation staff supervises youth adjudicated for delinquent behavior in the community under court ordered supervision. A variety of agencies collaborate and partner with the Division as a means of providing additional supervision and support.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Department on Health and Human Services (DHHS)

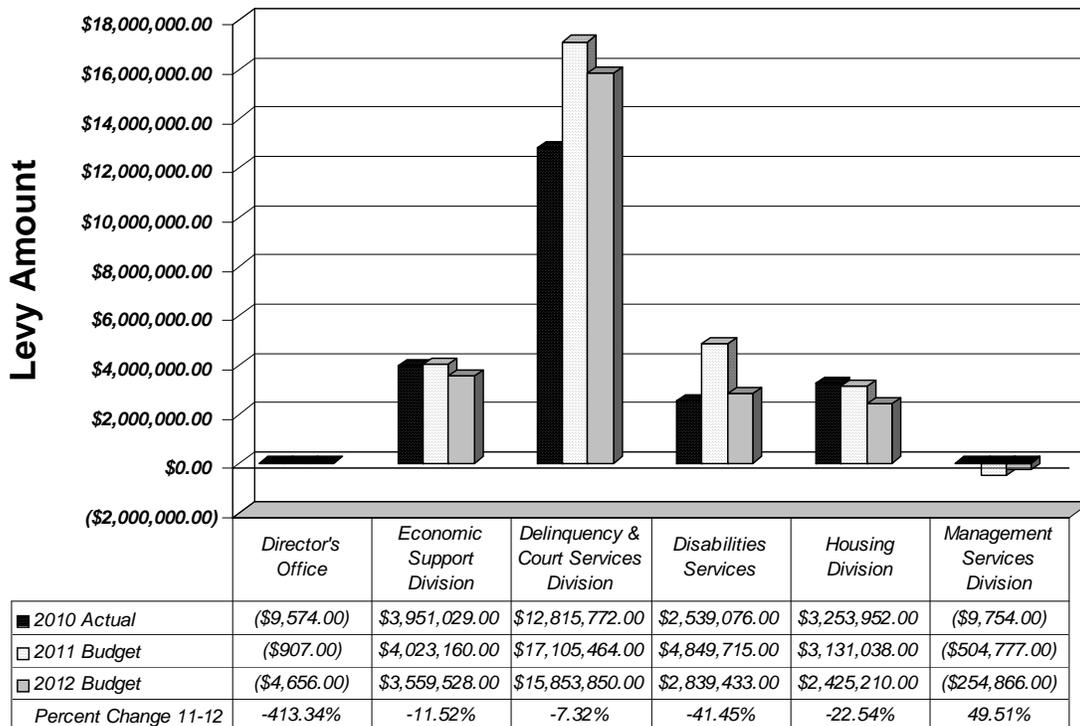
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The **Disabilities Services Division** provides supportive services to adults and children with physical and developmental disabilities enabling them to maintain and achieve their maximum independence in the community. A wide-variety of services is provided including services provided by the Disability Resource Center, which entails information and assistance, service access and prevention, disability benefits counseling and access to publicly funded long term care. Children's services include early intervention and Birth to Three, Family Support and Children's Long-Term Support Waiver programs. Many of these services enable persons to live in the community and avoid institutional placement. The Division also conducts investigations for vulnerable adults at risk for abuse and neglect and provides other court-related services.

The **Housing Division** administers the federal Department of Housing and Urban Development (HUD) funded Special Needs, Housing Choice Voucher (Rent Assistance), HOME/Home Repair, and Community Development Block Grant (CDBG) programs. The Division also manages the County Special Needs Housing Trust Fund and administers contracts providing general operational support to community emergency shelter providers.

The **Management Services Division** provides contract administration and quality assurance, accounting, business office, collections, building operations and procurement services to the Director's Office, Delinquency and Court Services, Economic Support, Housing and Disabilities divisions. In addition, this division provides mail delivery to the above entities as well as to the Behavioral Health Division and the Department on Aging. The division also includes the costs for county-wide services such as Risk Management, Audit, payroll and other functions. The Budget Office and Human Resources are provided in cooperation with the Department of Administrative Services (DAS).

Organizational Levy Summary



COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Department on Health and Human Services (DHHS)

UNIT NO. 8000
FUND: General - 0001

2012 BUDGET

Approach and Priorities

- Maintain core services provided to all DHHS clients while trying to increase revenue opportunities, improve efficiency, and assess and implement best practices in human services.
- Invest in new technology to improve service delivery and create opportunities to achieve efficiencies throughout the Department.
- Operate the Marcia P. Coggs building in the most efficient and cost effective way possible.
- Provide services to adults and children with developmental or physical disabilities under the age of 60 through the Disability Resource Center and coordinate the Children's Long Term Support Programs.
- Maintain existing and continue to develop strategic partnerships for the provision of delinquency services to protect public safety and reduce more costly State institutional placement.
- Explore and secure where possible enhanced State, Federal and private grant revenue to mitigate State service cuts.
- Continue to focus on Early Intervention and Birth to Three programs for infants and toddlers with developmental delays to achieve improved outcomes and to assist with the transition into Milwaukee Public Schools

Programmatic Impacts

- Address on-going fiscal issues associated with reduced state revenues.
- Address the impact on Delinquency and Court Services Division of the proposed State Corrections Facilities closure.
- Address State Budget impacts of the proposed cap on Family Care enrollments, which will necessitate the continuation of a waitlist within the Disability Resource Center for younger persons with disabilities as well as create a new waitlist for the Aging population.
- Realign Disabilities Services Division staffing responsibilities and functions to address the Family Care enrollment cap.
- Invest in enhanced community resources targeting individuals with Developmental Disabilities and Mental Health issues through a partnership between the Disabilities Services Division and the Behavioral Health Division, including continuation of the Hilltop downsizing initiative
- Operate the Marcia P. Coggs Center as the location for the State's Child Care and Income Maintenance programs as well as DHHS divisions housed in the Coggs Center. However, in the event that the State vacates any space, DHHS will need to seek new tenants.

Budget Highlights

Department-Wide Initiatives

Elimination of Step Increases for 2012 for Employees in Certain Pay Grades **(\$193,629)**

This budget includes an expenditure reduction of \$193,629 based on the elimination of step increases for 2012, as provided for in Chapter 17 of the Milwaukee County General Ordinances, for employees in certain pay grades. (See Appendix B for pay grades affected.)

State Budget Impact – Medical Assistance

Unknown

Included in the 2011-2013 State Biennial Budget is a \$500 million reduction to the Medical Assistance program to be implemented statewide over two years, though the budget does not identify how these savings will be achieved. Changes to eligibility requirements or funding reductions could have large implications for DHHS, particularly in the areas of delinquency and court services, children's long-term support and the children's autism waiver program. DHHS will continue to work with the State to minimize the impact of this change.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Department on Health and Human Services (DHHS)

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Economic Support Division (ESD)

State Operated Income Maintenance & Child Care Programs **\$5,916,238**

As of January 1, 2010, the State of Wisconsin assumed control over the FoodShare (food stamps), Medical Assistance, Care Taker Supplement, and Wisconsin Works (W2)/Supplemental Security Income (SSI) burials as well as the Child Care program. The State created two new bureaus - the Milwaukee Enrollment Center (MILES) and Milwaukee Early Care Administration (MECA) – to operate these functions. Under this arrangement, the 344.5 FTE of budgeted county positions that supported Income Maintenance (IM) and Child Care remained county employees, retaining the same benefits, but were supervised by the State. The State reimbursed the salary and benefits costs for these employees less a \$2.7 million minimum tax levy contribution from the county.

The 2011-2013 State Biennial Budget converts the 271.5 FTEs of county IM staff to State employees under the Department of Health Services (DHS) and the other 73 FTEs, which comprise the Child Care program, are also converted to State employees under the Department of Children and Families (DCF). As a result, 344.5 FTE are abolished with no levy impact.

Under the State Budget amendment, IM employees who are vested in the Employee Retirement System (ERS) would become members of the Wisconsin Retirement System (WRS). IM employees that are not vested in ERS will remain in ERS until they are vested. At that point, they would also become members of WRS. Converting these employees to WRS results in the elimination of reimbursement revenue for legacy health and pension costs, resulting in increased expenditures of \$4,922,894. DCF employees currently have a choice of which retirement system they would like to become a member of. However, there are legacy costs associated with these positions in the amount of \$993,344. The total legacy amount of \$5,916,238 has been redistributed county-wide but is shown here for illustrative purposes.

Effective January 1, 2012, the proposed State budget also repeals the requirement that Milwaukee County provide at least \$2.7 million annually to support the IM program. This contribution is replaced with a reduction in the county's Basic Community Aids (BCA) of \$2.7 million annually beginning in calendar year 2012. The \$2.7 million tax levy contribution is included in ESD's recommended budget.

In addition, the 2012 DHHS budget assumes the State will continue to house the IM and Child Care programs in the Marcia P. Coggs Center as well as utilize the county to house the State's records for IM and Child Care. Therefore, funding for operations costs associated with the State are included in the 2012 Budget.

General Assistance Burials **\$60,000**

The General Assistance Burials program continues in 2012 with an increase in tax levy of \$60,000 to more closely reflect actual costs of the program. The number of indigent burials has increased over the last few years from 251 cases in 2006 to 395 cases in 2010. The 2010 Budget included tax levy of \$361,958 for the burial assistance program but the program exceeded the budget by \$50,000 and is expected to exceed the 2011 Budget by \$60,000. The Department is currently exploring options to contain costs and will bring those forward to policymakers. In 2011, a county employee managed by the State determined eligibility for the program. However, the State will no longer provide staff for this function. In 2012, eligibility will be determined in-house.

211-IMPACT **\$0**

The 2012 Budget maintains funding for the 211-IMPACT helpline in the amount of \$380,000, of which \$41,838 is designated for the Energy Program. The 211 IMPACT helpline is used to connect disadvantaged residents to social services in Milwaukee County.

Interim Disability Assistance Program (IDAP) **(\$36,808)**

The IDAP loan program continues in 2012 but eligibility services are no longer provided by a county employee supervised by the State. In 2012, 1.0 FTE Human Service Worker is funded to determine eligibility for the GA Burial program as well as IDAP for a salary and active fringe benefit cost of \$57,724. In addition, funding for this

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Department on Health and Human Services (DHHS)

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program is reduced \$45,000. Overall, this initiative includes \$287,326 in expenditures, \$229,134 in revenue, and a \$129,058 tax levy commitment. In 2010, the program served an average of 99 cases per month.

Operation of the Energy Assistance Program

\$0

The State Department of Administration administers the Wisconsin Home Energy Assistance Program through a contract with Milwaukee County. The County subcontracts with the Social Development Commission (SDC) to operate the program at various sites throughout Milwaukee County. The 2012 Budget anticipates revenue of approximately \$3 million from the State, which reflects the 2011 base contract amount.

The program's budget includes a reduction of 0.68 FTE Energy Assistant Program Specialist and 0.67 FTE Energy Assistant Program Interviewer. SDC workers staff the majority of the Energy program and as county Energy positions become vacant, the department works with SDC to modify the contract so that the agency can absorb additional staffing responsibilities.

Delinquency and Court Services Division (DCSD)

Current Environment and Issues

\$0

Like most units of local government, DCSD has faced many challenges including significant State Revenue reductions and the proposed closure of two State Correctional facilities located in Southeastern Wisconsin. In 2012, efforts to identify cost-effective ways to protect public safety will build on partnerships developed in 2011. At the same time, the Division has continued to experience a downward trend in police referrals and reliance on more costly institutional services options.

DCSD has also experienced encouraging trends in the area of repeat offending behavior. Recidivism among juvenile offenders continues to improve. Since 2009, the Division has taken steps to improve its ability to measure and track recidivism. This has resulted in more informed decision-making and the development of strategies focused on select juvenile subpopulations. In part, these trends are due to programs such as Firearms Monitoring, Wraparound, FOCUS, and others that offer expanded options to the courts.

In order to continue the downward trend and positive outcomes experienced in DCSD, all contracts and programs, including a number of emerging collaborations and information technology enhancements, are maintained at the 2011 levels in 2012 (see detailed bullets below).

Revenue

(\$594,835)

Overall revenues are increased by \$594,835 primarily due to an increase in Youth Aids of \$954,958. The increase in youth aids is primarily offset by a reduction in Base Community Aids of \$202,859, a reduction in Potawatomi Revenue of \$100,000, and a reduction of \$88,000 in miscellaneous revenue accounts based on actual experience.

Secure Detention Facility

\$100,032

The 2012 Budget allows for the continuation of all current Detention Center operations and services at existing levels. In addition, since 2009 DCSD has taken steps to decrease overtime expenditures in the Detention Center operation but continues to experience deficits annually. Therefore, the overtime budget is increased by \$100,032 based on actual experience.

Dietary Initiative

\$0

DHHS plans to implement department-wide cost saving measures in dietary services, including reducing the price of snacks and meal supplements and changing the way food is served within BHD. Expenditures are decreased by a total of \$500,000 for DHHS. More information can be found in the budget for BHD.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Department on Health and Human Services (DHHS)

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Youth Programs and Services

\$0

The 2012 Budget maintains all purchase of service contracts at 2011 levels. The budget allows the Division to continue to purchase and provide existing service levels including the Wraparound program serving youth with mental health issues; programs targeting high risk offenders such as youth found in possession of a firearm and chronic offenders; and alternatives to State corrections through the FOCUS program, a full continuum of care program partnership. In addition, the 2012 Budget maintains funding for the Safe Alternatives for Youth (SAY) program in the amount of \$100,000 and the Youth Sports Authority in the amount of \$100,000. The Sports Authority Board will use this investment for Sports Authority-sponsored activities to solicit matching funds from other organizations for additional programs. The division is directed to track the amount of funds that are leveraged by these programs as a result of the contribution from Milwaukee County and to provide an annual report to the Committees of Health and Human Needs and Finance & Audit.

Personnel Changes

(\$348,752)

DCSD proposes the following position changes due to the ability of the Division to deploy staff more efficiently for a savings of salary and active fringe benefits of \$348,752: Abolish 1.0 FTE Custody Placement Specialist for a savings of \$88,878, 1.0 FTE Intake Specialist for a savings of \$67,942, 0.40 FTE Stores and Distribution Clerk for a savings of \$20,252, and 2.0 FTE RC Child Probation Officer for a savings of \$171,680. The Division does not anticipate any layoffs as a result of the changes.

Initiatives and Collaborations

\$0

With the closure of the two State Correctional facilities and other trends in the corrections area, the Division plans a number of initiatives and collaborations including: technology enhancements to improve information sharing and workflow efficiencies; a project focusing on the increase in thefts in the Milwaukee community that will utilize restorative justice practices; collaboration with other counties and agencies to further evidenced based practices; possible purchasing of short-term secure placements from another county or development of other alternatives.

Disabilities Services Division (DSD)

Division Overview

(\$2,010,281)

Since the transition to Family Care from the adult waiver programs began, the Disabilities Services Division has gradually restructured itself and realigned staff to support the following core areas dedicated to adults and children with physical and developmental disabilities: Disabilities Resource Center (DRC), Court Related Services, Children's Long-Term Support (CLTS), Family Support, and Birth to Three. Now that the transition to Family Care is complete, existing DSD staff and resources have been allocated primarily to the DRC. In response to the cap on Family Care enrollment, DSD has reduced vacant positions in the DRC and is identifying the functions and new roles of staff, including a focus on options counseling.

The 2012 Budget for the Disabilities Services Division reflects a reduction in total expenditures of \$1,614,989, from \$27,764,586 to \$26,149,596, an increase in total revenue of \$395,292, from \$22,914,871 to \$22,310,163, for a net tax levy reduction of \$2,010,281. The decrease is primarily the result of reductions in purchase of service contracts of \$647,435, a net cross charge/abatement reduction of \$824,083 due to reconciling the internal DHHS cross charge based on actual experience and usage, as well as maximizing Medical Assistance (MA) match revenue in the Disabilities Resource Center. An overview of the CLTS and DRC program areas is included below.

In addition, DSD is investing \$50,000 in additional technical support to expand reporting ability and further enhance existing IT systems.

Family Care Enrollment Cap

The 2011-2013 Biennial State Budget includes a statewide cap on new Family Care enrollments. This cap includes a provision for 400 emergency enrollments statewide over the next two years. DSD's budget reflects resources and support for all remaining areas and realigns the functions and new roles of staff, including a focus

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Department on Health and Human Services (DHHS)

UNIT NO. 8000
FUND: General - 0001

on options counseling, in response to the Family Care cap. The current waitlist has approximately 2,000 individuals with developmental or physical disabilities.

DSD will be forced to continue to maintain a waitlist for services that is anticipated to grow over the next several years given the State cap on Family Care.

Children's Long-Term Support

In 2012, DSD will continue the implementation of a Children's Long-Term Support (CLTS) Medicaid Waiver program expansion and redesign. The number of funded slots for eligible children was increased in 2010 and helped eliminate the waitlist for services and provide transitional funding for youth about to turn age 18, who become eligible for Family Care. Due to the caps placed on future Family Care expansion, many of the young adults who were added to the CLTS Waiver program will no longer be able to move directly into Family Care and will need to remain on the CLTS Waiver until age 22 and then go on the adult waitlist.

Specifically, DSD added 130 new children and their families to the CLTS waiver program over 2010 and 2011. In addition, DSD also added approximately 150 new youth transition slots.

The following position changes are included in CLTS for a net cost of \$40,378 in salary and active fringe benefits (included in Departmental Total above): 0.50 FTE vacant Unit Supervisor LTS is abolished for a salary and active fringe benefits savings of \$43,608 and 1.0 FTE Program Manager- Children's Services is funded for a salary and active fringe benefit costs of \$83,986.

DSD Fiscal Contract

(\$100,000)

The 2011 Budget included funds for a purchase of service contract for accounting services used to enhance CLTS Medicaid Waiver, Family Care waitlists and Disabilities Resource Center (DRC) fiscal management. This purchase of service contract is eliminated in 2012 and these services will be performed in house.

Disabilities Resource Center (DRC)

The Disabilities Resource Center began operation in August 2009. At that time, the State expanded the Family Care program in Milwaukee County to include persons with disabilities ages 18 through 59. The Division provides services to individuals as part of its Disabilities Resource Center (DRC). Services include options/enrollment counseling for Family Care, provision of information and assistance, assistance from Disability Benefits Specialists, youth transition services and advocacy.

In October 2010, the DRC completed the conversion of the 2,500 existing clients in the Long-Term Support Waiver programs. These individuals transitioned into one of five State-funded options for publicly funded long-term care. The process of enrolling the original 3,000-client waitlist began in November 2009 with 23 individuals being enrolled monthly for the first 12 months and at least 130 per month were to be enrolled effective November 1, 2010 for the next 24 months.

