



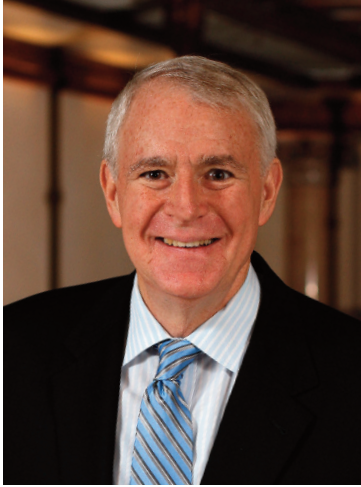
# City of Milwaukee Health Department

# 2013



# Annual Report





## A Healthy Milwaukee

Since 1867, the City of Milwaukee Health Department has been focused on a single mission: improving and protecting the health of our community. Over more than a century, the work in support of that mission has evolved, but the focus has not changed.

Today, the City of Milwaukee Health Department works daily to improve the health of our community through services, programs, and partnerships that target our most pressing health priorities. We do this not only through the Health Department's own programs and initiatives, but also through deep collaborations with a broad array of community partners, all working toward shared goals of improving health.

Throughout 2013, we celebrated many successes – a continued decline in infant mortality rates and improvements in immunization rates, along with sustaining strong work in childhood lead poisoning prevention, food inspection services, water testing and more. For the first time, we assisted residents in obtaining health insurance under the Affordable Care Act. We also celebrated a momentous occasion when we announced that we had not only met our ambitious goal to reduce teen birth rates 46% by 2017, but we had surpassed that goal three years early.

We also cannot relax our efforts. We must continue our important work around infant mortality, immunizations, teen birth rates and more. In spite of our hard work and our successes in 2013, Milwaukee still faces important public health challenges, particularly in addressing disparities in health outcomes within our community.

As former U.S. Surgeon General C. Everett Koop once said, "Health care matters to all of us some of the time; public health matters to all of us all of the time."

A strong public health department such as ours is an essential part of a vibrant city. Together we will continue to build a healthier Milwaukee.

Sincerely,

A handwritten signature in black ink that reads "Tom Barrett". The signature is written in a cursive, flowing style.

Tom Barrett  
Mayor

## Mission

The Mission of the City of Milwaukee Health Department is to improve and protect the health of individuals, families, and the community.

## Vision

The Vision of the City of Milwaukee Health Department is that Milwaukee becomes the healthiest city in the nation through bold leadership, effective partnerships, and innovation in thinking and practice.

## Values

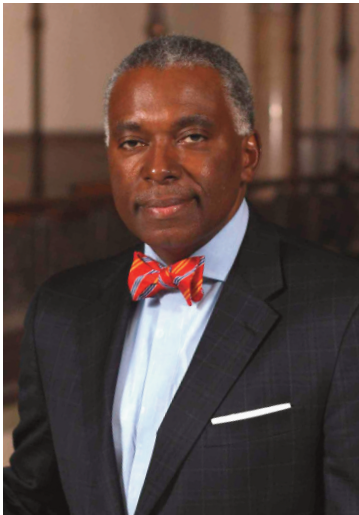
**Excellence** – Our activities will be primarily evidence-based and will be delivered with the highest quality.

**Equity** – Our activities will address root causes of poor health outcomes and health disparities.

**Integrity** – We will be honest, respectful, and ethical in all of our activities and interactions.

**Impact** – We will measure our success by achieving significant, sustainable improvements in health outcomes for all.





## A Strong Public Health Department

The work of public health professionals is often invisible. When our work is effective and everything is going well, we're not in the news. It is when headlines highlight outbreaks of illness or new statistics that our work is pushed to the forefront. But behind those headlines are the everyday efforts – on-the-ground services, evidenced-based programs, laboratory support, and skilled data collection and analysis – that makes our work possible.

We are pleased to provide you with our 2013 annual report, which highlights how these everyday efforts make Milwaukee a healthier place to live, work, and visit.

In 2013, we furthered our work in support of our mission to improve and protect the health of individuals, families, and our community.

We continued essential services at our three health center locations, with community partners, at area events, and within the homes of Milwaukee residents. We also embarked on new partnerships and new efforts, such as our work with the Milwaukee Enrollment Network around health insurance enrollment and the Immunize Milwaukee! Coalition around immunization practices.

Our work is built on a foundation of our role as an academic health department. An academic health department is one that is grounded in data and in evidence-based approaches, and has strong relationships with one or more university partners. The Milwaukee Health Department counts strong partnerships with the University of Wisconsin-Milwaukee Joseph J. Zilber School of Public Health, the UW-Madison School of Medicine and Public Health, the Medical College of Wisconsin, and other local academic institutions as essential to our work and to the future of public health.

As you will see in this report, public health encompasses a broad spectrum of issues that impact every aspect of our daily lives. From ensuring that the food you get at a local restaurant is prepared safely and the water in our great lake is safe for swimming, to improving access to health care and controlling infectious disease, public health is vital to our community.

Whether you are visiting our fine city or whether this is the place you call home, know that your health is our priority.

Sincerely,

A handwritten signature in black ink, appearing to read "Bevan K. Baker". The signature is fluid and cursive.

Bevan K. Baker, FACHE  
Commissioner of Health



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## Introduction

Public health refers to the organized activities undertaken to prevent disease, promote health, and prolong life among the population as a whole, not individual patients or diseases. Therefore, local public health organizations, including the City of Milwaukee Health Department (MHD), work to build collaborations, influence policy, and promote programs that will make a positive impact on the conditions in which people can be healthy.

As the description above shows, public health truly is a broad, overarching field that includes myriad health concerns, from maternal and child health, to disease outbreak prevention, and to ensuring the safety of local indoor environments. The MHD has been focusing on these and all matters of the public health in Milwaukee since its formation in 1867. As the largest local public health department in Wisconsin, the MHD has earned a reputation as being a world-class, innovative organization in its activities in service of supporting, improving, and protecting the health of Milwaukee and its residents.

