ADOPTED 2007 BUDGET

DEPT: DEPARTMENT ON AGING **UNIT NO.** 7900
FUND: General - 0001

OPERATING AUTHORITY & PURPOSE

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 and Care Management Organization for older people in Milwaukee County under the State of Wisconsin's Family Care initiative.

BUDGET SUMMARY				
Account Summary	**2005 Actual**	**2006 Budget**	**2007 Budget**	**2006/2007Change**
Personal Services (w/o EFB)	$ 6,932,508	$ 8,391,092	$ 7,945,770	$ (445,322)
Employee Fringe Benefits (EFB)	4,402,760	4,808,600	5,376,140	567,540
Services	3,881,016	4,032,244	4,203,197	170,953
Commodities	1,212,285	1,430,764	1,310,795	(119,969)
Other Charges	137,217,482	145,295,539	157,918,862	12,623,323
Debt & Depreciation	0	0	0	0
Capital Outlay	110,575	335,152	336,207	1,055
Capital Contra	0	0	0	0
County Service Charges	6,459,564	5,793,028	6,132,790	339,762
Abatements	(3,651,040)	(2,927,432)	(2,376,888)	550,544
Total Expenditures	$ 156,565,150	$ 167,158,987	$ 180,846,873	$ 13,687,885
Direct Revenue	153,474,626	151,634,611	164,982,946	13,348,335
State & Federal Revenue	13,710,074	13,715,567	14,760,252	1,044,685
Indirect Revenue	0	0	0	0
Total Revenue	$ 167,184,700	$ 165,350,178	$ 179,743,198	$ 14,393,020
Direct Total Tax Levy	(10,619,550)	1,808,809	1,103,675	(705,135)

ADDITIONAL COSTS NOT INCLUDED IN TAX LEVY*				
Account Summary	**2005 Actual**	**2006 Budget**	**2007 Budget**	**2006/2007Change**
Central Service Allocation	$ 425,523	$ 588,147	$ 286,752	$ (301,395)
Courthouse Space Rental	0	0	0	0
Tech Support & Infrastructure	337,046	326,141	311,864	(14,277)
Distribution Services	18,324	26,930	27,102	172
Telecommunications	29,307	39,487	31,172	(8,315)
Record Center	12,315	8,047	7,656	(391)
Radio	0	0	0	0
Computer Charges	40,967	7,528	979	(6,549)
Applications Charges	282,510	267,710	194,426	(73,284)
Total Charges	$ 1,145,992	$ 1,263,990	$ 859,951	$ (404,039)
Direct Property Tax Levy	$ (10,619,550)	$ 1,808,809	$ 1,103,674	$ (705,135)
Total Property Tax Levy	$ (9,473,558)	$ 3,072,799	$ 1,963,625	$ (1,109,174)

* These costs are included in other departmental and non-departmental budgets. They are reflected here to show the "total" amount of tax levy support for this Department.

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PERSONNEL SUMMARY				
	2005 Actual	**2006 Budget**	**2007 Budget**	**2006/2007Change**
Personal Services (w/o EFB)	$ 6,932,508	$ 8,391,092	$ 7,945,770	$ (445,322)
Employee Fringe Benefits (EFB)	$ 4,402,760	$ 4,808,600	$ 5,376,140	$ 567,540
Position Equivalent (Funded)*	158.5	160.6	147.8	(12.8)
% of Gross Wages Funded	98.2	94.5	100	5.5
Overtime (Dollars)**	$ 96,849	$ 109,116	$ 114,705	$ 5,589
Overtime (Equivalent to Position)	4.3	1.9	2.7	0.8

* For 2005 Actuals, the Position Equivalent is the budgeted amount.
** Delineated for information. (Also included in personal services.)

PERSONNEL CHANGES				
Job Title/Classification	Action	Number of Positions/ Total FTE	Division	Cost of Positions (Excluding Fringe Benefits)
Prog Coord Aging	Unfund	1/1.0	Area Agency	$ (59,001)
Human Srvc Wrkr (Aging)	Unfund	13/13.0	Resource Center	(651,638)
Human Srvc Wrkr Aging B/L Sp	Unfund	1/1.0	Resource Center	(53,153)
RN 2 Dept on Aging	Unfund	1/1.0	Resource Center	(66,816)
Prog Coord Aging	Unfund	1/1.0	CMO	(59,001)
RN 2 Dept on Aging	Unfund	1/1.0	CMO	(66,816)
Human Srvc Wrkr (Aging)	Unfund	5/5.0	CMO	(250,630)
Paralegal	Create	1/1.0	CMO	51,069
			TOTAL	$ (1,155,986)