As a result of the State imposed Family Care enrollment cap, DSD is unfunding the following positions related to enrollment at a savings of \$317,742 in salary and active fringe benefits (included in Departmental Total above): 3.0 FTE Human Service Worker for a salary and active fringe benefits savings of \$239,802 and 1.0 FTE Unit Supervisor (ACS) for a salary and active fringe benefits savings of \$77,940.

In addition, DSD is unfunding 1.0 FTE Nursing Program Coordinator for a salary and active fringe benefits savings of \$115,010 and creating 1.0 FTE RN 3 for a salary and fringe benefit cost of \$86,148 resulting in a net savings in salary and active fringe benefits of \$28,862.

Family Support

\$0

The 2012 Budget will maintain Family Support revenue at the 2011 level of \$852,668.

COUNTY EXECUTIVE'S 2012 BUDGET

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Advocacy Contract

(\$103,701)

The 2012 budget includes \$103,701 for revenue that will be obtained on advocacy contracts in the Disabilities Resource Center.

State Center Charges

(\$259,536)

The 2012 Budget reduces funding for State Center Charges by \$259,536. These charges are related to costs associated with State Center services to individuals with developmental disabilities. With the implementation of Family Care, Milwaukee County will no longer have the responsibility to pay for services to individuals at the State Centers.

Crisis Billing Revenue Initiative

(\$75,000)

DSD anticipates the receipt of \$75,000 in additional revenue related to Medicaid crisis billing for individuals receiving services from the Crisis Respite Home as part of an outside contract.

Crisis Services Diversion Initiative

\$0

In conjunction with the Behavioral Health Division (BHD), a Developmental Disabilities-Mental Health Pilot Respite Program is also established to provide community treatment and supports to an identified group of individuals with a demonstrated high utilization of Adult Crisis Services. The Pilot will implement an Assertive Community Treatment model of care that is focused on prevention and primary care. DSD is planning to identify risk factors and explore implementation of additional community-based supports that may help to reduce the need for emergency services from Adult Crisis Services. It is anticipated that this initiative will positively impact Adult Crisis Services' capacity and help to prevent costly inpatient admissions of individuals with developmental disabilities/mental health diagnoses. The impact of this initiative can be seen in the budget for BHD.

Hilltop Downsizing

\$0

In 2011, BHD began implementing an initiative to study the downsizing of units from the Rehab Centers Hilltop. BHD and the Disabilities Services Division have formed a workgroup, which has met multiple times in 2011 and reports to the Board regularly regarding progress made on this initiative. The workgroup will continue to work to identify community-based options for the potential relocation of Hilltop clients in 2012.

Housing Division

Reduce Federal Revenue and Corresponding Contracts

\$5,371

The 2011 Federal Housing & Urban Development (HUD) Budget includes a 17.8 percent reduction in Community Development Block Grant (CDBG) awards. As a result, the 2012 Housing Division budget reduces total HUD CDBG Revenue by \$301,915, from \$1,696,152 to \$1,394,237. To offset the loss in revenue, program services are reduced from \$1,764,274 to \$1,399,608, resulting in a levy increase of \$5,371.

The 2011 Federal HUD Budget includes an 11.5 percent reduction in HOME/Home Repair awards. As a result, the 2012 Housing Division budget reduces total HUD HOME/Home Repair Revenue by \$272,826, from \$1,862,481 to \$1,589,655. To offset the loss in revenue, program services are reduced from \$1,722,956 to \$1,568,544, also resulting in zero levy impact.

Further, in 2012 revenue for the Housing Choice Voucher program is reduced \$469,780 from \$13,645,598 to \$12,995,818. This is primarily due to the Housing Division not expecting to receive any of the \$361,000 in HUD Prior Year Net Revenue that was budgeted in 2011.

Special Needs Purchase of Service Contracts

\$55,000

In 2012, purchase of service contracts associated with the annual cost of expanded housing-related services for consumers receiving assistance from the Behavioral Health Division were increased \$55,000, from \$1,540,904 to \$1,595,904. The Housing Division is requesting authority to enter into the following Purchase of Service Contracts in 2012:

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Department on Health and Human Services (DHHS)

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Contract Amount	Description	Provider
\$75,000	Transitional Housing Program - Hillview	Community Advocates
\$45,000	Coordinated Community Housing	Community Advocates
\$15,353	Domestic Abuse Counseling	Community Advocates
\$17,982	Emergency Shelter Care	Community Advocates
\$52,994		Community Advocates
\$50,000	Housing Assistance for Homeless	Continuum of Care
\$46,000	Emergency Shelter Care	Guest House
\$49,000	Housing Development Support Svcs.	Guest House/Heartland
\$72,500	On-Site Staff	Hillview/Community Advocates
\$20,482	Emergency Shelter Care	Hope House
\$97,142	Supported Apts	Mercy Housing
\$97,154	Peer Support- Supported Apartments	Our Space
\$286,529	Housing Development Support Svcs.	Our Space/UCC/Cardinal Capital
\$54,406	Emergency Shelter Care	Salvation Army
\$52,017	Emergency Shelter Care	Sojourner Family Peace Center
\$15,000	Domestic Abuse Counseling	Sojourner Family Peace Center
\$175,000	Emergency Shelter Care	The Cathedral Center
\$103,716	Operation of Supported Apartments- Main St.	Transitional Living Services
\$73,557	Operation of Supported Apartments-Okalahoma Ave.	Transitional Living Services
\$87,072	Supported Apts	Transitional Living Services
\$20,000	Highland Commons Supportive Services	Transitional Living Services
\$90,000	Support Services	Stay In Balance

Reconciliation of Housing Accounts \$0

The Housing Division's historic practice has been to allocate the personnel costs associated with the various programs directly into the program (Other Charges) line. In order to avoid double counting these allocated personnel costs, an equivalent offsetting negative entry is made on the cross charges line.

Starting in 2012, the DHHS Housing Division is accounting for all grant specific personnel costs within the Personnel Costs objects, removing them from the Other Charges totals.

Management Services Division (MSD)

Reconciliation of Internal Cross Charges \$0

In 2012, DHHS reconciled the internal DHHS cross charge based on actual experience and usage. This resulted in an increased tax levy in Management Services but also reduced cross charges to all service divisions within DHHS including Disabilities Services, Housing, Delinquency and BHD. Therefore there is no net tax levy impact.

Coggs Center Space (\$168,863)

The budget assumes that the State of Wisconsin will continue to lease the Marcia P. Coggs Center to house both the State's Milwaukee Enrollment Center (MILES) and Milwaukee Early Care Administration (MECA) – the bureaus in charge of the Income Maintenance and Child Care functions. However, in the event that the State vacates any space, DHHS will need to seek new tenants.

The 2012 Budget reflects anticipated expenses and revenue related to this arrangement with approximately 86,152 square feet allocated to the State for its operations. The lease revenue anticipated increases by \$168,863 from \$1,565,606 to \$1,734,469.

Position Adjustments (\$107,044)

BHD is creating 1.0 FTE position of Emergency Preparedness Coordinator that will focus on emergency planning for DHHS as a whole for a cost of \$87,242. This cost is partially offset by the abolishment upon vacancy of 1.0

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Department on Health and Human Services (DHHS)

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FTE Clerical Assistant 2 position within DHHS, for a savings of \$63,638. This results in a total cost of \$23,604 of which \$11,802 is charged to DHHS. Moreover, DHHS is transferring to BHD 1.0 FTE Operations Coordinator responsible for operations at the BHD facility for a savings \$101,188, and BHD is transferring to DHHS 1.0 FTE Executive Assistant CHP that assists with DHHS operations cost of \$69,584. These transfers result in a savings to DHHS of \$31,604 in salary and active fringe benefits and are intended to improve management and services coordination between BHD and DHHS. Lastly, the division is unfunding 1.0 FTE vacant Accounting Supervisor MCHCP for a savings of \$87,242. The net savings from all of these position actions is \$107,044.

Human Resources Department

\$0

The 2012 Recommended Budget creates a new Department of Human Resources (HR) in order to provide a more coordinated and efficient use of County resources. As a result, Human Resources staff that were budgeted and deployed throughout various County departments are now budgeted and allocated centrally within the new HR Department. MSD has 1.0 FTE Management Assistant – HR for a cost of \$61,616 and 1.0 FTE HR Manager-DSS for a cost of \$120,826 that are now transferred into the HR Department. MSD will be crosscharged for the cost of these positions in the amount of \$182,440, resulting in no levy impact.

Shared Services

\$0

DHHS is directed to work with the Department on Aging to create efficiencies by sharing administrative services.

BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 29,412,074	\$ 29,961,712	\$ 15,715,014	\$ (14,246,698)
Employee Fringe Benefits (EFB)	26,311,761	26,019,081	12,533,348	(13,485,733)
Services	11,968,236	8,986,668	9,059,321	72,653
Commodities	281,904	430,970	403,469	(27,501)
Other Charges	82,534,057	61,810,290	61,507,273	(303,017)
Debt & Depreciation	0	0	0	0
Capital Outlay	69,717	281,943	338,936	56,993
Capital Contra	0	0	0	0
County Service Charges	14,662,453	15,546,956	14,275,702	(1,271,254)
Abatements	(10,342,928)	(10,746,030)	(9,291,419)	1,454,612
Total Expenditures	\$ 154,897,274	\$ 132,291,590	\$ 104,541,644	\$ (27,749,946)
Direct Revenue	6,575,249	3,644,312	3,722,522	78,210
State & Federal Revenue	125,163,661	99,295,553	75,740,622	(23,554,931)
Indirect Revenue	617,937	748,032	660,000	(88,032)
Total Revenue	\$ 132,356,847	\$ 103,687,897	\$ 80,123,144	\$ (23,564,753)
Direct Total Tax Levy	22,540,427	28,603,693	24,418,500	(4,185,193)

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	672.1	663.1	313.8	(349.3)
% of Gross Wages Funded	97.3	97.4	95.6	(1.8)
Overtime (Dollars)	\$ 2,082,661	\$ 451,920	\$ 563,220	\$ 111,300
Overtime (Equivalent to Position)	48.4	10.7	12.9	2.1

* For 2010 Actuals, the Position Equivalent is the budgeted amount.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Department on Health and Human Services (DHHS)

UNIT NO. 8000
FUND: General - 0001

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Operations Coordinator	00020220	Transfer Out	(1)	(1.00)	MSD	\$ (69,390)
Executive Asst CHP	00000061	Transfer In	1	1.00	MSD	# 43,818
Clerical Asst 2	00000045	Abolish ¹	(1)	(1.00)	MSD	# (39,002)
Human Service Worker	00056300	Unfund	(3)	(3.00)	DSD	# (156,588)
Human Service Worker	00056300	Fund	1	1.00	ESD	# 34,220
RN 2 Adult Svs Div	00044720	Abolish ²	0	0.00	DSD	# 0
Nursing Program Coordinator	00045110	Unfund	(1)	(1.00)	DSD	# (80,572)
RN 3	00044570	Create	1	1.00	DSD	# 57,220
Unit Supv ACS	00057120	Unfund	(1)	(1.00)	DSD	# (50,584)
Program Mgr- Children's Svcs.	00055710	Fund	1	1.00	DSD	# 55,466
Unit Supervisor LTS	00056690	Abolish	(1)	(0.50)	DSD	# (29,052)
Energy Asst Prog Int	00055800	Abolish	(1)	(0.67)	ESD	# (23,180)
Energy Asst Prog Spec	00055810	Abolish	(1)	(0.68)	ESD	# (16,988)
Mgmt Asst- HR	00000019	Transfer-Out	(1)	(1.00)	MSD	(37,364)
Human Res Mgr DSS	00076610	Transfer-Out	(1)	1.00	MSD	(85,288)
Accounting Supv Mchcp	00004430	Unfund	(1)	(1.00)	MSD	(58,104)
RC-Child Probation Officer	00057300	Abolish	(2)	(2.00)	DCSD	# (113,924)
Stores & Distribution Asst 1	00006626	Abolish	(1)	(0.40)	DCSD	# (11,390)
Intake Specialist CCC	00055550	Abolish	(1)	(1.00)	DCSD	# (42,482)
Custody Placement Spec	00055570	Abolish	(1)	(1.00)	DCSD	# (59,430)
Office Supp Asst 1	00000004	Abolish	(1)	(1.00)	ESD	# (25,454)
Office Supp Asst Bl	00000006	Abolish	(1)	(1.00)	ESD	# (32,636)
Office Supp Asst 2	00000007	Abolish	(27)	(27.00)	ESD	# (881,532)
Office Supp Asst 2 Bl	00000009	Abolish	(3)	(3.00)	ESD	# (87,024)
Clerical Asst 1 Nr	00000015	Abolish	(5)	(5.00)	ESD	# (152,336)
Clerical Asst 2 Nr Bl Sp	00000018	Abolish	(2)	(2.00)	ESD	# (66,726)
Clerical Asst 1	00000042	Abolish	(5)	(5.00)	ESD	# (166,520)
Secratarial Asst Nr	00000067	Abolish	(1)	(1.00)	ESD	# (37,492)
Adm Asst Customer Service	00011305	Abolish	(1)	(1.00)	ESD	# (47,402)
Adm Asst Fin Asst	00011311	Abolish	(1)	(1.00)	ESD	# (52,870)
					Sub Total	\$ (2,232,606)

1 - Abolish Upon Vacancy

2 - This position is unfunded and it is now abolished as an unfunded position.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Department on Health and Human Services (DHHS)

UNIT NO. 8000
 FUND: General - 0001

PERSONNEL CHANGES , cont.						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Qual Assur Tech	00055330	Abolish	(30)	(30.00)	ESD	# (1,061,290)
Qual Assur Tech BI Sp	00055360	Abolish	(3)	(3.00)	ESD	# (118,350)
Human Services Analyst Care	00055391	Abolish	(1)	(1.00)	ESD	# (56,962)
Child Care Prog Spec BI Sp	00055796	Abolish	(4)	(4.00)	ESD	# (189,288)
Econ Supp Spec BI Hmong	00056130	Abolish	(3)	(3.00)	ESD	# (103,896)
Econ Supp Spec BI Viet	00056140	Abolish	(2)	(2.00)	ESD	# (72,650)
Econ Supp Spec BI Span	00056150	Abolish	(17)	(17.00)	ESD	# (625,256)
Econ Supp Spec	00056170	Abolish	(188)	(187.50)	ESD	# (6,926,300)
Econ Supp Spec BI Laotian	00056180	Abolish	(1)	(1.00)	ESD	# (38,962)
Office Supp Asst 2	00000007	Abolish	(2)	(2.00)	ESD	# (68,728)
Adm Asst NR	00000040	Abolish	(1)	(1.00)	ESD	# (34,168)
Adm Asst	00000041	Abolish	(1)	(1.00)	ESD	# (45,584)
RC Fiscal Asst 1	00004038	Abolish	(1)	(1.00)	ESD	# (36,908)
Fiscal Asst 1	00004040	Abolish	(6)	(6.00)	ESD	# (204,352)
Fiscal Asst 2	00004041	Abolish	(1)	(1.00)	ESD	# (39,002)
Child Care Prog Coord Lit	00055787	Abolish	(1)	(1.00)	ESD	# (59,430)
Child Care Prog Coord Spnd	00055788	Abolish	(1)	(1.00)	ESD	# (59,430)
Child Care Prog Spec	00055795	Abolish	(28)	(28.00)	ESD	# (1,286,748)
Child Care Prog Spec Hm	00055797	Abolish	(2)	(2.00)	ESD	# (89,272)
Econ Supp Trng Asst	00056101	Abolish	(3)	(3.00)	ESD	# (134,276)
Human Ser Wkr	00056300	Abolish	(1)	(1.00)	ESD	# (34,220)
Staff Development Asst	00056471	Abolish	(1)	(1.00)	ESD	# (62,260)
					Subtotal	\$ (11,347,332)
					Grand Total	\$ (9,114,726)

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Department on Health and Human Services (DHHS)

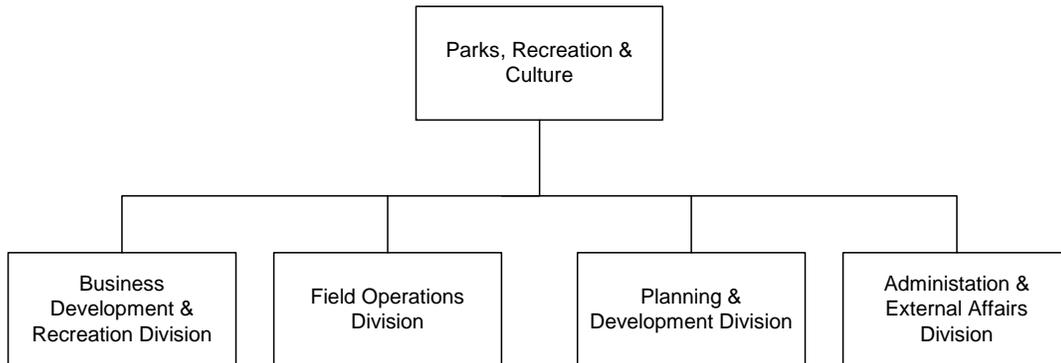
UNIT NO. 8000
FUND: General - 0001

ORGANIZATIONAL COST SUMMARY					
DIVISION		2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Director's Office	Expenditure	\$ (9,574)	\$ (907)	\$ (4,656)	\$ (3,749)
	Revenue	0	0	0	0
	Tax Levy	\$ (9,574)	\$ (907)	\$ (4,656)	\$ (3,749)
Economic Support Division	Expenditure	\$ 39,686,370	\$ 36,878,896	\$ 12,898,780	\$ (23,980,116)
	Revenue	35,735,341	32,855,736	9,339,252	(23,516,484)
	Tax Levy	\$ 3,951,029	\$ 4,023,160	\$ 3,559,528	\$ (463,632)
Delinquency & Court Services Division	Expenditure	\$ 40,975,470	\$ 42,316,606	\$ 41,659,827	\$ (656,778)
	Revenue	28,159,698	25,211,142	25,805,977	594,835
	Tax Levy	\$ 12,815,772	\$ 17,105,464	\$ 15,853,850	\$ (1,251,613)
Disabilities Services	Expenditure	\$ 51,121,246	\$ 27,764,586	\$ 26,149,596	\$ (1,614,989)
	Revenue	48,582,170	22,914,871	23,310,163	395,292
	Tax Levy	\$ 2,539,076	\$ 4,849,715	\$ 2,839,433	\$ (2,010,281)
Housing Division	Expenditure	\$ 22,666,580	\$ 23,389,788	\$ 21,679,439	\$ (1,710,349)
	Revenue	19,412,628	20,258,750	19,254,229	(1,004,521)
	Tax Levy	\$ 3,253,952	\$ 3,131,038	\$ 2,425,210	\$ (705,828)
Management Services Division	Expenditure	\$ 457,276	\$ 1,942,621	\$ 2,158,657	\$ 216,036
	Revenue	467,030	2,447,398	2,413,523	(33,875)
	Tax Levy	\$ (9,754)	\$ (504,777)	\$ (254,866)	\$ 249,911

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. 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 subsection is void. A county officer who knowingly violates this subsection 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."