In order to best serve and protect the health of Milwaukee residents, the MHD is organized into multiple divisions, with each responsible for overseeing several aspects of the public's health. Our work is undertaken within the following divisions:

- Disease Control and Environmental Health
- Family and Community Health
- Consumer Environmental Health
- Public Health Laboratory
- Research and Policy
- Medical and Academic Affairs
- Office of Violence Prevention
- Administration and Operations

This annual report details the activities the MHD carried out in 2013. It is provided to inform the Mayor, Common Council, and residents of the kinds of valuable and essential work undertaken each year to protect the health of Milwaukee residents and visitors, and how the resources allocated to MHD fund the activities necessary to keep the public healthy.

## Disease Control and Environmental Health

The Disease Control and Environmental Health (DCEH) Division of the City of Milwaukee Health Department conducts programs and activities related to reportable communicable and emerging infectious disease, public health emergency preparedness, and environmental health assurance related to air, water and toxic materials management within the city. DCEH staff routinely provide leadership, professional services and consultative coordination at the state and regional level for an array of public health priorities and challenges including sexually transmitted disease (STD) and HIV reduction, childhood lead poisoning prevention, bioterrorism planning and response, recreational water quality monitoring, infectious disease bio-surveillance and control, and adult and pediatric immunization rate disparities.



### Communicable Disease Control

The Communicable Disease (CD) program within DCEH is responsible for surveillance, investigation, and control of communicable diseases. Staff review, analyze, trend, and provide epidemiologic investigations related to reportable diseases within the community. This includes illness that may be foodborne or waterborne as well as vaccine-preventable illnesses such as mumps, measles and pertussis. DCEH personnel also monitor and respond to reports of emerging disease threats such as novel influenza or antibiotic-resistant organisms. During 2013, the MHD responded to an outbreak of Legionellosis between June and October believed to be associated with contaminated cooling towers. In addition, staff monitored and responded to a severe influenza season that recorded a high incidence of hospitalizations of young and middle-aged adults including significant admissions to hospital Intensive Care Units (ICUs). DCEH surveillance, risk messaging and promotion of public vaccination was prominent during early waves of infection in the community and continued into 2014.

Additionally during 2013, DCEH received a grant through the National Association of City and County Health Officials (NACCHO) to develop a toolkit for use by acute care and long-term care facilities associated with health care-associated infections (HAIs). This initiative resulted in a community symposium hosted by DCEH to build health care provider awareness of HAIs in the community and review reporting requirements to the State of Wisconsin Division of Health. This forum was attended by over 75 health care providers in the community.

### Immunization Program



The MHD Immunization Program provides immunizations through walk-in and school-based clinics as well as outreach to parents, schools, child care centers and clinicians to educate about the importance of immunizations. In 2013, the Immunization Program held more than 250 clinics where they administered 16,417 shots to 6,247 clients. During the 2013-14 school year, the Immunization Program met its goal of reaching an 88% compliance rate for school-required vaccinations at both public and private schools in the city of



## Disease Control and Environmental Health

Milwaukee. In addition, 61% of 2-year-old children residing in Milwaukee received all recommended primary series vaccinations, exceeding the goal of 56%.

The Immunization Program not only provides direct services to the community, but also leads the effort among community partners to increase immunization rates and reduce disparities in metro Milwaukee. In 2013, the first board was elected for the Immunize Milwaukee! Coalition, founded by the City of Milwaukee Health Department. This coalition will work to promote and sustain immunization practices within Milwaukee. In addition, the MHD will continue to work with health care providers and community agencies to ensure immunization services and capacity in the city, including reducing disparities in vaccination rates within minority groups.

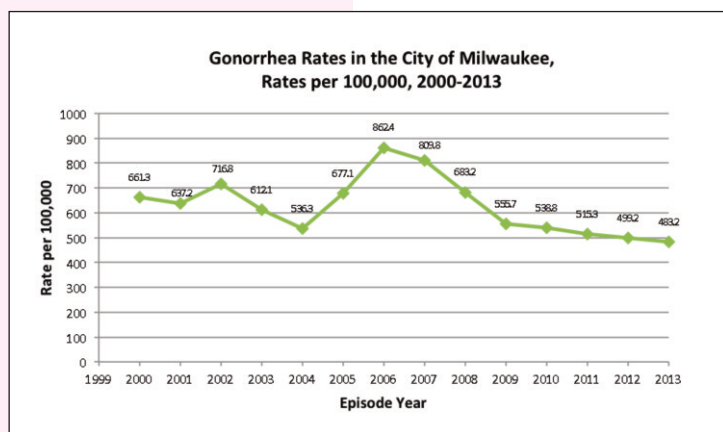
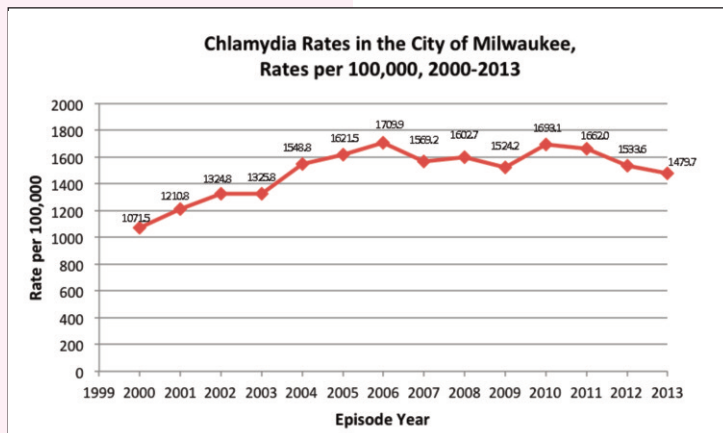


### Sexually Transmitted Disease (STD) and HIV Protection

The MHD's Sexually Transmitted Disease (STD) and HIV Program seeks to reduce the incidence of and prevent the spread of STDs and HIV within the city through a multi-faceted strategic approach. Key activities involve providing education to health care providers and citizens, offering preventive screening, testing, counseling and treatment services to residents at the City of Milwaukee Health Department Keenan Health Center, partnering with community agencies through a Community Partnership Team - Sexually Transmitted Initiative (CPT-STI), and collaborating with the federal Centers for Disease Control and Prevention to offer online professional career development trainings to employees.

During 2013, the MHD documented a decrease in overall incidence of chlamydia and gonorrhea (graphs at right) as compared to the previous year while there was a slight increase in overall HIV incidence. Despite our efforts, city rates of STDs and HIV remain higher than rates statewide. Further efforts, including identification of additional federal and state funding and augmentation of community capacity by non-profit and private sector entities, are needed to decrease incidence of these conditions and close the gaps between city and statewide rates.