ORGANIZATIONAL COST SUMMARY					
DIVISION		2005 Actual	2006 Budget	2007 Budget	2006/2007Change
Administration	Expenditure	$ 2,142,281	$ 2,169,810	$ 1,864,153	$ (305,657)
	Abatement	(2,151,454)	(2,169,810)	(1,866,776)	303,034
	Revenue	6,028	0	162,000	162,000
	Tax Levy	$ (15,201)	$ 0	$ (164,623)	$ (164,623)
Area Agency: Elderly Services	Expenditure	$ 3,839,460	$ 3,629,791	$ 3,631,256	$ 1,465
	Abatement	(167,380)	(8,439)	(9,005)	(566)
	Revenue	3,218,053	3,195,217	3,262,972	67,755
	Tax Levy	454,027	$ 426,135	$ 359,279	$ (66,856)
Area Agency: Senior Meal Program	Expenditure	$ 4,695,715	$ 4,685,851	$ 4,686,219	$ 368
	Abatement	(162,842)	(438)	(2,090)	(1,652)
	Revenue	4,788,549	4,648,389	4,691,121	42,732
	Tax Levy	$ (255,676)	$ 37,024	$ (6,992)	$ (44,016)
Area Agency: Senior Centers	Expenditure	$ 1,319,239	$ 1,621,511	$ 1,643,528	$ 22,017
	Abatement	0	0	0	0
	Revenue	0	0	0	0
	Tax Levy	$ 1,319,239	$ 1,621,511	$ 1,643,528	$ 22,017
Resource Center: Community Alternatives & Intervention Services	Expenditure	$ 9,254,885	$ 9,071,655	$ 9,243,626	$ 171,971
	Abatement	(698,134)	(426,909)	(142,246)	284,663
	Revenue	7,095,310	7,422,308	7,888,554	466,246
	Tax Levy	$ 1,461,441	$ 1,222,438	$ 1,212,826	$ (9,612)
Care Management Organization	Expenditure	$ 138,964,647	$ 148,907,801	$ 162,022,633	$ 13,114,832
	Abatement	(471,238)	(321,836)	(356,771)	(34,935)
	Revenue	152,076,324	150,084,264	163,606,206	13,521,942
	Tax Levy	$ (13,582,915)	$ (1,498,299)	$ (1,940,344)	$ (442,045)

MISSION

The mission of the Milwaukee County Department on Aging is to affirm the dignity and value of older adults of this County by supporting their choices for living in or giving to our community.

DEPARTMENT DESCRIPTION

The Milwaukee County Department on Aging was created in the 1991 budget to serve as Milwaukee County's designated Area Agency on Aging under the Older Americans Act and as 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. It is the one dedicated, specialized agency within Milwaukee County government to represent and serve the needs of the elderly.

The Department integrates several Federal and State revenue streams including the Older Americans Act, the Senior Community Services Program, Specialized Transportation Assistance Program for Counties (S85.21), the Alzheimer's Family and Caregiver Support Program (AFCSP), Base Community Aids (BCA) and Family Care.

The Department is the designated Aging Resource Center and Care Management Organization (CMO) for older people in Milwaukee County under the State of Wisconsin's Family Care initiative. Family Care replaces the state's numerous Long Term Support programs, including the Community Options Program (COP), COP Waiver, and Community Integration Program (CIP) with a single, integrated Long Term Care entitlement program.

The Department on Aging consists of four service areas:

Administration includes the Director's Office and the Fiscal and Support Services Division. 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 provide a comprehensive network of support services through community-based agencies that assist older adults to remain independent in their homes as long as possible. These programs are funded through the Older Americans Act and State revenue earmarked for elderly services. The Division is responsible for planning, research and program development. In addition, unit staff solicit, monitor, evaluate and administer contracts for a variety of services in the community. Staff assist with contract development and coordinate the request for proposals process with other County departments.

The Area Agency Services Division provides staff support to the Milwaukee County Commission on Aging, its five standing committees and its Advisory Council. Division staff assist the Commission in conducting public hearings and needs assessments as required under Federal statute, provide technical assistance and serve as a resource for businesses, universities and voluntary 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 and other State and Federal funds received from the State of Wisconsin Bureau on Aging and Long Term Care Resources. The program receives reimbursement for eligible elderly meals from the United States Department of Agriculture (USDA).

The purposes of the Senior Meal Program are:

1. To provide older persons, particularly those with low incomes, low-cost, nutritionally sound meals in strategically located congregate sites. Two of the 31 meal sites offer weekend meals to program participants. The program also seeks to reduce the social isolation of participants by providing supportive services including recreation, education and information about other programs and services available to older adults.
2. To provide home-delivered meals five to seven days a week to eligible frail, homebound, older adults. The program assists older adults in remaining independent and living within their own homes and provides limited gap-filling services in addition to meals.