DEPARTMENT OF PARKS, RECREATION AND CULTURE

PARKS, RECREATION AND CULTURE (9000)



MISSION

Pursuant to the budget and policy guidelines established by the Milwaukee County Board of Supervisors, the Parks Department serves Milwaukee County citizens and visitors by preserving and protecting the all-natural environments, providing open space for public recreation, and providing a variety of safe and active recreation opportunities to the public.

Budget Summary

	2012	2011/2012 Change
Expenditures	40,243,957	(2,625,964)
Revenue	18,406,160	846,498
Levy	21,837,797	(3,472,462)
FTE's	431.29	(55.94)

Major Programmatic Changes

- Expenditure and Revenue Realignment.
- Expansion of Parks/Highway Maintenance Worker program.
- Closure of Fish Hatchery in 2014.

OBJECTIVES

- Work with the County Executive and the County Board of Supervisors to preserve and maintain Park assets to ensure safe recreational opportunities for Milwaukee County citizens.
- Develop and maintain partnerships that enhance services and the quality of activities and events in the Parks.
- Continue to be competitive in establishing and collecting fees and revenues.
- Reallocate staff resources, invest in training, and promote education for greatest efficiency and skill and to support the team concept.
- Create mutually beneficial revenue producing opportunities and partnerships in the Parks.
- Actively pursue green initiatives and support Milwaukee County's Green Print policy by expansion of natural areas, fossil fuel reduction through use of hybrid vehicles, and recycling.
- Continue to maintain standards that reflect on our status as the winner of the 2009 Gold Medal Award for Excellence in Management through the National Recreation and Park Association.
- Work with the Office of the Sheriff to support a program of law enforcement presence and regulation enforcement in the Parks geared toward public safety and enjoyment of the Parks.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Parks, Recreation and Culture

UNIT NO. 9000
FUND: General - 0001

DEPARTMENTAL PROGRAM DESCRIPTION

The Administration and External Affairs Division is responsible for administrative functions including finance, human resources, contracts, safety, security and training. It also works and coordinates activities with the dozens of public and private partners and over 60 "friends" groups. The division also assists with major events such as the Great Circus Parade and Milwaukee Air and Water Show.

The *Finance Section* provides oversight of budget, revenue tracking, centralized purchasing and accounting. This section ensures adherence to revenue and expenditure targets through responsible budget management.

The *Contracts Administration Section* coordinates and monitors contracts related activities for all divisions of the Parks Department. This section also prepares legislative material, provides legal technical assistance to Parks Staff, and responds to constituent inquires regarding Parks policies, procedures and record requests.

The *Human Resources Section* manages the department's staffing procedures, including hiring, payroll, and labor management. This section also provides guidance to field managers concerning Parks policies and procedures, discipline and terminations. It handles unemployment compensation claims, monitors workers compensation claims and coordinates employee enrollment. This section ensures compliance with Civil Service Rules and ordinances regarding human resource issues.

The *Safety, Security and Training Section* promotes security in the Parks by overseeing the Park Ranger program and coordinating with the Milwaukee County Sheriff's Office, municipal police departments and internal staff. This section also manages training for full-time and seasonal employees, and coordinates insurance reimbursement and restitution relating to property damage, vandalism and theft.

The Planning and Development Division has resources allocated into two separate sections. These sections are the Planning Section and the Park Maintenance Skilled Trades Section. Each section is responsible for providing service across the entire Parks Department as well as to other County Departments. The following summarizes the individual sections responsibilities:

The *Planning Section* prepares the capital budget, provides in-house design and master planning for park and trail facilities, 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 Department's 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, coordinates and oversees department activities relating to the legislative function of the County Board of Supervisors and maintains historical records and archives. Planners and landscape architects coordinate with Field Operations and Land Management staff to improve overall quality and environmental health of the parks.

The *Park Maintenance Skilled Trades Section* is responsible for providing professional skilled trades in the areas of plumbing, electrical, carpentry, heating and cooling, ironwork, and other skilled trades services for the maintenance operations of the park system to ensure public health and safety, and code compliance.

The Field Operations Division oversees individual parks field operations throughout Milwaukee County. This division is organized into six sections: North Region, Central/Lakefront, South Region, Land Resources, Farm and Fish Hatchery, and Golf and Turf Maintenance.

The *North, Central/Lakefront and South regions* are responsible for 14 park units and 17 service yards that provide maintenance to 150 parks throughout Milwaukee County. They provide daily services for the operation of 37 organized sports leagues, maintain 175 athletic fields, 178 picnic areas, 25 major rental pavilions, parking lots and other minor facilities. They also are responsible for summer and winter maintenance of over 120 lane miles of parks roads and parkways, and winter plowing of sidewalks and walkways in parks and around all buildings.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Parks, Recreation and Culture

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The *Land Resources Section* is responsible for creation and maintenance of natural areas, nature trail construction and maintenance, mapping existing and new trails, as well as the installation of trail signage.

Forestry Worker's are responsible for the maintenance of the department's entire woodlands inventory. They are also responsible for maintenance of more than 85 miles of parkways throughout the County, including road patching and construction. These crews have been integral in constructing new play units, excavation work, pavement patching and repair, turf restoration, and other landscape projects. The forestry crews also assist the playground crews and field units when necessary and continue to help other departments such as the Zoo.

The Natural Areas/Trails crew maintains the 108-mile Oak Leaf Trail, leads erosion control/bioengineering projects, and removes invasive plant species. The Americorps Crew, Scout Troops, and the Milwaukee Conservation Leadership Corps work cooperatively with the Trails/Natural Areas Crew annually on several projects to enhance the Park System.

The playground crew is responsible for all Tier II safety inspections; the Park Unit staff is responsible for weekly Tier I safety inspections. The playground crew pressure washes and cleans the 112 play units in spring and fall. Responsibilities also include day-to day graffiti removal, general maintenance of play structures, delivery of sand and fibar, and replacement of worn parts.

The *Golf and Turf Maintenance Section* is responsible for the operation of 15 golf courses within the park system. This includes turf maintenance, programming, promotional development and tournament preparation for the outings and tournaments. The Golf and Turf Manager also provides expertise with general turf and field maintenance issues department wide.

The *Farm and Fish Hatchery* is under the jurisdiction of the Parks Department. The Hunger Task Force is the lessee on the property that plants and harvests fruits and vegetables for its Stock Box Program. The Parks Fish Hatchery Specialist raises fish to stock the ponds and lagoons throughout the parks. Over 40,000 fish are stocked each year and this coincides with several free fishing clinics for Children. There is a firewood operation that is also on the property. The Parks Department also maintains and oversees several acres of land in the Conservation Reserve Program.

The Business Development and Recreation Division is organized into six sections: Recreation and Aquatics, Concessions and Clubhouse Operations, Public Services, Marketing, Horticulture, and Special Event/Lakefront Operations. The Business Development and Recreation Division provide a variety of recreational programming to the citizens of Milwaukee County. This Division is focused on maximizing revenues and developing partnerships that result in new or enhanced department revenues.

The *Recreation and Aquatics Section* is responsible for daily operation of all aquatics including aquatic centers, indoor pools, and deep well pools. Recreation Services offers programs such as aerobics, water exercise, athletics, boxing, martial arts, ice-skating, hockey, football, soccer, disc golf, nature education, and gymnastics. Aquatics is also responsible for staffing, training and scheduling of all lifeguards at our pools and beaches, as well as partnering with Friends of Hoyt Park and the City of Shorewood to provide the services to the new Hoyt Water Park and Atwater Park beach.

The *Concessions and Clubhouse Operations Section* manages the County's golf courses and concessions across the Parks System. The clubhouse operations program manages 15 clubhouse operations, including golf starter and marshaling operations. The Concessions program manages 40 locations ranging in complexity from vending machines to concession stands, ice skate rentals, convenience stores, special events, birthday parties, full service restaurants and catering operations.

The *Public Services Section* operates 37 organized sports leagues, provides permits for 175 athletic fields, facilitates golf reservations and outings, and provides reservations for all 178-picnic areas and 25 major pavilions

COUNTY EXECUTIVE'S 2012 BUDGET

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along with other facilities. Public Services also maintain the Department's e-commerce capabilities including the ability to book pavilions and picnic area rentals online.

The *Marketing Section* provides media connections and promotion services for parks related events, activities and programs (e.g., golf, concerts, special events, etc.). Marketing activities are conducted through the use of cross-promotion, printed materials, website, radio, television and partnerships. This section is also responsible for writing and distributing press releases, constructing and staffing vendor booths and designing displays for use at various locations.

The *Horticulture Section* includes the Mitchell Park Domes, Boerner Botanical Gardens, Wehr Nature Center and the greenhouse. A multitude of family oriented events take place at these facilities including the Train Show, Celebration of Trees, Music Under Glass, and Bug Days. The greenhouse cultivates the plant life located in Milwaukee County parks, parkways, and building landscapes.

The *Special Events/Lakefront Operations* section includes the O'Donnell Parking Structure, McKinley Marina, and all major special events in the entire park system. Some of these events are the Air and Water Show, 3rd of July Fireworks, Rock the Green concert, kite festivals and all of walks, marathons and runs on the lakefront and other various parks. This section facilitates and oversees everything from contracts to event set up.

In addition, this division oversees a contract with the University of Wisconsin Extension for the Nature in the Parks program, which provides services to Wehr Nature Center, and participates in the "Keep Greater Milwaukee Beautiful" program.

2012 BUDGET

Approach and Priorities

- Preserve and strive to increase revenue flow despite the adverse impact of the current economic downturn.
- Maintain current rate of visitor satisfaction with the Parks system.

Programmatic Impacts

- Expenditure and Revenue Realignment.
- Expansion of Parks/Highway Maintenance Worker program.
- Closure of Fish Hatchery in 2014.

Budget Highlights

Elimination of Step Increases for 2012 for Employees in Certain Pay Grades **(\$53,369)**

This budget includes an expenditure reduction of \$53,369 based on the elimination of step increases for 2012, as provided for in Chapter 17 of the Milwaukee County General Ordinances, for employees in certain pay grades. (See Appendix B for pay grades affected.)

Department of Human Resources - Position Consolidation **\$0**

The 2012 Budget creates a new Department of Human Resources (HR) in order to provide a more coordinated and efficient use of County resources. As a result, Human Resources staff that were budgeted and deployed throughout various County departments are now budgeted and allocated centrally within the new HR Department. The Parks Department has 1.0 FTE Clerical Specialist HR NR, 1.0 FTE Parks Operation Analyst NR and 1.0 FTE HR – Coordinator that are now transferred into the HR Department.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Parks, Recreation and Culture

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Expenditure and Revenue Realignment

(\$1,341,693)

Since 2007 the Parks Department has used an average of 365,947 seasonal hours. The 2011 Adopted Budget included a request for 456,123 seasonal work hours. The 2012 Budget reduces the seasonal staff by 43.0 FTE reducing the number of seasonal hours available to 366,683 or near average. This results in a total savings of \$999,010. Additionally, the expenditure and revenue realignment also reduces the commodities budget by \$106,572 and increases revenues by \$236,111. This revenue realignment brings the total revenue budget close to historical actuals, while allowing for revenue growth in 2012.

Parking Revenue

(\$610,387)

In the 2011 Adopted Budget parking revenue was reduced due to the closure of the O'Donnell Parking Structure for the first half of the year. The 2012 Budget increases the parking revenue budget back to historical levels.

Parks/Highway Maintenance Worker

(\$469,110)

The 2011 Adopted Budget implemented a program that created a new permanent position of Parks-Highway Maintenance Worker shared between the Highways Division (Highways) and the Parks, Recreation and Culture Department (Parks). The 2012 Budget creates an additional 5.4 FTE of additional Parks-Highway Maintenance Worker positions to provide additional efficiencies and flexibility of labor between Parks and Highways. The creation of the Parks-Highway Maintenance Worker positions will account for all of the 30 total Highway Maintenance Worker 3 (TA) positions. The position will work 19 weeks in Highways (November – March) and 33 weeks of the year in Parks (April – October). Each department is responsible for all personnel costs, including vacation and unemployment compensation, incurred while the employee is working with each department. This action results in the abolishment of 15.0 FTE Park Maintenance Worker In Charge positions and creation of 15.0 FTE Parks-Highway Maintenance Worker split between Parks (5.4 FTE) and Highways (9.6FTE).

The estimated savings to the Parks Department budget is \$469,110. There is a slight levy increase in the Highway Division budget, which brings the overall estimated savings for the County at \$459,090.

Position Changes

(\$88,796)

The following positions will be abolished in 2012, 1.0 FTE Office Assistant 3 (\$57,078), 1.0 FTE Park Unit Coordinator 2 – Golf (\$83,002) and 2.0 FTE Park Maintenance Worker 2 Seasonal (\$100,128). The following positions will be funded in 2012, 1.0 FTE Electrical Mechanic (\$94,334) and 1.0 FTE Park Maintenance Worker Assistant (\$57,078).

Fish Hatchery

The 2012 Budget begins the transition for the closure of the Fish Hatchery. The fish that are harvested remain at the Fish Hatchery for 3 years prior to being released into the County ponds and lagoons. In 2012, after the ponds and lagoons are stocked in spring, no additional fish will be added to the Fish Hatchery. The full closure would not occur until all fish currently at the Hatchery are released in the spring of 2014. There are no anticipated savings in 2012. After full closure of the facility in 2014 the County would begin to see annual tax levy savings of approximately \$150,000.

The Parks Department is authorized and directed to seek out potential entities that would be interested in assuming full responsibility for the Fish Hatchery operations from the County prior to the closure in 2014.

Boerner Botanical Gardens

The Parks Department is authorized and directed to issue a request for proposals for vendors interested in providing catering services and managing rentals at the Boerner Botanical Gardens Visitor Center in 2013 in order to assist the Boerner Botanical Gardens in becoming self-sustaining. The current contract expires at the end of 2012.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Parks, Recreation and Culture

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Work Volume Statistics

	2012 Estimate
Picnic Rentals - Shelter & No Shelter	3,207
Facility Rentals - Buildings	2,415
Facility Rentals - Pools	85
Marina Slip Rentals	620
Facility Rentals - Lodges	100
Special Event Permits	270
Rounds of Golf	319,928
Pool Attendance	309,000

BUDGET SUMMARY

Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 16,711,583	\$ 18,247,518	\$ 16,635,069	\$ (1,612,449)
Employee Fringe Benefits (EFB)	9,710,431	9,204,039	8,390,108	(813,931)
Services	5,432,808	5,909,160	5,304,669	(604,490)
Commodities	2,719,604	2,967,681	2,861,108	(106,572)
Other Charges	8,999	12,750	12,750	0
Debt & Depreciation	0	0	0	0
Capital Outlay	419,525	622,492	937,581	315,089
Capital Contra	0	0	0	0
County Service Charges	8,967,262	9,514,068	9,747,185	233,117
Abatements	(3,534,360)	(3,607,785)	(3,644,513)	(36,728)
Total Expenditures	\$ 40,435,852	\$ 42,869,923	\$ 40,243,957	\$ (2,625,964)
Direct Revenue	16,462,982	17,342,162	18,233,193	891,031
State & Federal Revenue	167,574	195,500	167,574	(27,926)
Indirect Revenue	5,392	22,000	5,393	(16,607)
Total Revenue	\$ 16,635,948	\$ 17,559,662	\$ 18,406,160	\$ 846,498
Direct Total Tax Levy	23,799,904	25,310,261	21,837,797	(3,472,462)

PERSONNEL SUMMARY

	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	509.5	487.2	431.3	(55.9)
% of Gross Wages Funded	97.3	97.0	95.5	(1.5)
Overtime (Dollars)	\$ 87,661	\$ 0	\$ 0	\$ 0
Overtime (Equivalent to Position)	2.6	0.0	0.0	0.0

* For 2010 Actual, the Position Equivalent is the budgeted amount.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Parks, Recreation and Culture

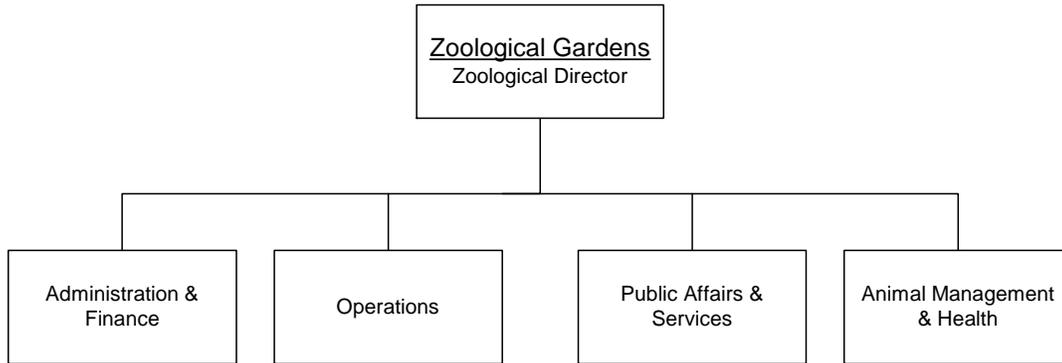
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PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Office Assistant 3	01370	Unfund	(1.00)	(1.00)	Public Services	\$ (33,688)
Park Unit Coordinator 2 - Golf	40150	Unfund	(1.00)	(1.00)	Golf	\$ (54,676)
Human Resource Coordinator	05740	Transfer-out	(1.00)	(1.00)	Administration	\$ (58,104)
Parks Operation Analyst 2 NR	40402	Transfer-out	(1.00)	(1.00)	Administration	\$ (50,818)
Clerical Specialist HR NR	00032	Transfer-out	(1.00)	(1.00)	Administration	\$ (31,563)
Park Maintenance Worker 2 I/C	40120	Abolish	(15.00)	(15.00)	Various	\$ (618,900)
Parks/Highway Maint. Worker	40480	Create	15.00	9.60	Various	\$ 306,600
Park Worker 3 Seasonal	40620	Unfund	(20.00)	(20.00)	North Region	\$ (458,040)
Park Worker 3 Seasonal	40620	Unfund	(23.00)	(23.00)	South Region	\$ (526,746)
Electrical Mechanic	23801	Fund	1.00	1.00	Park Maintenance	\$ 63,844
Park Maintenance Worker Asst	41120	Fund	1.00	1.00	Recreation	\$ 33,688
Park Maint. Worker II Seasonal	40350	Unfund	(1.00)	(1.00)	North Region	\$ (28,013)
Park Maint. Worker II Seasonal	40350	Unfund	(1.00)	(1.00)	South Region	\$ (28,013)
					TOTAL	\$ (1,484,429)

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. 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 subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

ZOOLOGICAL DEPARTMENT

ZOOLOGICAL DEPARTMENT (9500)



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 by:

- Contributing to world-wide animal management, conservation and research efforts;
- Fostering sound physical, psychological and social development for the animal groups in our care;
- Sharing our knowledge with the intent to reinforce the human-animal-earth bond;
- Improving the quality of our professional development, administration and operating environment;
- Striving for the financial self-sufficiency of the organization;
- Continuing the public-private partnership with the Zoological Society of Milwaukee County.