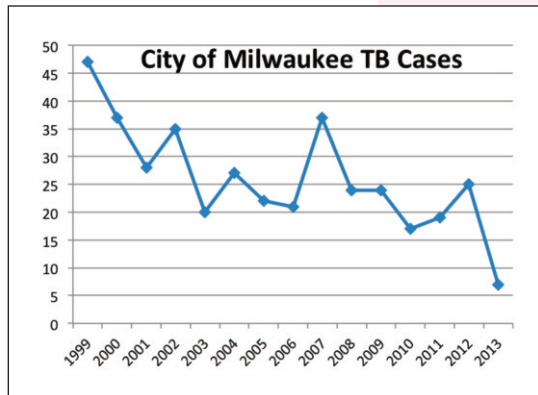
DCEH also continued its creative collaboration and partnerships with outside agencies involved in social marketing and outreach strategies in order to build awareness for prevention and modify behaviors that



Data sources: Wisconsin Department of Health Services HIV/AIDS Surveillance Annual Review, 2013, Addendum: City of Milwaukee, April 2014; U.S. Census Bureau for population estimates

## Disease Control and Environmental Health

contribute to high rates of STDs and HIV in 2013. For example, community partner Diverse & Resilient and the MHD continued partnerships around the Acceptance Journeys campaign that was first launched in fall 2011. Acceptance Journeys is a social marketing campaign that aims to end anti-LGBT discrimination to improve the health and well-being of LGBT people. Acceptance Journeys uses billboards, advertising, public presentations, and story cards to tell stories of acceptance and love.

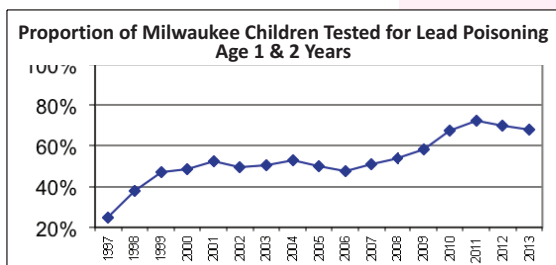


### Tuberculosis Control

The Tuberculosis Control Clinic (TBCC) at the City of Milwaukee Health Department is responsible for identifying and managing tuberculosis (TB) cases in the city of Milwaukee. While the number of cases registered in 2013 was relatively low compared to 2012, TB remains one of the five most common medical conditions among refugees around the world. In 2013, 695 refugees were screened by MHD staff. It is anticipated that the number of TB cases will rise in the future as additional refugees are re-settled into the Milwaukee area and participate in Wisconsin's State Refugee Health Program.

### Childhood Lead Poisoning Prevention Program (CHLPPP)

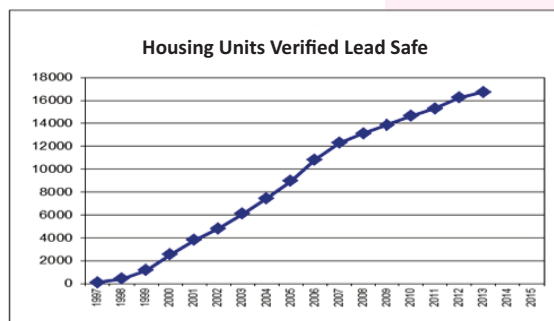
Lead poisoning, even at low levels in a child's body, can cause permanent brain damage and negatively affect children's behaviors and ability to learn. Children younger than 6 years of age and pregnant women are at greatest risk. Every child under the age of 3 should be tested for possible lead



poisoning. In this regard, the MHD has made significant progress in the past 15 years to increase lead testing of 1- and-2-year-old children, achieving 68% testing within these age groups in 2013.

The MHD's Home Environmental Health Childhood Lead Poisoning Prevention Program (MHD CLPPP) is a nationally recognized program working to create safe and habitable housing in the city of Milwaukee. Program staff provide comprehensive services to lead-poisoned children and

their families as well as innovative efforts aimed at preventing lead poisoning. Federal and State grants support residential lead inspections, abatement, enforcement of identified hazardous properties, education to property owners on lead renovation safety, and support medical management of lead-poisoned children.

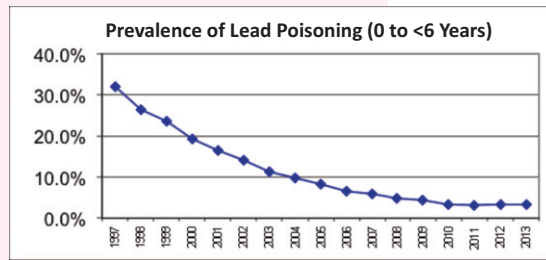


In 2013, 483 housing units were made lead safe, bringing the MHD cumulative total to 16,721 housing units completed to date and listed on the City's Lead Safe Housing Registry. CLPPP also investigated the source of lead poisoning in 277 cases of children with elevated blood lead levels, which resulted in MHD issuing 125 lead orders to property owners with identified hazards, with 79 requiring enforcement and court action.

Despite significant progress, the prevalence of lead poisoning among Milwaukee children under 6 years of age was 3.3% (about 1 in 30 children) in 2013, compared to

## Disease Control and Environmental Health

1.7% statewide. However, this rate represents substantial improvement since 1997 when it was estimated that more than 30% of Milwaukee children in this age group had lead levels exceeding the action level for intervention established by the Centers for Disease Control and Prevention.