The **Resource Center** Division acts as the entry point for the Department's Family Care benefits 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 services for persons 60 years of age and older.

As a major component of the State of Wisconsin Family Care initiative, this Division has four primary functions: (1) 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; (2) to provide pre-admission counseling to elders seeking residential placements; (3) to determine eligibility for the Family Care benefit; and (4) to provide community education to older adults, their families, and caregivers on a broad range of subjects, including wellness and prevention of functional decline. The Resource Center's other major responsibilities include investigating allegations of elder abuse and providing protective services, guardianships and protective placement services to vulnerable older adults.

The **Care Management Organization (CMO)** Division was created in response to the Family Care initiative. 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's Care Management Organization 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. Using inter-disciplinary teams of nurses, human service workers, other professionals and volunteers, the Division oversees the provision of a comprehensive package of service benefits. These include Adult Day Care, Supportive Home Care, transportation, accessibility equipment and home modifications, residential care services, money management, durable medical equipment, home health care, personal care, skilled nursing services and skilled nursing home care. In return for

coordinating and managing these services, the Department's CMO receives a capitated rate payment per member per month from the State.

BUDGET HIGHLIGHTS

- Personal Services expenditures without fringe benefits decrease by $445,322 from $8,391,092 to $7,945,770. Total positions decrease 12.8 from 160.6 to 147.8

- Total expenditures increase by $13,687,885 to $180,846,872 and total revenues increase by $14,393,020 to $179,743,198. This change is primarily accounted for in the Care Management Organization and reflects the increased per member per month capitated rate received from the State and the associated expenditures.

- In 2006, the Department on Aging moved from their Schlitz Park offices to the Reuss Federal Building. $628,179 is budgeted in 2007 for space rental costs.

- 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."

ADMINISTRATION

- Expenditures reflect a decrease of $306,566 due to reductions in crosscharges.

AREA AGENCY SERVICES

The Area Agency Services Division consists of three major programs areas: Elderly Services, the Senior Meal Program and the Senior Centers.

- Due to fiscal constraints, one position of Program Coordinator – Aging is unfunded for a savings of $59,001 in salary and social security.

- Working with the Commission on Aging and its Advisory Council, the Area Agency Services Division of the Department on Aging will continue to plan, implement and monitor private fund-raising strategies.

Elderly Services

- The State of Wisconsin will provide one-time only funding for education and outreach efforts previously supported by the expiring federal Medicare Modernization Act Transition funding in the amount of $34,220 for the period of January 2007 to June 2007. Funding will be used to continue to provide community education and outreach for older adults to comprehend the complex Medicare Part D program through June 2007. Contractual expenditures are increased by the grant amount to provide funding to Legal Action of Wisconsin—Senior LAW for this purpose.

- The 2007 Budget reflects $276,556 in revenue for the Robert Wood Johnson Foundation Community Partnerships for Older Adults grant, and local community match from the Helen Bader, Faye McBeath and the Greater Milwaukee foundations, to fund the Connecting Caring Communities project. This is the final year of the grant. This project supports efforts to strengthen the system of long term care for older adults and their caregivers. The total four-year grant is $1,110,000.

- Funding for employment, training, and placement for older adults is budgeted in the amount of $45,000. A portion of this funding supports the Employment Resource Center for Mature Workers.

- The Department on Aging budgets $1,370,808 to contract with private vendors to provide frail, ambulatory older adults who are not eligible for

Transit Plus with specialized transportation services to places such as medical appointments, grocery stores or Senior Meal sites, and nursing home visitations. Approximately 2,000 senior citizens will be provided an estimated 130,299 one-way rides in 2007.

Senior Meal Program

	2006 Budget	2007 Budget	2006/2007 Change
Number of Meal Sites Open	31	31	0
Meals Served at Meal Sites	379,460	365,672	(13,788)
Home-Delivered Meals	303,575	284,556	(19,019)
Total Meals Served	683,035	650,228	(32,807)

- Meal sites remain at 31 in 2007, which is the same level as in 2006.

- Home-delivered and congregate meals project decreases in 2007 based on 2006 experience.

- Expenditures increase $42,732 primarily due to increased food expenditures based on actual experience. This is completely offset by increased revenue.

- The Senior Meal Program continues the following initiatives at no additional cost to seniors to promote health and well being among the Milwaukee County older population: the Commodity Supplemental Food Program (administered by the Hunger Task Force) and the Reach Program (administered by Second Harvest) enable participants at various meal sites to receive food boxes each month.