Budget Summary

	2012	2011/2012 Change
Expenditures	24,984,374	519,619
Revenue	19,683,056	0
Levy	5,301,318	519,619
FTE's	254.3	(3.2)

Major Programmatic Changes

- Implement fee increases to assist the Zoo in achieving their revenue budget in 2012.
- Replace the Butterfly Special Exhibit with the Dinosaur Special Exhibit.
- Begin the development of a Zoo Master Plan for future capital improvements.

OBJECTIVES

- Make significant contributions to the improvements of animal care and the global conservation of animal species and their natural habitat.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Zoological Department

UNIT NO. 9500
FUND: General - 0001

- Make significant contributions to the body of scientific knowledge applied towards animal care and the global conservation of animal species.
- Maintain and improve the Zoo's exhibits, buildings and grounds.
- Continue to maximize efficiency of operations.
- Begin the development of a new Master Plan for the Zoo for the next public/private capital plan initiative incorporating the impact of the Zoo Interchange construction project.
- Educate employees and visitors on green practices.
- Continue to expand safety, health and loss prevention programming.
- Coordinate and implement all scheduled public special events.
- Through group sales efforts, increase consignment ticket sales and rentals of the Gathering Place.
- Successfully coordinate, stage and promote the summer special exhibit to accomplish revenue and attendance goals.
- Continue to keep the Zoo as a major recreational destination through successful marketing, public relations and advertising efforts.

DEPARTMENTAL PROGRAM DESCRIPTION

The Zoo's organizational structure is designed to maximize efficiency of operations, facilities, animal management and human resources. The Zoo includes four divisions: Animal Management and Health, Operations, Administration and Finance, and Public Affairs and Services. These divisions provide a work force organized to address the seasonal nature of operations, increase attendance and revenue-earning opportunities and provide optimum animal care.

The **Animal Management and Health Division** is responsible for the care and management of the Zoo's extensive animal collection, including fish, amphibians, reptiles, birds, mammals and invertebrates, to allow their conservation, propagation and display. This includes carefully monitoring and maintaining the animals, and providing a safe and enriching environment, well-balanced and nutritious diets, and high-quality preventive and clinical veterinary care. The animal facilities are designed, and programs are presented, to provide educational and entertaining experiences for the visitors. The 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.

The **Operations Division** includes business and concessions functions related to the Zoo's major revenue sources such as admissions, parking lot, two restaurants with a patio complex, three major food concession facilities and various food stands, gift, novelty and souvenir stores, a miniature train ride, a Zoomobile ride and a carousel ride. In addition, this division also provides for the maintenance, improvement and overall grooming of the grounds, which are critical to visitor satisfaction and return trade. Included in this area are mechanical and preventive maintenance programs for equipment, ventilating, air-conditioning and heating systems, and minor electrical and plumbing repairs. Also included are housekeeping and general cleaning of the entire Zoo.

The **Administration and Finance Division** support functions include cash management, financial and capital project planning and control, accounts payable and receivable, personnel and payroll, reception, switchboard, radio dispatch, information technology, and other general office services and all clerical support. This division provides the Zoo with planning direction, goals for all divisions, and daily financial and administrative management oversight control. Also included is the oversight of the Zoo's Green and Safety committees.

The **Public Affairs and Services Division** 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 such as the sea lion and raptor shows and group sales rentals into a single division for improved coordination of promotional efforts. Through

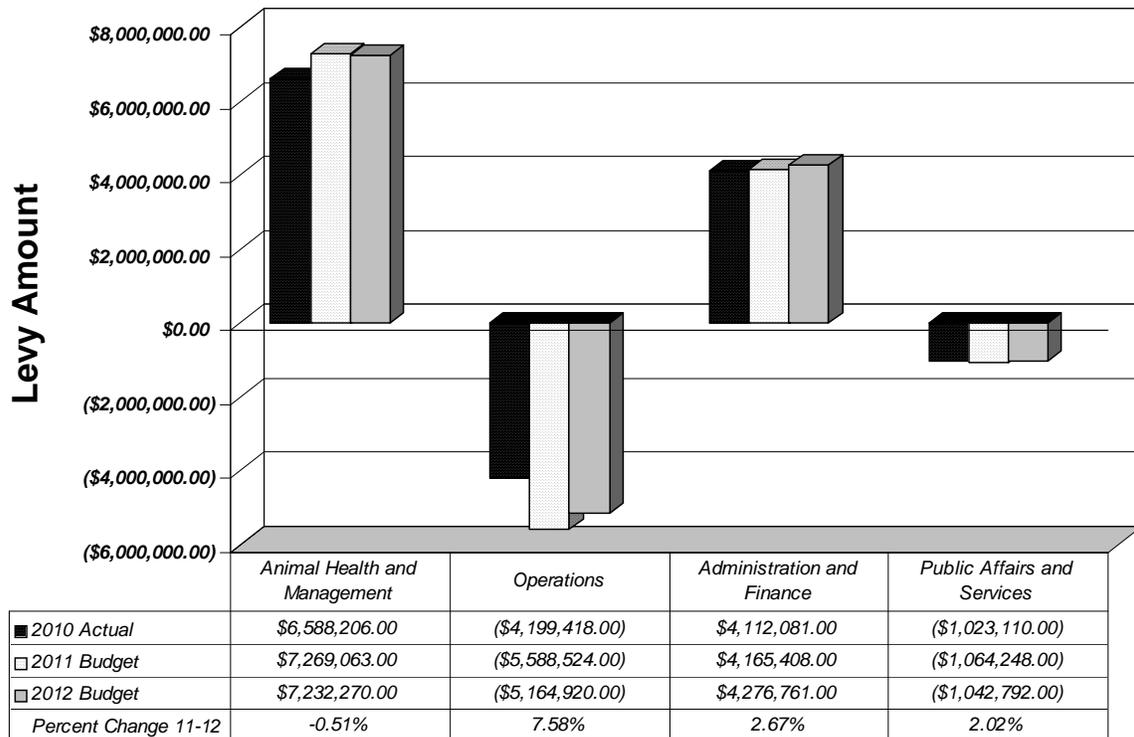
COUNTY EXECUTIVE'S 2012 BUDGET

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news releases, interviews and other promotional activities, the Zoo attempts to attract residents of major Wisconsin and northern Illinois markets. The Zoo engages in cross-promotions with other cultural and tourist attractions to increase attendance and encourage return visitation. Included among annual special events activities held at the Zoo are "Milwaukee a la Carte," Sunset Zoofaris, Halloween Spooktacular, Family Farm Weekend, Egg Days and the Samson Stomp.

Organizational Levy Summary



2012 BUDGET

Approach and Priorities

- Maintain current level of visitor satisfaction, animal care and health and animal conservation and research without decreasing the animal collection or animal exhibits.
- Preserve and strive to increase revenue flow despite the adverse impact of the current economic downturn.
- Strive to operate at maximum efficiency within expenditure limits.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Zoological Department

UNIT NO. 9500
FUND: General - 0001

Budget Highlights

Elimination of Step Increases for 2012 for Employees in Certain Pay Grades (\$59,976)

This budget includes an expenditure reduction of \$59,976 based on the elimination of step increases for 2012, as provided for in Chapter 17 of the Milwaukee County General Ordinances, for employees in certain pay grades. (See Appendix B for pay grades affected.)

Human Resources Department \$0

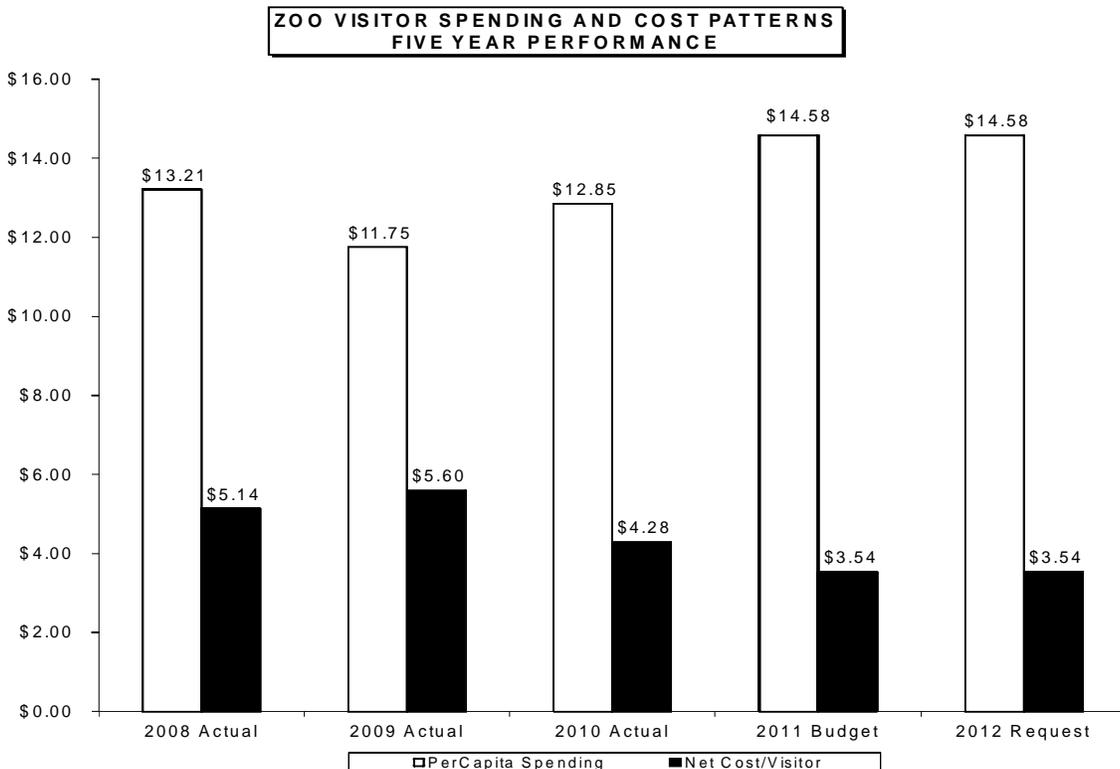
The 2012 Recommended Budget creates a new Department of Human Resources (HR) in order to provide a more coordinated and efficient use of County resources. As a result, Human Resources staff that were budgeted and deployed throughout various County departments are now budgeted and allocated centrally within the new HR Department. The Zoo has 1.0 FTE Human Resource Coordinator - Zoo and 1.0 FTE Management Assistant HR that are now transferred into the HR Department.

Dinosaur Special Exhibit \$93,197

The Zoo will have a new special exhibit in 2012. The 2011 Exhibit was Butterflies, which will be replaced with the dinosaur exhibit in 2012.

Zoo Visitor Spending and Cost Patterns

The majority of revenue categories for the Zoo are driven by attendance. The 2012 revenue budget was developed by using a three-year average of actual experience and applying it against the attendance goal of 1,350,000 visitors. Adjustments were made to maintain revenue goals at the 2011 Budget level. For 2012, the average visitor per capita spending and net cost per visitor is budgeted at \$14.58 and \$3.54 respectively. The chart below shows the five year visitor spending and cost patterns.



COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Zoological Department

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Position Changes

Forestry Worker - Zoo/ Zoo Vehicle Machinery Operator **(\$11,514)**

The 2012 budget abolishes one position of Zoo Vehicle Machinery Operator and creates a Forestry Worker (Zoo) position. The Forestry Worker position allows for more flexibility in job duties. This action has a salary, social security and fringe benefit savings of \$11,514.

Merchandising/Concessions Coordinator / Concessions Coordinator **\$1,518**

The 2012 Budget abolishes upon creation and filling of the new position, one position of Concessions Coordinator and creates a Merchandising/Concessions Coordinator position. The creation of the new position will provide for more efficient handling of the warehouse for novelties and concessions since the position will be responsible for concessions and merchandise. This action has a salary, social security and fringe benefit cost of \$1,518.

Revenues

In order to assist the Zoo in achieving their revenue target the following fee increases are implemented in 2012:

- \$1 increase in summer admissions for both county and non-county visitors.
- \$1 increase in parking rates.
- \$1 increase in camel and pony rides.
- \$.50 increase in sea lion show admission
- \$1 increase in stroller fees
- \$3 increase in motorized cart fees

Fees are increased without an associated revenue budget increase to help offset the structural deficits that has been in the Zoo's Budget over the last several years. The 2012 Budget also includes additional tax levy to help prevent a deficit.

Zoological Society Support

The relationship between Milwaukee County and the Zoological Society began in 1910 when the Washington Park Zoological Society, now the Zoological Society of Milwaukee County, was organized to help raise funds for animal acquisition. The Society has functioned for many years for the purpose of aiding the County in the operation, maintenance and development of the Zoo and its animal collection. Its mission is to promote conservation, education, exhibition of animals, research and recreation through fundraising and volunteerism.

In February 1989, the relationship was formalized with a Memorandum of Understanding, thus forging a strong public/private partnership for the continuing support of the Milwaukee County Zoo. The Memorandum of Understanding was renewed in 1992 and again in 1996. The agreement provides office space for the Society on the Zoo grounds, including utilities, custodial and maintenance services and staff parking. To assure continued support for the Zoo, the County provides free admission for Society members throughout the term of the Memorandum of Understanding. In September 2011 the County provided a one year notice to renegotiate the current Memorandum of Understanding with a focus on the long term sustainability of the Zoo.

For 2012, the Zoological Society cash contribution of \$2,953,596 consists of the following:

- \$762,440, which consists of 424,865 in direct support, as well as an increase of \$337,575 in 2012
- \$70,000 in direct animal support
- \$326,500 in corporate sponsorship revenue, with \$51,500 going directly to the Railroad Trust Fund
- \$1,794,656 in parking revenue received from Zoological Society members for the Zoo Pass Plus Membership.

For 2012, the Zoological Society's in kind services consists of the following:

- \$137,000 in HVAC systems for numerous Zoo buildings.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Zoological Department

UNIT NO. 9500
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- \$66,000 in Animal Division research funding
- \$54,000 in pathology intern funding (UW-Madison).
- Management, training and support of 600 Zoo Pride volunteers that donate 40,000 hours annually in various capacities at the Zoo.

Management Flexibility

The Zoo will continue to have the flexibility to reallocate major maintenance projects and equipment purchases while remaining within the total appropriation.

The Zoo Director's authorization is continued to discount or waive admission fees and to provide one free admission day per month during the months of January through April, and November and December.

Milwaukee County Residents

\$0

The 2012 Budget continues the discounted admission fees of \$8.00 for adults and \$5.50 for juniors and school groups for Milwaukee County residents on Wednesdays, as well as the daily discount of \$1.75 off the admission rate including weekends for Milwaukee County residents.

Resale Purchases for Novelties and Souvenirs

\$0

The 2012 Budget continues the practice of allowing the Milwaukee County Purchasing Administrator 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 2012 and 2013 resale purchases for novelties and souvenirs in October of 2011 and October 2012, 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.

Budget authority is included in the 2012 Zoo budget for the advance purchases of resale merchandise in lieu of separate review and approval during the budget year. The County Board of Supervisors may revoke this authority if 2013 funds are not appropriated for Zoo novelties and souvenirs during the 2012 budget deliberations in October of 2012.

Professional Service Contracts

\$0

The Zoological Department is requesting authority to enter into the following Professional Service Contracts in 2012. They are included in this budget for County Board approval in lieu of separate review and approval during the budget year. These contracts are with an identified vendor.

Contract Amount	Description	Provider
\$170,000	Sea Lion Show	Oceans of Fun, Inc.
\$103,107	Mold-a-Ramas	William A. Jones Co.
\$90,000	Raptor Bird Show	World Bird Sanctuary

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Zoological Department

UNIT NO. 9500
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BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 7,869,994	\$ 8,632,343	\$ 8,632,614	\$ 272
Employee Fringe Benefits (EFB)	4,783,343	4,879,851	4,669,196	(210,655)
Services	4,466,982	5,312,287	5,869,500	557,213
Commodities	2,799,104	3,478,108	3,537,581	59,473
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	370,516	563,467	534,688	(28,779)
Capital Contra	0	0	0	0
County Service Charges	1,401,928	1,598,700	1,740,795	142,095
Abatements	0	0	0	0
Total Expenditures	\$ 21,691,867	\$ 24,464,756	\$ 24,984,374	\$ 519,619
Direct Revenue	16,214,162	19,683,056	19,683,056	0
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	\$ 16,214,162	\$ 19,683,056	\$ 19,683,056	\$ 0
Direct Total Tax Levy	5,477,705	4,781,700	5,301,318	519,619

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	256.1	257.5	254.3	(3.2)
% of Gross Wages Funded	94.8	96.0	95.7	(0.4)
Overtime (Dollars)	\$ 190,613	\$ 385,440	\$ 393,024	\$ 7,584
Overtime (Equivalent to Position)	5.8	11.7	11.6	(0.1)

* For 2010 Actuals, the Position Equivalent is the budgeted amount.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Zoo Vehicle Machinery Oper	32340	Abolish	(1)	(1.00)	Operations	\$ (\$41,260)
Forestry Worker (Zoo)	42190	Create	1	1.00	Operations	\$31,936
Mgmt Asst - Human Res	00019	Transfer out	(1)	(1.00)	Admin	(\$43,818)
Human Res Coord Zoo	05750	Transfer out	(1)	(1.00)	Admin	(\$69,390)
Concessions Coordinator*	43061	Abolish	(1)	(1.00)	Concessions	(\$68,168)
Merchandising/Concessions Coordinator	Z0057	Create	1	1.00	Concessions	\$69,390
					TOTAL	\$ (\$121,310)

* Abolish upon the creation and filling of Merchandising/Concessions Coordinator.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Zoological Department

UNIT NO. 9500
FUND: General - 0001

ORGANIZATIONAL COST SUMMARY					
DIVISION		2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Animal Health and Management	Expenditure	\$ 6,629,765	\$ 7,320,063	\$ 7,283,270	\$ (36,794)
	Revenue	41,559	51,000	51,000	0
	Tax Levy	\$ 6,588,206	\$ 7,269,063	\$ 7,232,270	\$ (36,794)
Operations	Expenditure	\$ 7,553,531	\$ 8,690,001	\$ 8,865,299	\$ 175,297
	Revenue	11,752,949	14,278,525	14,030,219	(248,306)
	Tax Levy	\$ (4,199,418)	\$ (5,588,524)	\$ (5,164,920)	\$ 423,603
Administration and Finance	Expenditure	\$ 4,943,432	\$ 5,664,954	\$ 6,013,261	\$ 348,307
	Revenue	831,351	1,499,546	1,736,500	236,954
	Tax Levy	\$ 4,112,081	\$ 4,165,408	\$ 4,276,761	\$ 111,353
Public Affairs and Services	Expenditure	\$ 2,565,197	\$ 2,789,737	\$ 2,822,545	\$ 32,808
	Revenue	3,588,307	3,853,985	3,865,337	11,352
	Tax Levy	\$ (1,023,110)	\$ (1,064,248)	\$ (1,042,792)	\$ 21,456

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. 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 subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

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.