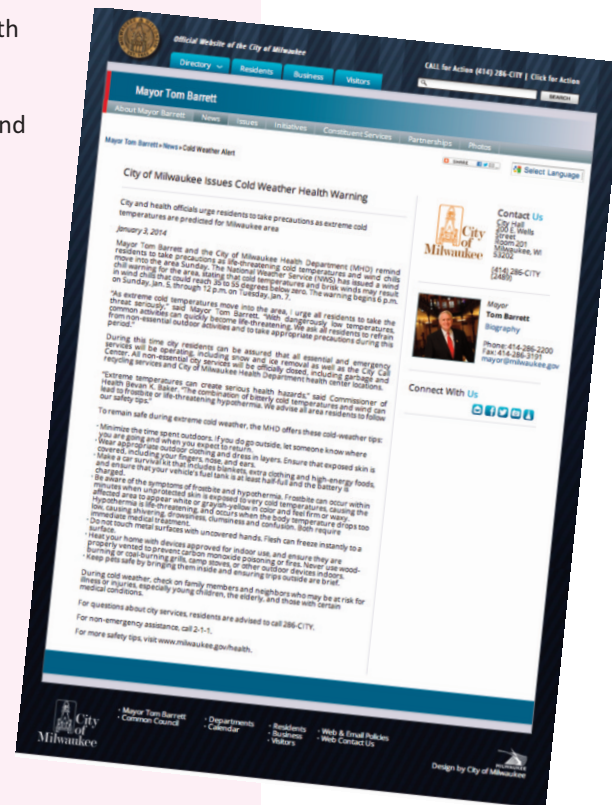


### Public Health Emergency Preparedness

The MHD plays an important role in assuring emergency preparedness in the metropolitan Milwaukee community. The DCEH Division actively coordinates planning for public health emergencies in conjunction with law enforcement, emergency management, health care providers, and other community partners to ensure a coordinated and effective response.

Not only does DCEH monitor community disease to reveal trends or indicate a potential outbreak, the Division also works to continuously improve emergency operations plans to guide departmental response activities to outbreaks and natural or manmade disasters, and provides expertise to external agencies at the state and federal levels including the Regional BioWatch Advisory Committee, the Milwaukee County Extreme Heat Health Task Force; the Southeast Wisconsin Homeland Security Partnership and the Southeast Wisconsin Regional Hospital Emergency Preparedness Program.

In 2013, DCEH participated in the refinement of mass fatality-casualty capabilities and competencies with regional public health partners, development of an MHD Extreme Cold Weather Plan that outlines recommendations for school and day care closure criteria, and collaborated on revisions to the United States Postal Service Biohazard Detection System Emergency Operations Plan.



### Environmental Health

Environmental health staff within DCEH work to reduce or limit public exposure to adverse environmental conditions as a result of chemical or microbial contamination. Typical investigations involve assessing and characterizing contaminated air, water and soils along with risk communication to citizens concerning any identified and potential public health threat, often in collaboration with state and federal environmental regulatory agencies and other community stakeholders. In 2013, DCEH staff engaged in a variety of tasks including beach water quality monitoring, West Nile Virus surveillance and control, and Brownfields public health risk assessments.

## Disease Control and Environmental Health

### Beach Water Quality Monitoring

#### Milw. Health Dept. posting beach water quality advisories online

POSTED 11:52 AM, JUNE 21, 2013, BY TRISHA BEE, UPDATED AT 01:58PM, JUNE 21, 2013

FACEBOOK TWITTER GOOGLE+ LINKEDIN PINTEREST EMAIL

MILWAUKEE (WITI) — As summer weather finally arrives in Milwaukee, the City of Milwaukee Health Department (MHD) is kicking off beach season by making it easier for residents to find the most recent conditions of Milwaukee's beach water.

The MHD uses a public notification system guided by the Wisconsin Department of Natural Resources that uses the colors green, yellow, and red to guide the public in current water quality conditions.

In addition to postings at each of the City's three Lake Michigan beaches, residents and visitors can now find the latest beach water advisories at <http://www.milwaukee.gov/health> and <http://www.wibeaches.us/>.



In 2013, the MHD entered the second year of a partnership with the University of Wisconsin-Milwaukee Zilber School of Public Health (ZSPH) that allows MHD to increase the number of days city public beaches are sampled to six days per week between Memorial Day and Labor Day. Other benefits from this partnership include additional research conducted by ZSPH students and faculty related to water contaminants, daily *E. coli* level variations, and accuracy of predicting beach water conditions. The MHD also began posting beach water conditions daily on its website for the public.

### West Nile Virus (WNV) Surveillance and Control

For the past two years, the city has provided funding for WNV mosquito surveillance and control, which has included performing mosquito surveillance at selected sites and targeted placement of larvicide to control mosquito breeding. In 2013, MHD placed over 5,000 doses of larvicide in sewer catch basins in targeted areas throughout the city, and expanded the program through partnerships with both Milwaukee Public Schools Recreation Division and Milwaukee County Department on Aging. This resulted in the MHD being able to develop and deliver WNV prevention

information and mosquito repellent to both children and seniors, populations that potentially represent the most vulnerable individuals within the community.

**In 2013, MHD placed over 5,000 doses of larvicide in sewer catch basins in targeted areas throughout the city.**

### Brownfields Public Health Risk Assessment

Brownfields are previous industrial sites that may have some level of environmental contamination. DCEH staff routinely work with the City of Milwaukee Department of City Development (DCD) and Redevelopment Authority (RACM) to address potential chemical contamination at brownfield sites located within Milwaukee. In coordination with both state and federal public and environmental health regulatory agencies, appropriate risk communication strategies are developed for use in the community. In addition, DCEH, in conjunction with DCD/RACM, the Wisconsin Department of Natural Resources (WDNR), and Wisconsin Division of Public Health perform public health risk assessments which include characterization of contamination at each site and ensuring that properties are secured and inaccessible to the public. During 2013, the DCEH worked collaboratively with DCD, the WDNR and the United States Environmental Protection Agency (USEPA) on two former industrial sites to ensure appropriate health risk communication to the public and benchmark progress in the safe removal of hazardous materials by state and federal agencies.