Senior Centers

- A principal challenge of operating the five County owned Senior Centers continues to be maintenance of the facilities. In 2007, $300,000 is budgeted to address the maintenance needs of the centers. Projects will be funded based on a long-range capital and operating plan, which was established in 2006 and will continue to be managed by the Department and DAS-Fiscal Affairs. The Committee on Finance and Audit shall review and approve the plans for maintenance of the facilities prior to the expenditure of any of these funds.

- A total of $1,258,867 is budgeted for County support of operations for the five County owned sites, equal to the 2006 level.

- Due to continuing fiscal constraints, the Department on Aging, Commission on Aging and the Advisory Council will convene a workgroup of stakeholders to discuss and recommend strategies to increase funding options and reduce dependency on County tax levy, while preserving the high level service currently found in the Senior Centers.

- Milwaukee County's WellnessWorks and fitness center programs are recognized nationally as an award-winning model of community based fitness and wellness programs for multicultural populations at no charge to its participants. The Department on Aging will continue to seek grant funding and partnerships to sustain and expand fitness and physical activity programming at the senior centers.

RESOURCE CENTER:
COMMUNITY ALTERNATIVES &
INTERVENTION SERVICES DIVISIONS

	2006 Budget	2007 Budget
Family Care Applications	1,800	2,000
Functional Screens	3,500	3,500
Information Contacts	80,000	160,000

- Expenditures increase $456,634, primarily due to increases in fringe benefits, IT services and space rental costs.

- Due to fiscal constraints, 13 positions of Human Service Worker (Aging), one position of Human Service Worker Bilingual Spanish, and one position of Registered Nurse 2 Department on Aging are unfunded for a total savings of $771,607, excluding fringe benefits.

- Due to a realignment of cost allocation for IT services, the Resource Center budgets $100,000 in 2007 for their use of information technology systems. An equal expenditure decrease is taken in the CMO, resulting in no tax levy effect.

- Revenues increase $466,246, due primarily to an increase in Functional Screening revenues, offset by a decrease in Income Maintenance reimbursement.

- DHHS – Economic Support Staff will continue to deploy 18 Economic Support Specialists, two Office Support Assistant 2 positions, and two ESS Supervisors to perform eligibility and related functions for the Family Care Program.

CARE MANAGEMENT COORDINATED SERVICES DIVISION (CARE MANAGEMENT ORGANIZATION)

	2006 Budget	2007 Budget
CMO New Enrollments	138	318
Average CMO Clients Served per Month	5,639	6,048

- In 2006, the Department on Aging was awarded the sole contract to operate the Care Management Organization in Milwaukee County. The contract includes optional renewals through 2009.

- The CMO is operated as an enterprise fund in accordance with the requirements made by the State of Wisconsin.

- Revenues increase $13,521,942. This reflects the increased per member per month capitated rate from the State that the CMO began receiving in January 2005 as well as increases for new members. The capitated rate in 2007 is the same as the 2006 rate based on preliminary data given to the CMO by the State. Expenditures also increase $13,079,897, primarily in member services.

- Due to a successful realignment of department functions, one position of Registered Nurse 2 Department on Aging and five positions of Human Service Worker (Aging) are unfunded. These savings are partially offset by the creation of one Paralegal for a total savings of $325,378, excluding fringe benefits.

- In 2005 the CMO restructured their fiscal and management staff to ensure that CMO operations and finances were closely monitored. To continue this process, capitation revenues and member service expenditures are budgeted using activity codes in 2007. The revenue activity codes are based on level of care and the expenditure activity codes are based on service categories. This provides the CMO with more comprehensive information and allows fiscal staff to monitor expenditures and revenues more closely and identify variances from budget, allowing for operational adjustments. Contractual services are increased by $20,000 for additional hours to support the CMO.

- Contractual Services for Data Processing decreases $481,491 due to bringing the management and development of the MIDAS system under IMSD staff in 2007 rather than by a contractor. These savings are partially offset by a charge of one Business Analyst 4 and one Network Applications Specialist 4 from IMSD of $211,801 for a total savings of $269,690. These duties are being brought in-house to preserve knowledge, evaluate current business practices, and develop and design technical solutions to resolve issues and enhance the system. IMSD will continue to contract with certified DBE firms when necessary and possible for industry standard IT services for the MIDAS system.

- In 2005 the CMO and the County entered into a Commitment Agreement which establishes that, after meeting the State contract requirements for required working capital reserve, the County receives 50% of any surpluses generated by the CMO up to the total of the prior years accumulated deficits of $7,201,363. In 2007, the CMO anticipates a surplus of $2,996,598 of which $1,498,299 will be paid to the County and an equal amount will be budgeted as an expenditure reserve within the CMO.

- 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."