Expenditure	Revenue	Tax Levy
\$904,239	\$904,239	\$0

Total 2012 expenditures and revenues for the Railroad Fund are \$904,239 and include the following:

Expenditures

- \$443,598 Reflects personal service charges from the Zoological Department for services provided by four Locomotive Engineers, eight Trackless Train Operators and various seasonal and other support staff.
- \$259,867 Appropriation for the operation and repair of locomotives, track, ties, coaches and Zoomobiles, as well as train or coach purchases and train station improvements.
- \$28,000 Appropriation for animal purchases.
- \$153,399 Other commodities and supplies, expenses for conservation programs and grants, library operators and staff training, travel and conference expenses.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Zoological Department

UNIT NO. 9500
FUND: General - 0001

\$19,375 Appropriation for the payment of debt service costs for the replacement of Zoomobiles in 2010.

Revenue

\$904,239 Reflects revenue of \$762,185 from operation of the train and Zoomobile, \$56,067 from miscellaneous revenue, a \$85,987 contribution from reserves.

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
\$48,185	\$48,185	\$0

Total 2012 expenditures and revenues for the Specimen Fund are \$48,325 and include the following:

Expenditures

\$ 36,090 Freight charges and travel expenses related to animal shipments.

\$ 12,095 Appropriation for animal replacement and miscellaneous commodity purchases.

Revenue

\$ 48,185 Revenue from animal sales, miscellaneous investment earnings and giraffe feedings.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Zoological Department

UNIT NO. 9500
 FUND: General - 0001

	<u>Rate</u>	<u>Rate</u>	<u>Change</u>
<u>Admissions</u>			
Adult summer-County	\$11.50	\$12.50	\$1.00
Junior summer-County	\$8.50	\$9.50	\$1.00
Adult summer-Non-County	\$13.25	\$14.25	\$1.00
Junior summer-Non-County	\$10.25	\$11.25	\$1.00
Adult winter-County	\$10.00	\$10.00	\$0.00
Junior winter-County	\$7.00	\$7.00	\$0.00
Adult winter-Non-County	\$11.75	\$11.75	\$0.00
Junior winter-Non-County	\$8.75	\$8.75	\$0.00
Adult discount day	\$8.00	\$8.00	\$0.00
Junior discount day	\$5.50	\$5.50	\$0.00
Adult education-County	\$9.50	\$9.50	\$0.00
Junior education-County	\$6.50	\$6.50	\$0.00
Adult education-Non-County	\$10.25	\$10.25	\$0.00
Junior education-Non-County	\$7.25	\$7.25	\$0.00
Adult group-County	\$10.25	\$10.25	\$0.00
Junior group-County	\$7.25	\$7.25	\$0.00
Adult group-Non-County	\$12.00	\$12.00	\$0.00
Junior group-Non-County	\$9.00	\$9.00	\$0.00
Senior summer-County	\$10.50	\$11.50	\$1.00
Senior winter-County	\$8.50	\$8.50	\$0.00
Senior summer-Non-County	\$12.25	\$13.25	\$1.00
Senior winter-Non-County	\$10.25	\$10.25	\$0.00
<u>Attractions</u>			
Camel Ride*	\$4.00	\$5.00	\$1.00
Carousel	\$2.00	\$2.00	\$0.00
Pony Ride*	\$4.00	\$5.00	\$1.00
Sea Lion	\$2.00	\$2.50	\$0.50
SkyGlider*	\$3.00	\$3.00	\$0.00
Special Exhibit	\$2.00	\$2.50	\$0.50
Train-Adult	\$2.50	\$2.50	\$0.00
Train-Child	\$1.50	\$1.50	\$0.00
Zoomobile-Adult	\$3.00	\$3.00	\$0.00
Zoomobile-Child	\$2.00	\$2.00	\$0.00
Zoomobile-Sr Citizen	\$3.00	\$3.00	\$0.00
<u>Parking Fees</u>			
Cars	\$11.00	\$12.00	\$1.00
Buses	\$15.00	\$16.00	\$1.00
<u>Other Fees</u>			
Stroller-Single*	\$6.00	\$7.00	\$1.00
Stroller-Double*	\$9.00	\$10.00	\$1.00
Motorized Carts*	\$22.00	\$25.00	\$3.00
* Fee is set by contract			
** Fee determined by type of special exhibit			

MILWAUKEE PUBLIC MUSEUM

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: MILWAUKEE PUBLIC MUSEUM

UNIT NO. 9700
FUND: General - 0001

BUDGET SUMMARY			
	2010 Actual	2011 Budget	2012 Budget
Property Tax Levy Contribution to Milwaukee Public Museum	\$ 3,502,376	\$ 3,502,376	\$ 3,502,376

MISSION

The mission of MPM is to educate, explore, discover and preserve the world and its people. The Milwaukee Public Museum (MPM) is an educational and research institution that focuses on the natural sciences, anthropology and history. Beginning in 2007, MPM opened a planetarium and included astronomy in its program offering.

MPM preserves and cares for its collections in the public trust. Through its research and collections, the Museum seeks knowledge and understanding of global change and diversity from geological, biological, cultural and historical perspectives. MPM interprets these themes to diverse audiences through its exhibits, programs and publications.

MPM's mission is best accomplished through the coordinated use of its public exhibits, research capabilities, collections and educational programs.

OPERATING HISTORY

Milwaukee County acquired the MPM from the City of Milwaukee in 1976. In its 125 years as a public institution, the Museum has grown to be one of the leading natural history museums in the nation, providing a valuable educational opportunity to visitors. The private, not-for-profit organization MPM Inc. operates the museum and the County owns the buildings and artifacts. MPM is managed by an independent board of directors, which includes representatives appointed by the County Board and County Executive.

The MPM continues to host major international exhibitions annually. In the past several years the MPM has had the Mummies of the World, Titanic and Body Worlds exhibits. The MPM also operates an IMAX theater and Daniel M. Soref Planetarium to provide additional educational programming. Through its distance learning program, the museum provides remote educational programs to students throughout the region, the County and around the world.

On June 21, 2007, the County Board adopted Resolution (File No. 07-260), stating that Milwaukee County's contribution to MPM increases \$175,119, from \$3,327,257 in 2007 to \$3,502,376 in 2008, equivalent to the 2006 funding level per the approved Recovery Plan and Amendment 10 to the Lease and Management Agreement. For 2012, Milwaukee County's contribution to MPM remains at the \$3,502,376 funding level per the approved Recovery Plan and Amendment 10 to the Lease and Management Agreement. This amount is based on the funding agreement as stipulated in the amended Lease and Management Agreement, which states that annual funding is fixed for a 10-year period beginning January 1, 2008.

Budget Highlights

- The 2012 tax levy contribution remains at the 2011 level of \$3,502,376.

MILWAUKEE COUNTY UNIVERSITY EXTENSION SERVICE

UNIVERSITY EXTENSION SERVICE (9910)

MISSION

Milwaukee County Cooperative Extension's (MCCE) mission is to facilitate people's use of university knowledge to make informed decisions that enrich their lives and enhance their communities. Cooperative Extension makes a special effort to reach those who are traditionally underserved including people of color, low-income families, and people with disabilities. MCCE offers over 30 different educational and technical assistance programs reaching Milwaukee County residents at all age levels. In 2011, the department served 73,000 county residents. A trained volunteer force of 3,800 individuals allows the department to extend educational programming to even more county residents each year.

Budget Summary		
	2012	2011/2012 Change
Expenditures	458,297	409
Revenue	121,080	0
Levy	337,217	409
FTE's	0.75	0.00
<p>Major Programmatic Changes</p> <ul style="list-style-type: none"> Cooperative Extension has extensive civic, community, school district, university and government partnerships for new and continuing educational programming. 		

OBJECTIVES

The following are *some* of the program goals and objectives of the Milwaukee County Cooperative Extension office:

Objective 1 – Youth Development:

Science, Technology, Engineering and Math (STEM) in Milwaukee strategic goals:

- Increase the proficiency of Milwaukee elementary aged children in science and technology as evidenced by of retention rate of youth and number of youth obtaining STEM certificates.
- Increase the capacity of adults as educators through 4-H STEM curriculum implementation through adult volunteer retention and expansion.
- Harness the knowledge and ability of STEM professionals in Milwaukee to share their passion for their work with youth.

Objective 2 – Family Living Programs:

- Our Food & Nutrition Education Program will continue to reach a high volume of Milwaukee County residents of all ages (19,000 in the past year). Work will continue to work in five or more municipalities, approximately 15 MPS schools and about 17 different Senior Meal sites.

Objective 3 – Community Development, Natural Resources & Economic Development (CNRED):

- Provide strategic assistance to nonprofit organizations and local governments with a focus on community, economic development and/or organizational development utilizing the recently completed County Needs Assessment to provide strategic direction.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: University Extension Service

UNIT NO. 9910
FUND: General - 0001

Objective 4 – Urban Agriculture/Horticulture:

- The year-round Horticulture Helpline and summer walk-in clinic will connect people to non-biased, research-based plant information in response to their inquiries. It will take advantage of the “teachable moment” when people call or come with a question to educate them about broader concepts about plant care (biological, botanical, horticultural and ecological) so that their deeper understanding enables them to make informed decisions.
- The Community Garden Rental program will serve 400 families by offering a variety of food-growing opportunities from 20 ft. x 20 ft. plots to quarter-acre micro-farms to increase affordable local healthy food production.

DEPARTMENTAL PROGRAM DESCRIPTION

The MCCE consists of Administration, Family Living, Horticulture/Urban Agriculture, Youth Development and Community Natural Resources and Economic Development sections. In 2011, the department delivered 34 different programs and reached about 73,000 County residents.

Administration includes program support and evaluation, professional development, personnel management, financial management and technology support. These resources are provided for Milwaukee County with State and Federal funding through the University of Wisconsin Cooperative Extension. The Director of MCCE department serves as the representative of the UW Cooperative Extension and works with Extension faculty to ensure strong and effective educational programs.

Family Living provides training in the areas of parenting, food science and nutrition, poverty awareness, and financial management. This program also provides professional development for home visitors.

Urban Agriculture/Horticulture provides research-based information and training in horticulture and urban agriculture to increase the positive impacts of gardening for people and the environment. This service includes: instruction on home and community food production and the safe use of pesticides, assistance for community gardens, rental gardens, accessible gardening for people with disabilities, volunteer service and education through the Master Gardener Program, and advice on plant care for homeowners.

Youth Development activities include civic engagement, environmental studies, entrepreneurship, arts, multicultural awareness, pre-college preparation and technology. Our goal is to teach, train and share research-based curriculum with teachers, practitioners, lay people and others and to form community partnerships with schools, youth serving agencies, churches, and community groups in order to assist and support the development of young people.

Community Natural Resources and Economic Development stresses economic revitalization, water quality improvement, waste management, small business development, local government education, strategic planning, non-profit and neighborhood organizational development.

2012 BUDGET

Approach and Priorities

- Maintain service levels in the number of people served and the quality of educational programs provided.
- Focus on “train-the-trainer” programs to expand our reach to more County residents.
- Continue recruiting and training volunteers to extend research-based information to the community.
- Solidify 2011 expansion of the garden rental program; assess revenue generation effort.

Budget Highlights

The MCCE will maximize the use of classrooms and meeting rooms for educational and community programs at CATC Building A to hold down costs of room rental, staff time, and mileage for conducting programs off-site.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: University Extension Service

UNIT NO. 9910
FUND: General - 0001

CATC Building A enhances MCCE's capacity to serve County residents by providing classrooms and meeting rooms that are ADA accessible, properly heated and air-conditioned and in a location with parking and bus service. This provides savings of up to \$90,000 in offsite instructional costs.

BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 22,902	\$ 23,990	\$ 27,586	\$ 3,596
Employee Fringe Benefits (EFB)	29,604	27,311	26,575	(736)
Services	245,455	184,925	183,527	(1,398)
Commodities	0	0	0	0
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	232,892	221,662	220,609	(1,053)
Abatements	0	0	0	0
Total Expenditures	\$ 530,853	\$ 457,888	\$ 458,297	\$ 409
Direct Revenue	114,538	121,080	121,080	0
State & Federal Revenue	26,000	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	\$ 140,538	\$ 121,080	\$ 121,080	\$ 0
Direct Total Tax Levy	390,315	336,808	337,217	409

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	0.8	0.75	0.75	0.00
% of Gross Wages Funded	100.0	100.0	100.0	0.0
Overtime (Dollars)	\$ 0	\$ 0	\$ 0	\$ 0
Overtime (Equivalent to Position)	0.0	0.0	0.0	0.0

* For 2010 Actuals, the Position Equivalent is the budgeted amount.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
None						
					TOTAL	\$ 0

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. 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 subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

GENERAL COUNTY DEBT SERVICE

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: GENERAL COUNTY DEBT SERVICE

UNIT NO. 9960

FUND: Debt Service - 0016

BUDGET SUMMARY			
	2010 Actual*	2011 Budget	2012 Budget
Expenditures			
Debt Service Principal (8021)	\$ 65,511,303	\$ 66,243,391	\$ 66,527,817
Debt Service Interest (8022)	42,084,515	41,531,086	41,000,258
Penalties and Interest (8031)	(49,516)	0	0
Total Principal and Interest	\$ 107,546,302	\$ 107,774,477	\$ 107,528,075
Debt Retirement (6999)	0	0	1,000,000
Interest Allocation (9880)	(41,156,137)	(39,856,881)	(41,069,747)
Total Expenditures	\$ 66,390,165	\$ 67,917,596	\$ 67,458,328
Contributions			
Reserve for County Bonds (4703)	\$ 0	\$ 5,894,221	\$ 0
Total Contributions	\$ 0	\$ 5,894,221	\$ 0
Revenues			
Jail Assessment Surcharge (1315)	\$ 1,313,201	\$ 1,401,209	\$ 1,429,374
Earning Allocations (1842)			
Golf Course Enhancement Fee - Debt Service (4702)			
Gain on Sale of Fixed Asset (4902)			
Sale of Capital Asset (4905)	6,125,756	6,300,000	6,300,000
Bond and Note Proceeds (4907)	(3,567,554)	0	0
Revenue from Project Rents (4999)	1,527,776	1,062,293	438,775
Total Revenues	\$ 5,399,179	\$ 8,763,502	\$ 8,168,149
Direct Property Tax Levy**	\$ 60,990,986	\$ 53,259,873	\$ 59,290,179

* 2010 actual excludes balance sheet entries to record principal retired for proprietary fund departments. This adjustment is intended to allow 2010 information to be reported on a basis comparable to the subsequent year budget summaries.

** County sales and use tax revenues are dedicated primarily to the payment of general obligation debt service costs. For budgetary purposes, the County's pledge to levy ad valorem taxes for the payment of debt service payments treats sales tax revenues and property tax revenues as interchangeable.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: GENERAL COUNTY DEBT SERVICE

UNIT NO. 9960

FUND: Debt Service - 0016

Summary of Bonds and Notes Outstanding

Type of Issue	True Interest Rate	Date of Bond Issue	Final Maturity Date	Bonds or Notes Outstanding 12/31/10	2012 Budget Requirements	
					Principal	Interest
C	3.95	02/01/03	08/01/18	1,725,000	1,725,000	629,250
R	3.48	07/01/03	08/01/17	88,930,000	19,585,000	3,033,355
C	3.72	02/01/04	08/01/19	16,670,000	1,775,000	653,994
C	4.24	06/01/06	12/01/20	16,675,000	1,575,000	741,200
R	3.89	02/01/06	10/01/15	34,145,000	13,095,000	1,714,913
C	4.14	04/01/07	10/01/21	25,280,000	2,525,000	1,264,000
C	4.12	06/01/08	12/01/22	28,040,000	1,420,000	1,135,775
C	3.93	06/01/08	12/01/23	28,655,000	700,000	1,119,300
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	9,815,000	3,690,000	223,594
C	4.87	08/01/10	08/01/24	30,365,000	0	1,406,500
N	2.55	08/01/10	08/01/19	12,260,000	2,215,000	310,213
C	4.60	04/01/11	10/01/29	22,725,000		992,743
N	2.37	04/01/11	10/01/18	11,090,000	1,465,000	261,513
C	4.78	10/01/11	10/01/26	38,165,000	0	1,694,155
N	2.82	10/01/11	10/01/20	9,770,000	945,000	286,222
R	5.04	10/01/11	10/01/18	35,095,000	<u>4,640,000</u>	<u>1,754,750</u>
Projected Outstanding Balance as of December 31, 2011 and Associated Debt Service				\$ 434,180,000	\$ 55,355,000	\$ 18,443,210
STFLP-Housing	6.00	03/15/09	03/15/17	838,373	107,305	39,305
STFLP-Housing	5.25	03/15/11	03/15/19	<u>1,835,579</u>	<u>195,512</u>	<u>82,827</u>
				\$ 2,673,952	\$ 302,817	\$ 122,132
				\$ 436,853,952	\$ 55,657,817	\$ 18,565,339
Taxable GO Notes	6.84	12/01/09	12/01/33	\$ 244,595,000	\$ 10,870,000	\$ 15,158,419
Taxable Pension Anticipation Notes	5.39	12/01/09	12/01/13	<u>135,000,000</u>	<u>-</u>	<u>7,276,500</u>
				\$ 379,595,000	\$ 10,870,000	\$ 22,434,919
Total 2012 Debt						\$ 107,528,075

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: GENERAL COUNTY DEBT SERVICE

UNIT NO. 9960
FUND: Debt Service - 0016

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 CONTRIBUTIONS

Contribution to the Debt Service Reserve

The 2012 Budget includes the creation of a Debt Retirement Program. An appropriation of \$1,000,000 is included for a contribution to the debt service reserve for the specific purpose of debt retirement.