## Family and Community Health

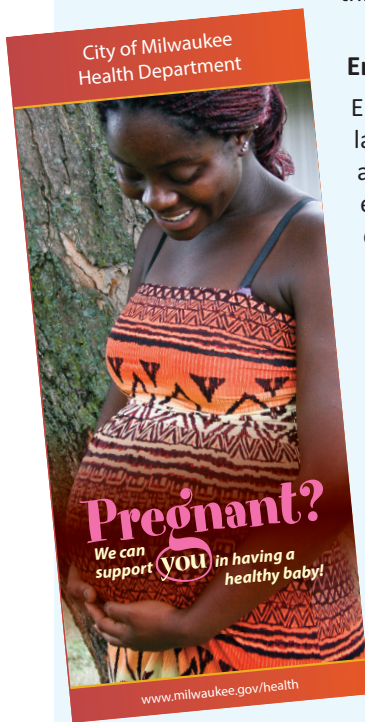
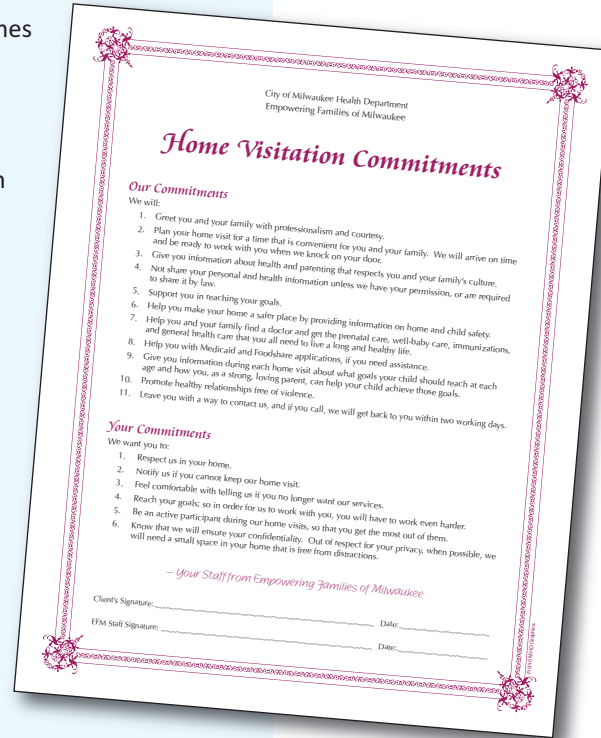
The Family and Community Health (FCH) Division promotes the health and well-being of individuals and families throughout the life cycle. Supported by epidemiological data and research, FCH facilitates access to health care and other community services and resources, offers direct services as such as home visits to at-risk families, cancer screening, and WIC nutrition support, collaborates with multiple community partners, and designs community education campaigns around infant mortality and other health issues.

### The goals of the FCH Division are:

- Promote healthy pregnancies, birth outcomes & child development
- Promote the health and well-being of families
- Support the sexual and reproductive health of men, women, teens, and young adults across the lifespan
- Decrease racial & ethnic disparities in the community that impact health

### Home Visiting Services

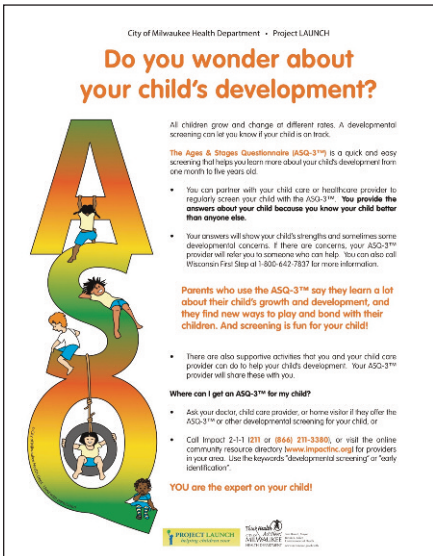
For years, MHD has been a leader in ensuring healthy birth outcomes and healthy families. In 2013 our public health nurses, social workers and fatherhood involvement specialists worked to provide home-based services to high-risk mothers, fathers, and their infants. In an effort to meet the diverse individual needs of our clients, MHD has four distinct home visiting programs which provide health education and support to families throughout Milwaukee:



### Empowering Families of Milwaukee

Empowering Families of Milwaukee (EFM) is the largest of MHD's home visitation programs. EFM adheres to Healthy Families America (HFA) evidence-based home visitation model and is currently working toward becoming a Healthy Families America accredited program in 2015. In 2013, EFM recorded 72 single birth infants within the program, with 93% of mothers reaching 37 or more weeks' gestation (full term) and infants with a birth weight of greater than 5 lbs., 8 oz. at birth. Promoting healthy growth and development of children are key objectives of EFM. In 2013, 98% of children had access to a primary care provider, 67% of moms initiated breastfeeding, 100% were enrolled in WIC, and 90% of children missed no more than one well-visit health exam.

## Family and Community Health

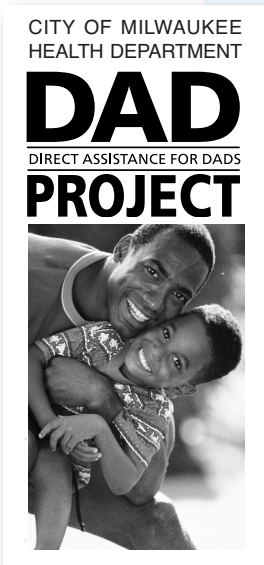
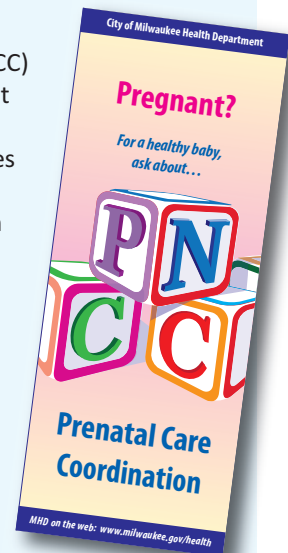


### Nurse-Family Partnership (NFP)

The Nurse-Family Partnership Program was implemented in 2007 to provide a supportive intervention to improve birth outcomes and well-being for first-time pregnant teens and women in our community. Since the program inception NFP has provided intensive, in-home services for 445 pregnant women in Milwaukee's highest risk zip codes. In 2013, 169 teens and women received services from the NFP Program. Fourteen of those clients completed the program when their child turned 2 years old. The program had 65 single birth infants born into the program, 57 were born full term and 56 were at adequate birth weight. The children who were born preterm or low birth weight are all meeting age-appropriate developmental milestones.

### Parents Nurturing and Caring for their Child(ren)

Parents Nurturing and Caring for their Child(ren) (PNCC) celebrated five years of providing services to pregnant moms in Milwaukee in 2013. PNCC provides prenatal care coordination to pregnant moms and their families during pregnancy and until the infant turns 2 months old. In 2013, PNCC continued to achieve healthy birth outcomes, with only one infant being born less than 37 weeks' gestation, although the program saw an increase in the number of babies born at a low birth weight (less than 5 lbs., 8 oz.) to an overall rate of 11.9%. Additionally, more than 66% of mothers initiated breastfeeding after delivery and 74% of mothers reported that the baby's father was involved with the pregnancy; and, of those involved, 100% were reported to help with caring for the infant.



### Direct Assistance to Dads (DAD) Project

In July 2013, the MHD was awarded a three-year grant from the Wisconsin Partnership Program (WPP) Lifecourse Initiative for Healthy Families (LIHF) to implement the Direct Assistance to Dads (DAD) Project. This pilot program is the first intensive, evidence-based, and participant-driven fatherhood-focused home visitation program in Milwaukee. The DAD Project serves expectant and parenting fathers with children prenatal through 3 years of age in an 11 zip code targeted area in Milwaukee. The project utilizes the evidence-based curricula from Parents as Teachers and 24/7 Dad. Project goals include improving infant mortality rates and birth outcomes, as well as strengthening African-American families and communities by strengthening father involvement in their children's and partner's lives. The program's goal is to serve 125 families in the first year of funding, and 150-175 in the subsequent years when fully staffed.

### Milwaukee Breast and Cervical Cancer Screening Program

The Milwaukee Breast and Cervical Cancer Awareness program (MBCCAP), part of the Wisconsin Well Woman Program (WWWP), provides breast and cervical cancer screenings to women who reside in the city of Milwaukee. In 2013, MBCCAP subcontracted with Milwaukee Health Services, Inc. (MHSI) to provide free breast and cervical cancer

## Family and Community Health

screenings to eligible women at two sites: MHSI’s Martin Luther King Heritage Center and the City of Milwaukee Health Department Southside Health Center. The program also covers breast and cervical diagnostic services including diagnostic mammograms, ultrasounds, biopsies, and colposcopies. If a woman is diagnosed with breast or cervical cancer, MBCCAP assists the client in enrolling in the Wisconsin Well Woman Medicaid (WWWMA) program for treatment. MBCCAP also enrolled women to receive services at external providers such as Aurora Health Care, Wheaton Franciscan, and Columbia St. Mary’s.

MBCCAP exceeded State of Wisconsin screening objectives by providing 1,060 breast and cervical cancer screenings.

Additional accomplishments for 2013 include:

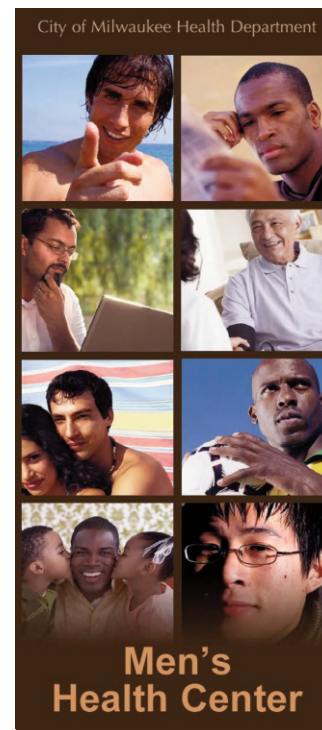
- Enrolling over 2,500 women into WWWP in 2013 for internal and external providers.
- Providing 945 screening mammograms and 616 Pap tests at MHSI which exceeded our objective for the year.
- Enrolling and providing case management for over 1,000 women for diagnostic services.
- Providing 84 clinical breast exams for women who have no provider or insurance.
- Enrolling 85 women for the treatment component who were diagnosed via MBCCAP or were reenrolling in WWWMA.
- Additionally, MHD Public Health Nurses provided services through over 9,000 case management encounters with women in 2013.



### Men’s Health

MHD Men’s Health Program encourages Milwaukee teen and adult males to make health a priority. The program’s Men’s Health Centers provide fact-based services related to men’s physical, mental, behavioral and reproductive health, and offer confidential referrals to medical and social service partners and providers. Individual clients receive health assessments incorporating motivational interviewing, prevention education, and goal-setting assistance and referrals for a broad range of issues, from blood pressure to housing. Prevention education is also delivered to groups and audiences to emphasize behaviors and practices that expand the options that men have in improving their health, longevity, and quality of life.

In 2013, Men’s Health staff delivered prevention education and initiated health outreach encounters with over 2,500 Milwaukee teen and adult males while providing referrals for over 800 men. Program highlights include coordinating the health section of the 2013 Milwaukee Fatherhood Summit, establishing Men’s Health Centers at two separate MHD locations, and founding The Milwaukee Men’s Health Referral Network, a coalition of multidisciplinary partners providing an array of services, advocacy, and is a platform for workgroups dedicated to improving men’s health outcomes.





## Family and Community Health

### Women, Infants and Children’s Supplemental Nutrition Program (WIC)

The MHD WIC program seeks to promote and maintain the health and well-being of nutritionally at-risk pregnant, breastfeeding, and postpartum women, infants, and children up to age 5 by providing supplemental food benefits based on the specific needs of participants at important stages of growth and development. To be eligible for WIC, applicants must have nutrition risks and meet categorical, income, and residence criteria.



MHD WIC continues to find innovative approaches to maintain its monthly caseload of approximately 7,987 participants. In 2013, the MHD Farmer’s Market Nutrition Program (FMNP) once again provided MHD WIC participants with supplemental benefits to purchase locally grown healthy food at participating farmers markets. The MHD hosted a farmer’s market stand weekly at each of its three health center locations to provide WIC participants, as well as the general public, with access to fresh produce on a weekly basis. In 2013, the MHD WIC FMNP check redemption rate was 55%, exceeding the State average of 51%.

In 2013, MHD WIC also worked to assist clients in weight management. The WIC Fit Families program, targeted at childhood obesity prevention, exceeded the minimum caseload of 100 families. Through nutrition education and interventions, MHD WIC clinics documented fewer obese 2- to 4-year-old children (13.8%) compared to the state average of 14.5%. Postpartum health and weight among clients will be a priority for future programming.

**take steps to improve your family's health**

**Fit Families will identify health habits they want to improve for their child and/or family**

Parents select 1 of 3 common health goals:

- 1 Make Every Bite Count...  
More Fruits and Vegetables!
- 2 Move More...Watch Calorie!
- 3 Make Every Sip Count...  
More Healthy Beverages!

Your efforts to make health changes will be rewarded by incentives or prizes for your participation (incentives will be given at enrollment, month 3, month 6, month 9, and month 12).