The Department of Administrative Services will conduct a feasibility analysis each year to determine, with the current available resources in the Debt Retirement Program and the call dates that will occur in that year, if it is prudent to use the funds allocated to the Debt Retirement Program to retire debt. If it is determined that debt can be retired, the Department of Administrative Services will submit the appropriate resolution to the County Board to retire the debt.

DEBT SERVICE CONTRIBUTIONS

Pension Obligation Bond Debt Service Abatement

The 2012 debt service costs for the pension obligation notes issued in 2009 is \$33,304,919. To accurately reflect all benefit related costs, this amount is 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 County Debt Service Budget. To avoid duplication of the debt service costs, the amount is abated in the General County Debt Service Budget.

County Fleet Debt Service Abatement

The 2012 debt service costs for the \$20,074,000 issued for vehicles and equipment in 2009 and 2010 is \$3,200,000. 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 County Debt Service Budget. To avoid duplication of the debt service costs, the amount is abated in the General County Debt Service Budget.

Jail Assessment Surcharge (1315)

Jail Assessment Surcharge Revenue of \$1,429,374 is projected to be used to pay 2012 debt service costs for the construction of the Criminal Justice Facility (CJF) as allowed by Wisconsin Statutes Section 302.46(2).

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: GENERAL COUNTY 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 Hospital), the County will receive annual payments over 20 years beginning in 1997 and ending in 2016 based on the net operating cash flow generated by Froedtert Hospital.

<u>Year</u>	<u>Budget</u>	<u>Actual</u>	<u>Surplus (Deficit)</u>
2009	\$3,190,000	\$79,000	(\$3,111,000)
2010	\$3,900,000	\$6,125,756	\$2,225,756
2011	\$6,300,000	\$8,300,000*	\$2,000,000

* The actual amount for 2011 reflects revenue anticipated to be received in 2011.

Revenues for, 2009 revenues were budgeted based on a seven-year average excluding the 2008 payment. Actual revenues for 2009 were significantly lower than budgeted due to the global economic recession. Actual revenues for 2010 were \$6,125,756. The 2011 estimated revenue reflects the anticipated actual revenues of \$8,300,000 based on conversations with Froedtert Hospital.

Revenue from Project Rents (4999)

Milwaukee Kickers Soccer Club

The County issued a total of \$3,750,000 in 1994 and 1995 General Obligation Bonds for the Milwaukee Kickers Soccer Club (MKSC) for the purpose of purchasing land and developing an indoor/outdoor sports complex to be located at the Uihlein Soccer Park at 7101 West Good Hope Road in Milwaukee. The MKSC agreed to repay the County for debt service on these bonds.

On July 23, 1998, the County Board of Supervisors approved Resolution File No. 98-427, which authorized an amendment of the lease agreement between the MKSC and Milwaukee County to restructure the lease payment schedule. The revised payment plan reflected the donation to MKSC of the Uihlein Soccer Park land and associated costs by establishing a level payment schedule of \$430,000 annually and extending the schedule from 2010 to 2011, beginning in 1998.

The payment dates were changed from June and December to August and February, beginning in 1999. The final payments for 2011 totaled \$376,743. There are no payments due from MKSC in 2012 or 2013.

The current lease agreement does not expire until 2014.

Marcus Center Renovation

The County issued a total of \$5,802,000 in General Obligation Bonds during 1994 and 1995 for the purpose of renovating the interior of the Marcus Center for the Performing Arts. The Marcus Center instituted a facility fee on tickets for the specific purpose of repaying the County bonds. Based on information provided by the Marcus Center, facility fee income is sufficient to repay bonds issued by Milwaukee County for this project. This restructured amount reflects a one-year extension of the loan repayment until 2011. The 2011 Adopted Budget included \$243,254 for the loan repayment. By December 2011, all of the debt will have been repaid by the Marcus Center.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: GENERAL COUNTY DEBT SERVICE

UNIT NO. 9960

FUND: Debt Service - 0016

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.

The budgeted amount for 2012 for the reimbursement for debt service costs is \$224,795.

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 2012 is \$210,287.

State Trust Fund Loan Program

In 2007, the County borrowed \$1,000,000 from the State Trust Fund Loan Program to finance housing for persons with mental illness. The 2012 principal and interest amounts for the loan are \$107,305 and \$39,305, respectively. These amounts are included in the account 8021 and 8022 for the payment of principal and interest.

In 2009, the County borrowed \$2,000,000 in 2009 to finance housing projects for persons with mental illness. The 2012 principal and interest amounts for the loan are \$195,512 and \$82,827, respectively. These amounts are included in the account 8021 and 8022 for the payment of principal and interest.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: GENERAL COUNTY DEBT SERVICE

UNIT NO. 9960

FUND: Debt Service - 0016

INTEREST ALLOCATION (9880)

Org. No.	Capitalized and Operating Interest Expense for Proprietary Fund Departments	2012 Amount
1162	DAS-Information Management Services Division	\$ 631,280
5041	DTPW-Airport Divison	24,823
5300	Fleet Management Division (Prior Year Debt Service)	695,308
5300	Fleet Management Division (Vehicle Initiative)	3,200,000
5500	DTPW - Utility	\$ 86,514
5605	Milwaukee County Transit/Paratransit Services	1,442,139
5725	DTPW - Facilities Management Division	<u>1,084,764</u>
	Sub-Total	\$ 7,164,828
1200-1850	Capitalized Interests	\$ 600,000
1950	Taxable Pension Obligation Notes, Anticipation Notes and Stabilization Fund	<u>\$ 33,304,919</u>
	Total Estimated 2011 Debt Service Abatement	\$ 41,069,747

APPENDIX A

Milwaukee County's Operating Authority and Purpose

Legislative and Executive Function

Department: County Board

Org Unit: 1000

The nature, composition, powers, duties and responsibilities of county boards are delineated in Chapter 59, Wisconsin Statutes, pursuant to Article IV, Sections 22 and 23 of the State Constitution. Each county in the State is a body corporate empowered to sue and be sued; to acquire and hold, lease or rent property; to enter into leases and to make contracts. The power of the County can only be exercised by the County Board pursuant to a resolution or ordinance adopted by it. The general powers of the County Board are set forth in Section 59.51 of the Wisconsin Statutes.

Department: County Board – Department of Audit

Org Unit: 1001

Pursuant to Section 59.47 of the Wisconsin Statutes and Chapter 57 of the Milwaukee County Ordinances, the Department of Audit is responsible for post auditing the fiscal concerns of Milwaukee County. The term audit is used to describe not only work done in examining financial statements, but also work done in reviewing internal accounting and administrative controls, compliance with applicable laws and regulations, economy and efficiency of operations, and effectiveness in achieving program results. The Department's audits are performed in accordance with Government Auditing Standards. In addition, the Department monitors contracts with vendors of goods and services for compliance with equal opportunity and affirmative action requirements. The Department annually contracts for an audit of the financial statements of Milwaukee County and the Single Audit of Federal and State grants required by Federal OMB Circular A-133 and State Single Audit Guidelines. The staff also reconciles the County's checking accounts. In addition, the Department maintains a Hotline to receive information from citizens and employees regarding waste, fraud and abuse of Milwaukee County resources.

Department: County Board - Office of Community Business Development Partners

Org Unit: 1040

The County Board – Office of Community Business Development Partners is responsible for administering the County's disadvantaged business enterprise (DBE) program. Chapter 42 of the Milwaukee County Ordinances sets forth the policy and definitions of Milwaukee County's Federal and non-Federal DBE programs. Chapter 42 describes policies regarding DBE participation in procurement, public works and professional services contracts; goal setting for DBE participation; contractor/vendor good faith effort (GFE) procedures; and procedures for findings of contractor non-compliance.

Department: County Executive – General Office

Org Unit: 1011

Pursuant to the provisions of Section 59.17(2) of the Wisconsin Statutes and Section 23-A of Article IV of the Wisconsin Constitution, the County Executive has the following duties and responsibilities: coordinate and direct all administrative and management functions of County government; appoint department heads and members of boards and commissions, subject to County Board confirmation; 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.

Department: County Executive – Veterans Service
Org Unit: 1021

The Veterans Service Office operates pursuant to Section 45.43 of the Wisconsin Statutes. Its purpose is to develop and coordinate programs for Milwaukee County veterans and their dependents. The Veterans Service Office advises and informs Milwaukee County veterans concerning any problems arising from service in the armed forces of the United States and assists veterans and their dependents or survivors in the preparation of claims or applications for Federal, State and County benefits to which they may be entitled. The Veterans Service Office works with Federal, State and accredited veterans organizations whose primary responsibilities are the general well being of the veterans community. The Veterans Service Office coordinates its work with other community agencies on issues related to veterans.

The Veterans Service Commission operates under Section 45.12 of the Wisconsin Statutes and its responsibility is in the area of aid to veterans.

Staff Function

Department: Human Resources - Civil Service Commission
Org Unit: 1110

Pursuant to Sections 63.01 to 63.03 of the Wisconsin Statutes, there shall be a Civil Service Commission in every county containing 500,000 or more residents.

The five-member Civil Service Commission conducts hearings on the merit system and, when necessary, makes recommendations to the County Board or its committees. The Civil Service Commission budget includes the following two programs:

1. Quasi-Judicial – The Civil Service Commission acts as an adjudicating body, conducting hearings on merit system violations and appeals of actions taken by the Director of Human Resources and rendering decisions thereon.
2. Administrative – The Civil Service Commission exercises administrative control over the merit system, including promulgation of rules.

Department: Personnel Review Board
Org Unit: 1120

Pursuant to Chapter 33 of the Milwaukee County Ordinances, the Personnel Review Board (PRB) consists of five members functioning as a quasi-judicial body to review all disciplinary charges filed by appointing authorities or other authorized persons alleging that an officer or employee in Milwaukee County classified service has acted in such a manner as to show them to be incompetent to perform their duties or to have merited discipline, demotion, or discharge as mandated by the State pursuant to Wis. Statute 63.10 or 63.12. The PRB is authorized to hear all appeals by non-represented County employees of rulings made in the final step of the established County grievance procedure, to act as final arbitrator over grievances not appealed to arbitration under Union labor contracts, and to act as the “Independent Fact Finder” to determine whether violations of the Ethics Code exist in all cases referred to the Personnel Review Board by the Ethics Board, pursuant to Chapter 9 Code of Ethics, Milwaukee County Ordinances. The PRB also reviews the rules, practices and procedures of the Civil Service Commission.

Department: Human Resources
Org Unit: 1140

The Department of Human Resources includes the Divisions of the Director’s Office, Employment and Staffing, Training and EEO, Labor Relations, Employee Benefits, Employment Retirement System, and Administration of the Personnel Review Board and Ethics Board.

Pursuant to Chapters 63.01 to 63.09, 63.11 and 63.13 to 63.17 of the Wisconsin Statutes and Chapters 58 and 79 of the Milwaukee County General Ordinances, this department recruits and examines candidates for all positions in the Classified Service of Milwaukee County; certifies eligibility; investigates requests for changes in classification, increases in pay and changes in personnel practices and procedures; processes unemployment compensation claims; and administers the coordination and implementation of the County's affirmative action plan. In addition, this department has general responsibility for the negotiation and administration of all collective bargaining agreements. The Division is also responsible for establishing labor relations training programs for supervisory staff, and conducting, on behalf of Milwaukee County, all procedures ordered by the Wisconsin Employment Relations Commission, U.S. Department of Labor, or the Wisconsin Department of Workforce Development. The Employee Benefits division manages and coordinates the details of employee benefits programs, including hospital/surgical/dental care plans, life insurance plans, and employee services programs dealing with behavioral/medical problems.

The Employee Retirement Services Section administers and maintains the Milwaukee County Retirement System as established by Chapter 201 of the Milwaukee County General Ordinances. It provides for the determination of benefits and payments to all eligible employees or their beneficiaries, and monitors and reconciles all transactions affecting the retirement fund.

Department: Corporation Counsel
Org Unit: 1130

Pursuant to Section 59.42 of the Wisconsin Statutes, the Corporation Counsel prosecutes or defends all civil actions in which the County, or any of its boards, commissions, committees, departments or officers is interested or a party; issues opinions; drafts County ordinances and resolutions; drafts proposed legislation; processes commitments of mentally ill persons; drafts protective placement pleadings and guardianships for "developmentally disabled and aged infirm persons;" and acts as general counsel for the County in all civil matters in all Federal and State courts and before all Federal, State and County administrative bodies and agencies. In addition, pursuant to statutes, the Corporation Counsel represents State agencies or the Attorney General in civil matters and prosecutes various civil remedies mandated by State law.

Department: Department of Administrative Services – Office for Persons with Disabilities
Org Unit: 1019

The Milwaukee County Commission for Persons with Disabilities was established March 21, 1978, under Chapter 73 of the Milwaukee County Ordinances, to "promote the independence of Milwaukee County's handicapped and disabled persons." As part of this charge, the Commission is empowered, by Section 73.09, to:

"...advise the County Board of Supervisors of the needs of handicapped and disabled persons within Milwaukee County, and the status of existing services designed to meet such needs and may recommend any new program, accommodation or service required to meet such needs."

The Office for Persons with Disabilities (OPD) provides Milwaukee County citizens with reliable and comprehensive disability-related information, fosters professional relationships that promote cooperation and effective collaboration, and assures that Milwaukee County programs, services, and facilities are accessible to persons with disabilities.

Department: Department of Administrative Services – Risk Management
Org Unit: 1150

The Department of Administrative Services is created pursuant to Section 59.52(1) of the Wisconsin Statutes and Chapter 32 of the Milwaukee County Ordinances. DAS – Risk Management is responsible for administering the County's risk management program. Section 59.52(11)(a) of the Wisconsin Statutes authorizes the County to provide public liability and property damage insurance, either from commercial companies or by self-insurance created by setting up an annual fund for such a purpose, or by a combination thereof, covering without exclusion because of enumeration, motor vehicles, malfeasance of professional employees, maintenance and operation of County highways, parks, parkways and airports,

and other County activities involving the possibility of damage to the general public, and provide fire and casualty insurance for all County property.

Section 59.52 (11)(d) of the Wisconsin Statutes authorizes the County to provide for the protection of the County and public against loss or damage resulting from the act, neglect or default of County officers, department administrators and employees, and to contract for and procure bonds or contracts of insurance to accomplish that purpose, either from commercial companies or by self-insurance created by setting up an annual fund for such purpose or by a combination thereof. Section 65.90(6) of the Wisconsin Statutes allows any county having a population of 500,000 or more to establish, maintain and levy a tax for a liability reserve fund for the purpose of paying liability claims or premiums on insurance to pay such claims. The annual taxes levied for the purpose may not exceed the level necessary to collect the amount recommended by an actuary, in accordance with generally accepted actuarial principles.

Department: Department of Administrative Services – Administration and Fiscal Affairs
Org Unit: 1151

The Department of Administrative Services is created pursuant to Section 59.52 (1) of the Wisconsin Statutes and Chapter 32 of the Milwaukee County Ordinances. The position of Director is authorized in the Fiscal Affairs Division and is responsible for the execution of the duties and powers assigned to the Department as specified in Chapter 32 of the Milwaukee County General Ordinances for the major divisions of Procurement, Information Management Services and Fiscal Affairs. Also reporting to the Director are Human Resources, Office for Persons with Disabilities, Property Management, and Employee Benefits. The Fiscal Affairs Division is responsible for preparing and monitoring the County's annual operating and capital budgets and for preparing the County's Official Statements relating to debt issuance. It performs the County's accounting functions, which include centralized payroll, accounts payable, preparation of County financial statements, and determination of financial and cost accounting policies.

Department: Department of Administrative Services – Procurement Division
Org Unit: 1152

The Procurement Division of the Department of Administrative Services is empowered by Chapter 32 of the Milwaukee County Ordinances to purchase or contract for supplies, materials, equipment and contractual services needed by County departments, agencies and institutions. This authority does not include public works programs, professional service contracts, repairs or alterations to buildings, structures, purchase or leases of County-owned real estate and appurtenances. The Procurement Division is also authorized to develop standards, prepare specifications, sign and issue contracts and purchase orders, process requests for proposals, and assist the Milwaukee County Transit System's processing of purchase orders. The Procurement Division is responsible and accountable to the Purchasing Standardization Committee as delineated in Chapter 32.23 of the Milwaukee County Code of General Ordinances.

Additionally, the Procurement Division provides Disadvantaged Business Enterprises an opportunity to participate in Milwaukee County's procurement process pursuant to ordinances and annual goals established by the Milwaukee County Board of Supervisors.

Department: Department of Administrative Services – Information Management Services Division
Org Unit: 1160

The Information Management Services Division (IMSD) of the Department of Administrative Services provides technical and communication services to its clients, which includes Milwaukee County departments, other governmental units including municipal public safety agencies and regional partners, and the users of Milwaukee County's website. IMSD consists of four functional areas: Applications Services; Technical Support and Infrastructure Services; Business Development Services; and Governance. Applications Services and Technical Support and Infrastructure Services are authorized by Section 32.64 of the Milwaukee County Ordinances. Sections 32.65 and 32.66 authorize Records Management Services.

Department: Ethics Board
Org Unit: 1905

On February 11, 1975, the County Board of Supervisors created Chapter 9 of the Milwaukee County Ordinances. This chapter establishes a Code of Ethics (Section 9.05) and an Ethics Board (Section 9.07), which shall adopt guidelines and procedures necessary to carry out the provisions of the ordinance. The Board consists of six residents of Milwaukee County appointed by the County Executive and confirmed by the County Board. The County Executive appoints, subject to confirmation by the County Board, an Executive Director who shall perform such duties as the Board assigns to him/her. The County Board shall provide such additional personnel as may be required in the administration of this chapter.

Department: Department of Administrative Services - Facilities Management
Org Unit: 5700

The Department of Administrative Services - Facilities Management includes the following sections: Facilities Maintenance, Architectural, Engineering and Environmental, and Sustainability.

The Architectural, Engineering and Environmental Services section (A&E) of the Department of Administrative Services - Facilities Management (DAS) provides professional and technical services related to reconstruction and rehabilitation of the County's natural resources and public infrastructure. The Division is comprised of five sections: Architectural, Airport Engineering, Site Development Engineering, Environmental Services and Support Services. These sections research, design, administer and implement a diverse combination of programs and projects.

The Facilities Maintenance section of the Department Administrative Services - Facilities Management Division provides property management, tenant services and maintenance, housekeeping, security and skilled trades services to various private entities and County departments. Facilities Management is the steward of such County owned properties as the Courthouse Complex (Courthouse, Safety Building, Criminal Justice Facility, St. Anthony's, 6th & State Parking Area and the surface lot located at the former Annex site), County Grounds buildings (Child Adolescent Treatment Center (CATC) and Children's Court), City Campus, Muirdale Building, Eschweiler Buildings and the electric, sanitary water & sewer and storm systems on the County Grounds.