All Fit Families Counselors will provide monthly contacts by phone, email, or in person, to provide support as you make these lifestyle changes.

You will also receive monthly newsletters.

The Fit Families Program is for families with children between 2-4 years of age.

**Enrolling now!**

**fit families**

This information is not intended to diagnose, prevent, or cure any disease. It is not a substitute for professional medical advice. Always consult your physician or other qualified health care provider with any questions you may have regarding a medical condition. © 2013 MHD WIC. All rights reserved. MHD WIC is a registered trademark of the City of Milwaukee Health Department. All other trademarks are the property of their respective owners.

Breastfeeding support and promotion continue to remain a high priority. All WIC nutrition staff complete intensive lactation support training. The MHD WIC breastfeeding incidence rate remains at 63.7%, which is lower than the State average of 72.1%. The prevalence of infants ever breastfed at 3 months is 46.3% for our clinics, lower than the statewide comparison of 62.1%.

A unique asset to MHD WIC clinic sites is the addition of lead-poisoning prevention programming. The MHD WIC offers lead testing at MHD clinic sites, and in 2013, administered 4,882 lead tests among WIC participants.

### Plain Talk and PREP Talk for Youth

Plain Talk is a community-based initiative designed to assist parents and other influential adults in developing the skills and tools they need to communicate effectively with youth and children about abstinence, healthy relationships, and sexuality. The Personal Responsibility Education Program (PREP) is a federal initiative to help young people avoid teen pregnancy and sexually transmitted infections by teaching youth adulthood skills. The project provides support to link teen pregnancy prevention education and career-focused skills training and to also link youth to services available through the Wisconsin Family Planning Only Services Program.

During 2013, Plain Talk and PREP Talk for Youth programs focused on engaging local youth by training 67 high school-age youth in a U.S. Centers for Disease Control and Prevention-recommended evidenced-



## Family and Community Health

based curriculum called The Teen Health Project –“4 Me” Program (THP) that encourages youth to identify personal challenges to their reproductive health, change sexual risk behavior, and promote social network and peer norm change.

In addition, door-to-door outreach was conducted by a 2013 Summer Youth Ambassador Team in the 53212 and 53206 zip codes for eight weeks, with supervision, training and support from MHD staff. Youth Ambassadors provided outreach to programs and events including the MATC Pre-college Health Academy at the 9th Annual Sankofa Health and Wellness Forum and at the 2013 Juneteenth Celebration. At the wellness forum, the Youth Ambassadors were trained and conducted outreach and education regarding the HPV vaccine while at Juneteenth, Youth Ambassadors conducted outreach while collecting 141 pledges to be abstinent or to use dual protection and to enroll in a reproductive health care home.

### Community Healthcare Access Program (CHAP)

The Community Healthcare Access Program (CHAP) provides hands-on assistance in applying for BadgerCare Plus (BC+), Family Planning Only Services, Senior Care, Express Enrollment for pregnant women and children, and purchasing private health insurance through the Affordable Care Act Health Insurance Marketplace. CHAP also assists with enrollment in FoodShare, WIC, energy assistance, tax preparation, dental services, and free and sliding-fee clinics, as well support renewing BC+, reporting changes and technical support.

In 2013, CHAP assisted 4,865 individuals with BC+ applications, 1,629 renewals, and provided technical assistance to 5,608 people. Despite a rocky national roll out of the ACA Marketplace, during the first three months of open enrollment, CHAP assisted 1,289 people in accessing the ACA Marketplace by providing in-person or over-the-phone assistance. Additionally, despite no extra funding dedicated to outreach, MHD utilized existing channels of communication and partnerships, such as the Milwaukee Enrollment Network, to provide creative forms of outreach including billboards, mailings, bill inserts, call greeting messages, and TV, radio, and print media, that reached well over 500,000 people.

### Milwaukee Cribs for Kids Program

The City of Milwaukee Cribs for Kids (C4K) Program continues to provide lifesaving infant safe sleep education within the city of Milwaukee while also leading education efforts around safe sleep practices and building community partnerships.

In 2013, the C4K program was invited to present at the National Cribs for Kids conference, where safe sleep professionals from around the country discussed innovative practices.

In October 2013, C4K celebrated its 3rd annual Safe Sleep Sabbath. The Safe Sleep Sabbath was created in partnership with the



## Teen birthrate plunges

Ambitious multiyear prevention initiative helps spur a 50% decline

**By KAREN HERZOG**  
herzog@journal-sentinel.com

Milwaukee's teen birthrate has dropped by 50% over the past seven years — surpassing by three years and a percentage points a goal set by one of the most ambitious teen pregnancy prevention initiatives in the nation, city officials announced Wednesday.

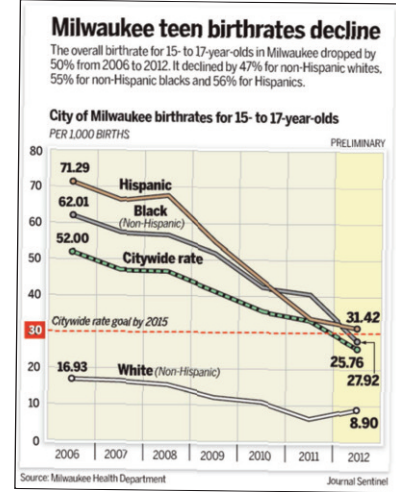
The 2012 teen birthrate marks a historic low for the city: 35.76 births per 1,000 females ages 15 to 17, down 50% from seven years prior, when the rate was 71.29 births per 1,000 females in that age group.

The initiative grew out of concern that children born to teen mothers are more likely to become teen parents themselves and are more likely to drop out of school, sign into public assistance or go to jail. The city and a group of community partners set a goal in 2006 to reduce Milwaukee's teen births by 40% over 10 years, from 70 to 40 births per 1,000 females ages 15 to 17.

At the time, Milwaukee's teen birthrate was second only to Philadelphia among the nation's 50 largest cities. It's unclear where the city now ranks, but the numbers are moving in the right direction.

**DECLINES ALL AROUND**  
Compared with 2006 — the first year that the relative counted — the birthrate dropped 56% for Hispanics, 47% for non-Hispanic blacks and 55% for non-Hispanic whites.