Department: Water Utility
Org Unit: 5500

The Water Utility, a distinct division under the organizational umbrella of the Department of Administrative Services – Facilities Management, maintains the Water Distribution System that is located on the Milwaukee County Grounds and is owned by Milwaukee County. This division within the DAS will be responsible for all aspects of water distribution as well as sewer and storm sewer collection. The Water Utility shall utilize county staff and other resources as budgeted to meet demands of the customers on the County Grounds and shall have the right to recover expenses incurred in provision of water distribution through the independent setting of rates and charges to its customers. The Water Utility is also responsible for repair, maintenance and oversight of the physical infrastructure in the provision of water distribution.

Department: Department of Administrative Services – Economic Development
Org Unit: 1192

The purpose of the Department of Administrative Services - Economic Development Division (DAS – ED) is to provide a comprehensive strategy for job development, retention and expansion in Milwaukee County by working in concert with all incorporated municipalities and their economic development agents. The Real Estate Services Section administers the leasing, acquisition and disposition of a wide variety of buildings and vacant property owned by Milwaukee County. The Real Estate Section is specifically responsible for marketing, negotiation and sale of excess County-owned properties, including the property management and disposition of tax delinquent properties acquired by the Milwaukee County Treasurer through the tax foreclosure process.

Additionally, DAS - ED contains the Land Information Office of the Milwaukee County Automated Land Information System (MCAMLIS). Pursuant to 2009 Wisconsin Act 314 and 59.72 of the Wisconsin Statutes and County Board Resolution File 90-707(a), approved on November 8, 1990), 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 with documented accuracy suitable for local planning. The Land Records Modernization section of MCAMLIS resides in the Office of the Register of Deeds (see the narrative for that department for further detail).

Pursuant to Section 59.72 (5) (b) (3), an \$8 surcharge on recording fees is collected to fund a Land Information Office, modernization of land records, the State of Wisconsin Land Information Program and the MCAMLIS Board. Of the total \$8 surcharge on recording fees, \$6 is retained to develop, implement and maintain a Countywide plan for land record modernization. No portions of the \$6 and \$2 surcharges are available for general County purposes.

Courts and Judiciary Function

Department: Combined Court Related Operations

Org Unit: 2000

County-Funded State Court Services Division

Pursuant to Section 8, Article VII, Wisconsin Constitution, and Section 753.03, Wisconsin Statutes, the State Circuit Courts have original jurisdiction in all civil, family, juvenile, criminal and Probate matters. They also conduct administrative reviews. Milwaukee County comprises the First Judicial Administrative District of the State court system and has 47 judges.

Family Court Commissioner Division

The general purpose of this division is to conduct formal hearings in matters relating to marriage and actions affecting the family pursuant to Chapters 765 and 767 of the Wisconsin Statutes. It includes the Family Court Mediation Services Unit. It also handles Chapter 813 matters related to domestic abuse and harassment.

Clerk of Circuit Court

Pursuant to Wisconsin Statutes, the Clerk of Circuit Court maintains the records, books and files of the Circuit Courts – Civil, Family, Criminal and Children’s Divisions; collects fees and costs prescribed by law; certifies copies of judgments or other papers or records; receives and disburses payment of trust, bail or other funds pursuant to court orders; invests funds and has custody of securities held for the benefit of minors, as ordered by the Court; furnishes attorneys with legal papers; prepares the daily court calendar; processes termination of parental rights proceedings, agency adoptions and documents filed in all adoption proceedings (Chapters 48 and 882) and processes all cases. Pursuant to Chapter 100 of the Milwaukee County Ordinances and the rules of the County Board of Judges, the Clerk of Circuit Court is also Director of Court Services. Eligible jurors for the County-funded State Court System are summoned by the Clerk of Circuit Court. In addition, the Clerk of Circuit Court manages the Register in Probate Division.

Register in Probate Division

Pursuant to Wisconsin Statutes, the Register in Probate maintains the records and files of all probate proceedings; receives payments of statutory fees; performs administrative services and ministerial duties in connection with mental commitment proceedings (Chapter 51), protective placement proceedings (Chapter 55), will proceedings, contests of claims and other probate proceedings; performs administrative duties directed by the judges designated to hear probate proceedings; reviews documents and makes determinations required for informal administration of estates (Chapter 865); and exercises the powers and duties of a probate court commissioner when designated to do so by a judge assigned probate jurisdiction.

In addition, the 1985 Supreme Court decision in *State ex rel. Watts v. Combined Community Services*, 122 Wis. 2d 65, requires an annual court review of every existing protective placement case to protect the constitutional rights of persons under protective placement. The costs associated with such proceedings

and other operating expenses not expressly assumed by the State are obligations of Milwaukee County [Sections 753.19 and Sections 753.016(4), Wisconsin Statutes. and *Romosco v. Milwaukee*, 108 Wis. 2d 32 (1982)]. Currently the Clerk of Circuit Court serves as the Register in Probate.

Department: Courts – Pre-Trial Services
Org Unit: 2900

Pursuant to Section 8, Article VII, Wisconsin Constitution, and Section 753.03, Wisconsin Statutes, the State Circuit Courts have original jurisdiction in all civil, family, juvenile, criminal and Probate matters. They also conduct administrative reviews. Courts - Pre-Trial Services manages all expenses, contracts, and grant revenues associated with pre-trial programs. The organization is to reduce pretrial failure to appear and rearrest rates, enhance public safety, reduce overcrowding at the Correctional Facilities and enhance the processing of criminal cases.

Department: Child Support Services
Org Unit: 2430

The Department of Child Support Services implements and administers 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 the State Department of Workforce Development. Title IV-D of the Federal Social Security Act applies to custodial parents receiving public assistance. Cases are referred by the Department of Health and Human Services, W-2 agencies and the Milwaukee Bureau of Child Welfare when a custodial parent or child is eligible for any one of a variety of benefits. The Department of Child Support works cooperatively with other County departments to comply with the IV-D program mandates. Title IV-D legislation requires the Department to provide services to locate parents, establish paternity, enforce and establish child support and medical support orders. Non-W-2 custodial parents may also apply to receive the Child Support Services that are provided to IV-D eligible custodial parents.

General Governmental Services Function

Department: Election Commission
Org Unit: 3010

Pursuant to Sections 7.10, 7.21 and 7.60 of the Wisconsin Statutes, this department prepares, prints, distributes and maintains custody of ballots, including absentee, Braille and sample ballots; canvasses returns and certifies them to the State Elections Board; advertises all elections held on a Federal, State and County-wide basis in community and minority newspapers; distributes, receives and verifies the legality of nomination papers and recall petitions filed; receives Code of Ethics forms; audits campaign finance reports and registration forms of candidates and committees; maintains election records and files; prorates charges to municipalities and school boards for election services provided; reviews election laws; conducts recall elections; conducts recount proceedings and special elections; issues certificates of election to County Supervisors, the County Executive and to five County constitutional officers; provides a statistical election booklet every other year; prints Congressional, Supervisory districts, State Senate and Assembly maps; and attends meetings relative to the office.

Department: County Treasurer
Org Unit: 3090

Pursuant to Section 59.25 of the Wisconsin Statutes, this Department receives all monies which belong to, or are deposited in trust with the County of Milwaukee; pays out all monies on order of the County Board, or as otherwise provided by law or ordinances; transmits State taxes, fees and revenues from other charges to the State Treasurer; collects and enforces the collection of delinquent property taxes; acts as custodian of the Employees' Retirement System; provides for the daily cash requirements of Milwaukee

County; and invests County appropriations not needed immediately in low risk short-term and mid-term investments.

Department: County Clerk

Org Unit: 3270

Pursuant to Section 59.20 of the Wisconsin Statutes, and Section 56.09 of the Milwaukee County Ordinances, the County Clerk records the proceedings of the County Board of Supervisors; distributes copies of the printed proceedings; maintains all of the legislative files; produces a continuous index of the ordinances and resolutions presented to the County Board at each meeting; updates existing ordinances and prepares copies of new ordinances for distribution; receives/processes court summons and complaints naming Milwaukee County; maintains the central file of County deeds, contracts, insurance policies, agreements, leases and easements; maintains SARA Title III records for Milwaukee County; administers oaths of office and maintains a file of such oaths as well as public official bonds; maintains a file of qualified public improvement contractors; receives and publicly opens all sealed bids for public improvement projects; receives bids for services and commodities; distributes copies of the Milwaukee County financial reports and statistical reports of property valuations; issues marriage, equestrian, hayride, horse and stable licenses; sells bus tickets and passes, along with issuing passports; processes garnishment actions, tax levies and wage assignments of County employees; processes lien notices against contractors performing County public improvements; maintains the file of certificates of title for all County-owned vehicles; assists the County Treasurer in signing all County checks; and registers all lobbyists and reports quarterly to the County Board on the number of registrants. Finally, the department serves as an informational clearinghouse for corporate Milwaukee County.

Department: Register of Deeds

Org Unit: 3400

Pursuant to Sections 59.43, 69.22 and other pertinent sections of the Wisconsin Statutes, the Register of Deeds records, indexes and optically scans real estate documents, corporation papers and military discharges; records informal probate instruments; files and indexes financing statements; files and indexes birth, marriage and death certificates; sells copies of the above described documents; collects the real estate transfer tax; and performs such other functions as provided by law.

The Office of the Register of Deeds also contains the Land Records Modernization section of the Milwaukee County Automated Land Information System (MCAMLIS), while the Land Information Office is located in the Architecture and Engineering Division of the Department of Transportation and Public Works (See the section for Org Unit 5080 below). The budgets for the two offices were co-located in a non-departmental organization until the 2010 Adopted Budget placed them within A&E and the Office of the Register of Deeds. Pursuant to Section 59.72 (5) (b) (3), an \$8 surcharge on recording fees is collected to fund a Land Information Office, modernization of land records, the State of Wisconsin Land Information Program and the MCAMLIS Board. Of the total \$8 surcharge on recording fees, two dollars of the surcharge is also retained by the County and specifically designated for expenditures associated with the implementation and maintenance of land information records on the Internet, including the County's land information records relating to housing. The County also charges an additional \$5 surcharge on recording documents to redact social security numbers from those documents, as provided by 2009 Wisconsin Act 314.

Public Safety and Judiciary Function

Department: Office of the Sheriff

Org Unit: 4000

Sheriff

The Sheriff of Milwaukee County is a State constitutional officer and, under Section 59.26 and 59.27 of the Wisconsin Statutes, is responsible for law enforcement, the safety and security of citizens and protection of property throughout the County. Chapter 166, Wisconsin Statutes, provides the authority of counties in matters pertaining to emergency government services.

The Sheriff acts as an arm of the criminal justice system, carrying out criminal investigations, effecting arrests and warrants, detaining prisoners at the County Correctional Facility Central (CCFC), formerly, Criminal Justice Facility and the County Correctional Facility South (CCFS), formerly House of Correction, providing court security, serving process papers, transporting prisoners and patients and extraditing criminals. Security is provided at General Mitchell International Airport and the County Parks. Protection is rendered to County officials and domestic and international visiting dignitaries.

Expressway patrol provides the capability of immediate 24-hour response to emergency situations involving protection, safety and law enforcement throughout Milwaukee County.

The Sheriff provides specialized services to the community, County government and municipal police agencies by means of investigative expertise, drug investigations, training and emergency response.

County Correctional Facility South (CCFS)

The functions of the CCFS are defined in Chapters 302, 303, 304 and 973 of the Wisconsin Statutes. This institution receives and maintains custody of all sentenced prisoners 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 rehabilitation, education, work, recreation and training; provides medical, dental and other necessary services in conjunction with the Detention Bureau of the Sheriff's Department; processes and considers applications for parole; and releases prisoners upon expiration of sentence, parole, or upon orders of the courts or other recognized authorities. Section 302.315 of the Wisconsin Statutes permits this institution to receive and maintain custody of unsentenced prisoners from the Milwaukee County Sheriff.

Department: District Attorney

Org Unit: 4500

Pursuant to Wis. Stat. § 978.05, the District Attorney of Milwaukee County has the following duties:

- A. In the Circuit Courts of Milwaukee County having jurisdiction for criminal cases – Prosecutes all criminal actions; prosecutes all state forfeiture actions, county traffic actions and actions concerning violations of county ordinances which are in conformity with state criminal laws; participates in John Doe or other investigative proceedings; issues subpoenas and other process to compel the attendance of witnesses; upon the request and under the supervision and direction of the Attorney General, briefs and argues all criminal cases brought by appeal or writ of error to the Court of Appeals or Supreme Court; handles all appeals

or proceedings if the case is decided by a single Court of Appeals judge; institutes, commences, or appears in certain civil actions or special proceedings as set forth in Wis. Stat. § 978.05 (6).

- B. In the Circuit Courts of Milwaukee County having jurisdiction for juvenile cases – Represents the public's interest at the Children's Court Center for matters including children alleged to be delinquent, to have violated civil laws or ordinances, to be in need of protection or services or who are developmentally disabled, mentally ill, alcoholic or drug dependent; and initiates and defends appeals and prosecutes termination of parental rights actions.

Department: Medical Examiner
Org Unit: 4900

Pursuant to Sections 59.34, 59.36, 59.38, 69.18, 157.02, and Chapter 979, Wisconsin Statutes, this department investigates all deaths in which there are unexplained, unusual or suspicious circumstances, all homicides, all suicides, all deaths following criminal abortion, poisoning, and accident (whether the injury is or is not the primary cause of death), and all deaths in which there is no physician in attendance, or the attending physician refuses to sign the death certificate; investigates all deaths when the body is to be cremated; reports all deaths immediately to the District Attorney pursuant to Section 979.04(2) Statutes; performs autopsies, histologic studies and toxicological analyses, and testifies in court in regard to all investigative findings; issues death certificates, cremation permits and disinterment permits; takes possession of, stores and disposes of bodies when investigation is required or bodies are unclaimed; locates relatives of deceased persons; safeguards and legally disposes of money and property of deceased persons; and renders scientific aid to various law enforcement agencies in the examination of evidence.

Department of Transportation Function

Department: Department of Transportation - Airport
Org Unit: 5040

Milwaukee County operates and maintains General Mitchell International and Lawrence J. Timmerman Field Airports by authority granted under Chapters 59 and 114 of the Wisconsin Statutes. General Mitchell International Airport provides commercial, military and general aviation services. Timmerman Airport is primarily for general aviation. Under the terms of the negotiated agreement between Milwaukee County and the signatory airlines, all operating expenses and debt service costs are recovered through rates and charges assessed to users (terminal and land rentals, concession fees and landing fees).

Department: Department of Transportation - Highways
Org Unit: 5100

The Highway Maintenance section of the Department of Transportation consolidates the former Transportation Services and Highway Maintenance Division. The Division maintains all County trunk highways, parkways, State trunk highways and expressways and is also responsible for maintaining vacant freeway lands and the North Shore right-of-way. This Division also provides oversight for the planning, design, and construction management for capital projects on County trunk highways and County-owned bridges.

Department: Department of Transportation - Fleet Management
Org Unit: 5300

The Fleet Management Division of the Department of Transportation (DOT) provides a broad array of technical services to County departments. These services include providing direction and contract oversight for vehicle replacement programs throughout the County including developing standards, preparing specifications, signing and issuing contracts. The Division also assists departments in processing purchase orders and licensing and registering vehicles. The Division is responsible for developing economical, operational procedures to purchase environmentally friendly vehicles and equipment. The Division is also charged with managing the County's maintenance operations and maintenance service providers; managing the County's fuel system; and coordinating vehicle and equipment disposal through periodic auctions.

Department: Department of Transportation - Milwaukee County Transit/Paratransit System
Org Unit: 5600

The Department of Transportation (DOT) provides public transit services through the Milwaukee County Transit System. Direct management and operation of the transit system, including paratransit services, is

provided by Milwaukee Transport Services, Inc. (MTS), a private nonprofit corporation under contract to the County. The corporation uses transit facilities and equipment owned and provided by Milwaukee County.

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.

The DOT-Director's Office Division provides County oversight as well as conducts various transit related studies, and prepares and administers federal and state transit grants. Division personnel also facilitate the acquisition of capital equipment, and provide design and construction services for capital facilities.

Department: Department of Transportation - Director's Office
Org Unit: 5800

The Director's Office is charged with the general management of the Department of Transportation (DOT) and multimodal transportation planning in the County.

The Director's Office provides management and support services to the DOT divisions through oversight, coordination and technical assistance. The Transportation Planning Section within the Director's Office represents the County interests in pertinent safety and multimodal transportation planning, prepares related transportation plans, and aggressively seeks out, applies for and professionally manages state and federal grant funds which reduce tax levy support for County transportation projects.

Health and Human Services Function

Department: Department of Health and Human Services-Behavioral Health Division
Org Unit: 6300

Pursuant to Sections 46.03(1), 46.21, 51.08, 51.35, 51.42 and 51.437 of the Wisconsin Statutes, the Milwaukee County Department of Health and Human Services-Behavioral Health Division provides care and treatment of persons with disorders related to alcohol and substance abuse and developmentally, emotionally and mentally ill adults, children and adolescents through contracts with community agencies, outpatient care, day treatment services and inpatient care. Services include intensive short-term treatment, as well as extended care of persons with serious mental illness. Acute hospital admissions are initiated by voluntary application or through legal detention methods such as court commitment. The Adult and Child Inpatient Services require Title-XIX certification and appropriate State licensing to capture Title-XIX and other third-party reimbursement. The extended care portions of this agency require Federal certification as a Skilled Nursing Facility and Facility for the Developmentally Disabled, allowing for State reimbursement. Day treatment is offered to patients who have progressed to the stage where inpatient hospitalization is no longer indicated, but who require more intensive treatment than is available in an outpatient facility. The Community Services Branch provides both mental health and AODA services through contracts with community service providers or at community clinics. Programs are managed by the Behavioral Health Division Administrator under the jurisdiction of the Director of the Department of Health and Human Services, the Combined Community Services Board, the County Executive and the Milwaukee County Board of Supervisors.

The Emergency Medical Services (Paramedics) Program operates under Chapter 97 of the Milwaukee County Ordinances pertaining to comprehensive emergency medical care services. The EMS Program is responsible for managing all EMS-related functions. Other County Health Programs are reviewed and approved by the County Executive and County Board of Supervisors.

Department: Department on Aging
Org Unit: 7900

Under the Older Americans Act, the Milwaukee County Department on Aging is a Federal/State designated Area Agency on Aging for Milwaukee County. The Department on Aging's responsibilities are outlined in

Chapter 53 of the General Ordinances of Milwaukee County and include planning, developing, providing, purchasing and coordinating services for the County's older adult population. The Department reports directly to the County Executive and provides staff support to the Milwaukee County Commission on Aging.

This Department provides a single entry point for older adults and their caregivers who are in need of elderly service information and assistance throughout Milwaukee County. Services provided by the Department on Aging are designed to provide an appropriate mix of community-based care and direct services to prevent the inappropriate and costly institutionalization of older adults. The Department is the designated Resource Center for older people in Milwaukee County under the State of Wisconsin's Family Care initiative.

Department: Department of Family Care
Org Unit: 7990

The Care Management Organization (CMO) Division was created in response to the Family Care initiative. In 2010, the County Board authorized the separation of the Care Management Organization from the Department on Aging and the creation of the Department of Family Care (Resolution File No. 10-203). In accordance with authorization initially granted by the County Board in 1997 (Resolution File No. 96-630) and 1998 (Resolution File No. 98-893), under Family Care, the Department coordinates all long-term care services, including home and community based services and institutional services for eligible elders who require publicly funded long term care services.

Department: Department of Health and Human Services
Org Unit: 8000

The Department of Health and Human Services (DHHS) operates under Chapters 46 (Social Services), 48 (Children's Code), 49 (Public Assistance), 51 (Mental Health), 55 (Protective Services) and 938 (Juvenile Delinquency) of the Wisconsin State Statutes.

DHHS provides a wide range of life-sustaining, life-saving and life-enhancing services to children and adults through age 60. Programs focus on providing services for delinquent children, dysfunctional families, developmentally disabled persons, physically disabled persons, mentally ill persons, homeless persons, and those in need of financial assistance. Many of the services provided are mandated by State Statute and/or provided through a State/County contract.

Recreation and Culture Function

Department: Parks, Recreation and Culture
Org Unit: 9000

The Department of Parks, Recreation and Culture administers and operates the Milwaukee County Park System. Residents and visitors are offered approximately 15,000 acres of parkland that includes: 150 parks and parkways, 15 golf courses, two community/recreation centers, two indoor pools, nine outdoor pools, numerous wading pools and splash pads, two family aquatic centers, five beaches, 117 tennis courts, 178 picnic areas, 23 major pavilions, over 178 athletic fields, 108-mile Oak Leaf Trail, Nature Trails, Mitchell Park Horticultural Conservatory (the Domes), Boerner Botanical Gardens, McKinley Marina, Wehr Nature Center, and the O'Donnell Park Parking Structure

Department: Zoological Department
Org Unit: 9500

The Zoological Department is charged with the general management of the Zoo facility. Included are business operations, management of the animal collection, maintenance of buildings and grounds, visitor services, education, planning/oversight of construction related to the capital master plan and marketing of the Zoo.

The Zoo originally opened in the 1890s as an animal and bird display in Washington Park. It was acquired by the County in 1937 and operated under the Park Commission until 1981 when it became an independent department. The Zoo moved to its present 200-acre site in 1960. The Zoo's animal collection and exhibits are acquired with the assistance of private funding. There are presently 16 animal groupings at the Zoo, including the Reptile and Aquarium group, Australian group, Asiatic group and the Family Farm.

Department: Milwaukee Public Museum
Org Unit: 9700

Pursuant to Wisconsin Statute 59.56(2), Milwaukee County may acquire, own, operate and maintain a public museum in the County and appropriate money for such purposes. As a museum of human and natural history, it provides a dynamic and stimulating environment for learning. The Museum interprets the world's cultural and natural heritage through collections, research, education and exhibits. It holds its collections as a public trust and is dedicated to their preservation for the enrichment of present and future generations.

Department: University Extension Service
Org Unit: 9910

Pursuant to Section 59.56(3) of the Wisconsin Statutes, Milwaukee County UW-Extension provides a Cooperative Extension Service by joint agreement between Milwaukee County and the University of Wisconsin. The UW-Extension identifies and responds to family and community needs for practical education, research and knowledge. It provides Milwaukee County access to the research and resources of the University of Wisconsin System. Its educational programs promote community collaborations focused on youth and family development, community and economic development and the environment. It strives to empower individuals, families, and communities through the development of critical skills in leadership, strategic planning, problem solving and decision-making.

Debt Service Function

Department: General County Debt Service
Org Unit: 9960

Pursuant to the provisions of Section 67.05(10) of the Wisconsin Statutes, the County Board shall levy, by a recorded resolution, a direct annual irrevocable tax sufficient to pay the interest on general obligation bond and loan obligations as they fall due, and to pay the bond principal at maturity.

Non-Departmental- Revenues

Department: Unclaimed Money
Org Unit: 1901

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.

Department: Land Sales
Org Unit: 1933

Pursuant to the provisions of Section 59.51(2) of the Wisconsin Statutes, the County Board may represent the County and have the management of the business and concerns of the County in all cases where no other provision is made.

Department: Potawatomi Revenue
Org Unit: 1937

Pursuant to the provisions of Sections 59.51(2) of the Wisconsin Statutes, the County Board may represent the County and have the management of the business and concerns of the County in all cases where no other provision is made.

Department: Medicare Part D Revenue
Org Unit: 1969

Pursuant to the provisions of Section 59.51(2) of the Wisconsin Statutes, the County Board may represent the County and manage the County's business and concerns in all cases where no other provision is made.

Department: Property Taxes
Org Unit: 1991

Pursuant to Section 59.60 of the Wisconsin Statutes, property tax requirements are determined by estimating total expenditures and deducting the estimated amount of revenue from non-property tax sources and the amount of any surplus at the close of the prior fiscal year.

1993 Levy Cap (Wis Stats 59.605): The rate limit is based on the 1992 levy rate adopted for the 1993 budget. The operating levy rate may only be increased if program or service responsibilities are transferred from one governmental unit to another or if a rate increase is approved by public referendum. This section of the Wisconsin State Statutes was suspended for a county's levy that is imposed in December 2011 (2012 Budget) and December 2012 (2013 Budget).

2011 Wisconsin Act 32 (Wis Stats 66.0602): Wisconsin Act 32 changed the local levy limit to the greater of the percentage change in the political subdivision's January 1 equalized value due to new construction less improvements removed between the previous year and the current or zero percent. The levy limit will consist of net new construction, which is .426 for the 2012 Budget. The 2011 for the 2012 Budget terminated TID percentage is 0.00 percent.

See the introduction section of the 2012 Capital Improvements Budget for the full text of the related statutes.

Department: Earnings on Investments
Org Unit: 1992

Pursuant to Sections 66.0603(2) and 219.05 of the Wisconsin Statutes, a county has the authority to invest any of its funds not immediately needed in time deposits of a bank, credit union, trust company or savings and loan association, or in bonds or securities issued or guaranteed as to principal and interest of the U.S. Government, Federal agency and instrumentality securities, highly rated corporate securities or repurchase agreements.

Department: State Shared Taxes
Org Unit: 1993

Pursuant to Chapter 79 of the Wisconsin Statutes, the State apportions Shared Revenues to counties on the basis of population, equalized property values, the relative ranking of local purpose revenues, and the value of utility property.

Department: State Exempt Computer Aid
Org Unit: 1994

Pursuant to 1997 Wisconsin Act 237 (The Act), business computers are exempt from being subject to property taxes, beginning with the 1999 property tax levy collected in 2000. The Act also provided for a State aid payment to offset the loss of taxable property from the exemption.

Department: County Sales Tax Revenue
Org Unit: 1996

Pursuant to the provisions of Section 77.70 of the Wisconsin Statutes, counties may enact a 0.5 percent sale and use tax. The tax is typically imposed on the same goods and services as the State's 5.0 percent sales tax. Section 22.04 of the Milwaukee County Ordinances addresses uses of sales tax revenue.

Department: Power Plant Revenue
Org Unit: 1997

Pursuant to the provisions of Section 59.51(2) of the Wisconsin Statutes, the County Board may represent the County and have the management of the business and concerns of the County in all cases.

Department: Surplus (or Deficit) from Prior Year
Org Unit: 1998

Pursuant to Section 59.60(3m) of the Wisconsin Statutes, every accounting and budgeting procedure applied under this section shall comply with generally accepted accounting principles for government, as promulgated by the Governmental Accounting Standards Board.

Department: Other Miscellaneous Revenue
Org Unit: 1999

Pursuant to Section 59.60 of the Wisconsin Statutes regarding submission of annual budget estimates, an estimate of revenue from all other sources is included in the budget.

Non-Departmental- Expenditures

Department: County Historical Society
Org Unit: 1908

Pursuant to Section 59.56(5) of the Wisconsin Statutes, the County Board may appropriate money to any historical society located in the County and incorporated under Section 44.03 for the purpose of collecting and preserving the records and salient historical features of the County. This unit maintains the historical exhibits of the Milwaukee County Historical Society and assists with other phases of the program. Funds provided to subsidize the operation of the Society are used to employ a director and associate staff. The Society acts as custodian for non-current County records. The County appropriates funds for use by the Society pursuant to an agreement approved by the County Board of Supervisors on December 14, 1965 and renewed on May 16, 1988.

Department: Civil Air Patrol
Org Unit: 1913

Pursuant to the provisions of Section 59.54(18) of the Wisconsin Statutes, the County Board may appropriate funds or donate property and equipment to Civil Air Patrol units in the County for the purpose of enabling such Civil Air Patrol units to perform their assigned missions and duties as prescribed by U.S. Air Force regulations.

Department: War Memorial Center
Org Unit: 1914

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, Milwaukee County War Memorial, Inc. presently operates the War Memorial Center. The Center is situated at the south end of Lincoln Memorial Drive overlooking Lake Michigan and is directly adjacent to County parkland.

The Center stands as a memorial to those who have given their lives for our collective freedom. "To Honor the Dead by Serving the Living" is the motto of the Center.

The facility is home to the Milwaukee Art Museum, which boasts major cultural exhibits, including the Mrs. Harvey L. Bradley Collection. Through tax levy dollars provided by the County, the Center supports the Art Museum by providing building services for the space the Museum occupies in the Saarinen Building and Kahler Addition as well as direct funding.

The Center provides office space to major service groups and veterans' organizations such as the Rotary Club of Milwaukee, Kiwanis Club of Milwaukee, USO of Wisconsin, AMVETS State headquarters, Thurgood Marshall Scholarship Foundation Midwest Regional Office, Chipstone Foundation, International Association for Orthodontics, Creative Sharp Presentation, America's Freedom Center Foundation and the War Memorial Center itself.

To maximize utilization of the facility, the Center is available for general use by the public, veterans' groups, art groups and civic groups.

Department: Villa Terrace/Charles Allis Art Museums
Org Unit: 1915

Pursuant to Section 45.058 of the Wisconsin Statutes and in accordance with agreements between Milwaukee County War Memorial Center, Inc., and the County of Milwaukee, Villa Terrace Decorative Arts Museum, 2220 North Terrace Avenue and Charles Allis Art Museum, 1801 North Prospect Avenue function as a combined operation under the auspices of the Milwaukee County War Memorial Corporation. The museum partnership "Honors the War Dead by Serving the Living" through community cultural enrichment. 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 Villa Terrace Art Museum is an Italian Renaissance-style home richly decorated with antiques and retains almost all of its original fixtures dating back to the 1920s. The permanent collection features Asian, European and American decorative arts including wrought-iron artistry. The rear terrace area, which overlooks Lake Michigan, extends down a bank to the Renaissance Garden fronting on Lincoln Memorial Drive.

The Charles Allis Art Museum was the home of a Milwaukee industrialist who collected a vast quantity of fine art objects. The building and its contents were originally donated to the City of Milwaukee in 1946 and operated under the auspices of the Milwaukee Public Library System. In 1979, this priceless community asset was transferred to the War Memorial Corporation, again to be held in the public trust. Temporary exhibitions feature primarily Wisconsin art. In 1998, the Margaret Rahill Great Hall was completed.

Department: Marcus Center for the Performing Arts
Org Unit: 1916

Pursuant to Section 45.058 of the Wisconsin Statutes and in accordance with agreements, the Milwaukee County War Memorial Center, Inc. operates the Milwaukee County Ben and Ceil Marcus Center for the Performing Arts (the Marcus Center). 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 Broadway Series, Milwaukee Symphony Orchestra, Milwaukee Ballet, Florentine Opera, Milwaukee Youth Symphony Orchestra, First Stage Children's Theatre, City Ballet Theatre, Hansberry-Sands Theatre Company and other performing arts groups. The Marcus Center is located at 929 North Water Street. 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.

Department: Human Resource and Payroll System
Org Unit: 1921

Pursuant to the provisions of Section 59.51(2) of the Wisconsin Statutes, the County Board may represent the County and have management of the business and concerns in all cases where no other provision is made.

Department: Offset to Internal Service Charges
Org Unit: 1930

Pursuant to the provisions of Sections 59.51(2) of the Wisconsin Statutes, the County Board may represent the County and have the management of the business and concerns of the County in all cases where no other provision is made.

Department: Charges to Other County Organization Units
Org Unit: 1935

Pursuant to the provisions of Section 59.51(2) of the Wisconsin Statutes, the County Board may represent the County and have the management of the business and concerns of the County in all cases where no other provision is made.

Department: Appropriation for Contingencies
Org Unit: 1945

Pursuant to the provisions of Section 59.60(5)(e) of the Wisconsin Statutes, the Director, Department of Administrative Services may transmit an estimate of funds required as an appropriation for contingencies.

Department: Employee Fringe Benefits
Org Unit: 1950

Pursuant to the provisions of Section 59.51(2) of the Wisconsin Statutes, the County Board may represent the County and have management of the business and concerns in all cases where no other provision is made.

Department: Litigation Reserve Account
Org Unit: 1961

Pursuant to the provisions of Section 59.51(2) of the Wisconsin Statutes, the County Board may represent the County and manage the County's business and concerns in all cases where no other provision is made.

Department: Federated Library System
Org Unit: 1966

Pursuant to the provisions of Sections 59.03(1) and 59.51(2) of the Wisconsin Statutes, the County Board may represent the County and have the management of the business and concerns of the County in all cases where no other provision is made.

Department: Wage & Benefit Modification Account
Org Unit: 1972

A non-departmental created for presentation purposes only to show the full amount budgeted for wage and benefit modification savings. However, the actual savings are budgeted in affected departments and constitutional offices.

Department: Milwaukee County Funds for the Arts
Org Unit: 1974

Pursuant to the provisions of Section 59.17 and 59.51(2) of the Wisconsin Statutes, the County Board may represent the County and have the management of the business and concerns of the County in all cases where no other provision is made.

Department: Capital Outlay/Depreciation Contra
Org Unit: 1985

Pursuant to the provisions of Sections 59.17 and 59.51(2) of the Wisconsin Statutes, the County Board may represent the County and have the management of the business and concerns of the County in all cases where no other provision is made.

Department: Debt Issue Expense
Org Unit: 1987

Appropriations are for expenses incurred for issuing bonds by Milwaukee County. The bonds are issued as provided under 67.04 of the Wisconsin Statutes, which authorizes issuing bonds for specific purposes, subject to stated limitations.

Department: Investment Advisory Services
Org Unit: 1989

Pursuant to the provisions of Section 59.51(2) of the Wisconsin Statutes, the county board may represent the County and have management of the business and concerns in all cases where no other provision is made.

APPENDIX B

The 2012 Recommended Budget includes expenditure reductions based on the elimination of step increases for 2012, as provided for in Chapter 17 of the Milwaukee County General Ordinances, for employees in certain pay grades. The following list of pay grades are those in which the step increase for 2012 is eliminated:

1	07S	15KZ	17Z	24	30A	5110	5132	5420
01A	9	15LE	17Z RC	24A	31	5111	5140	5421
01P	09ZB	15P	18	24C	32A	5113	5401	5422
02P	10	15Z	18B	zz24C	32NZ	5114	5402	5423
3	10Z	16	18D	24D	34A	5115	5403	5424
03P	11	16A	18N	25	34Z	5116	5404	5425
4	11H	16C	18Z	25K	51N1	5117	5405	5426
04P	11P	16D	19	26	51N2	5118	5406	
5	11Z	16F	19L	26NT	51N3	5119	5407	
05A	12	16J	19RC	27	57	5120	5408	
05D	12F	16L	19Z	27N	58	5121	5409	
05P	12Z	16N	20	28	59	5122	5410	
6	13	16Z	21	28A	60	5123	5411	
06P	13F	17	21D	28D	5103	5124	5412	
7	13P	17A	21H	28Z	5104	5125	5414	
07A	14	17B	22	29	5105	5126	5415	
07F	14Z	17BZ	22B	29A	5106	5127	5416	
07G	15	17H	22NT	29B	5107	5128	5417	
07P	15BZ	17NZ	23	29G	5108	5130	5418	
07R	15F	zz17NZ	23F	30	5109	5131	5419	

*The intent of the step elimination for 2012 is to implement a two-year freeze on step increases for all employees. Non-represented employees have had step eliminations for two consecutive years (2010 and 2011) and are not included in this recommendation. The following chart shows the recommended implementation plan:

UNION	COMMENTS	1 st YEAR	2 nd YEAR
Milwaukee District Council 48, AFSCME	Freeze effective 7/10/2011-7/9/2012	7/10/2011 - 7/9/2012	7/10/2012 - 7/9/2013
Association of Milwaukee County Attorneys	No freeze to-date.	1/1/2012 - 12/31/2012	1/1/2013 - 12/31/2013
Federation of Nurses and Health Professionals - WFNHP	No freeze to-date.	1/1/2012 - 12/31/2012	1/1/2013 - 12/31/2013
Milwaukee Building and Construction Trades Council - MBTC	No freeze to-date.	1/1/2012 - 12/31/2012	1/1/2013 - 12/31/2013
International Association of Machinists and Aerospace Workers - IAMAW	No freeze to-date.	1/1/2012 - 12/31/2012	1/1/2013 - 12/31/2013
Technicians, Engineers, and Architects of Milwaukee County – Teamco	Freeze effective 4/1/2010 - 4/1/2011	4/1/2010 - 3/31/2011	1/1/2012 - 12/31/2012
Milwaukee Deputy Sheriffs' Association**	No freeze to-date.	1/1/2012 - 12/31/2012	1/1/2013 - 12/31/2013
Milwaukee County Fire Fighters' Association, IAFF**	No freeze to-date.	1/1/2012 - 12/31/2012	1/1/2013 - 12/31/2013

** The 2012 Recommended Budget does not assume a savings associated with step eliminations for members of the Milwaukee Deputy Sheriff's Association and Milwaukee County Fire Fighters' Association. Should the Milwaukee Deputy Sheriff's Association and Milwaukee County Fire Fighters' Association agree to the eliminations of steps for 2012, additional savings of approximately \$184,198 could be achieved.