Please see **BIRTHRATE.10A**



## Family and Community Health



Office of Mayor Tom Barrett and Columbia St. Mary's Hospital to provide local clergy with infant safe sleep education and encourage them to share this education with their congregations. Over the past three years, it is estimated that more than 100,000 congregants have received safe sleep education.

In addition to community outreach efforts, the C4K program provides group classes at each of the MHD's three health center locations to families in need of a safe sleep environment for their infant. These classes provide participants with essential safe sleep education as well as a Pack 'n Play (portable crib), a fitted sheet and a sleep sack (or wearable blanket). In 2013, the Safe Sleep Clinic provided nearly 700 safe sleep environments to families in need.

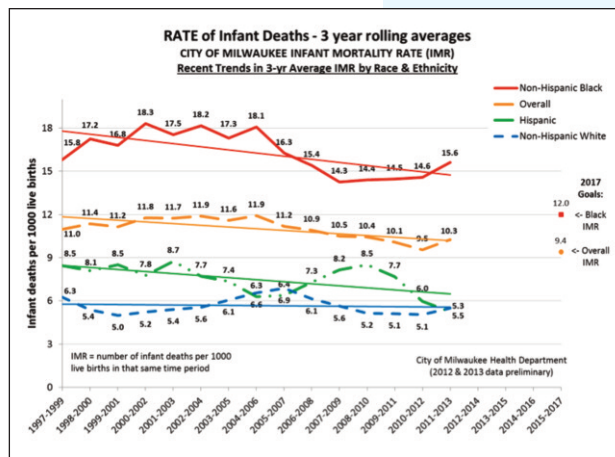
### Newborn Screening Programs

The Newborn Blood Screening (NBS) Program joined the State of Wisconsin in celebrating 50 years of newborn screening in 2013. As the local public health representative on the State of Wisconsin Newborn Screening Umbrella Advisory Committee, the MHD's NBS Program assisted in the creation of quality improvement efforts to enhance newborn screening in Wisconsin. Locally, the MHD helped 98 families obtain testing and assisted 20 families obtain follow-up for sickle cell disease with the Children's Hospital of Wisconsin's Sickle Cell clinic.

The Newborn Hearing Screening (NHS) Program continues to provide follow-up and re-screens for infants in need of a repeat hearing screen. In 2013, the NHS program screened 62 infants and assisted 86 families access follow-up screening. The Newborn Hearing Screening program was invited to present at the National Early Hearing Detection and Intervention Conference about the effectiveness in reducing "lost to follow-up" infants by collaborating with the WIC program. This has been a successful intervention in ensuring that difficult-to-locate families obtain hearing screening for their babies.

### Fetal Infant Mortality Review

The Fetal Infant Mortality Review (FIMR) is a process that reviews the circumstances of an infant's life and death to better understand risk factors present and to target and promote prevention strategies for community action in reducing racial disparities in infant death and the total number of fetal and infant deaths. FIMR's guidelines and prevention strategies are designed to be used by caregivers and the community to support and protect the health and well-being of Milwaukee's most vulnerable citizens. FIMR is supported by the University of Wisconsin Institutional Review Board and the principal investigator is Dr. Emmanuel Ngui of the Zilber School of Public Health at the University of Wisconsin-Milwaukee.



## Family and Community Health

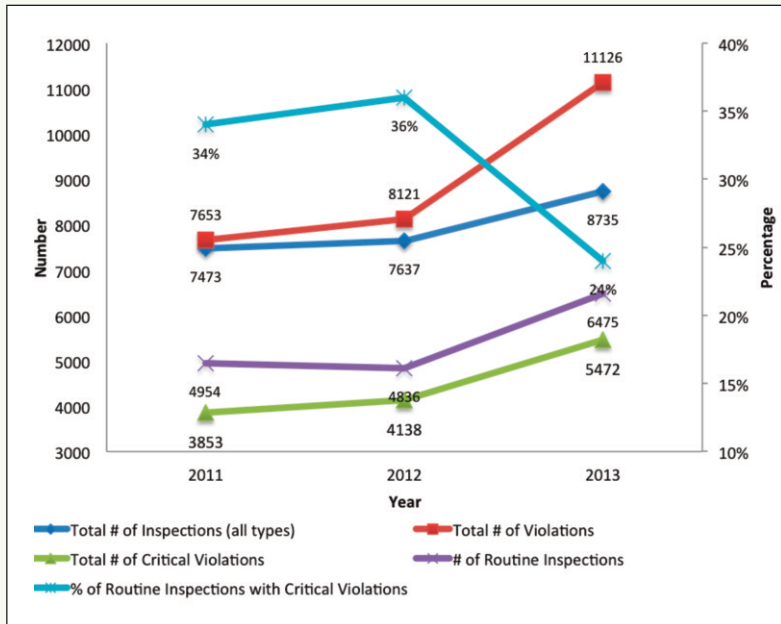
In 2013, the Fetal Infant Mortality Review (FIMR) published the 2013 FIMR report, highlighting 2009-2011 data, underscoring the prevention strategies of 23 community agencies, and providing communitywide recommendations on causes, risk factors and prevention strategies needed to reduce infant deaths and improve birth outcomes. Additionally, the FIMR Project Manager continues to act as MHD's representative to a three-year Wisconsin Partnership Program implementation grant managed by the Children's Health Alliance. Under the auspices of this grant, Milwaukee FIMR serves as the consultant to new Wisconsin FIMRs, including Wood County, Rock County, Racine and Kenosha County, by providing training, analytical aid and support, while also participating in the Pediatric Death Review.



## Consumer Environmental Health

The Consumer Environmental Health (CEH) Division encompasses the MHD's food safety, tattoo and body piercing, and weights and measures programs. By utilizing regulatory strategies (inspection, enforcement, and policy), conducting surveillance and investigation, and performing health education and outreach, staff within the division strive to improve the safety of the food being served or sold, assure the safety of tattoo and body art procedures, and increase the accuracy of measuring devices used in selling products or services.

### Trends in Food Establishment Inspection and Violations (2011-2013)



### Trends in Tattoo and Body Piercing Inspections and Violations 2011-2013

Year	2011	2012	2013
Total # of Inspections	114	128	99
Total # of Violations	305	287	216

## Consumer Environmental Health

<b>Trends in Weights and Measures Device Inspections and Violations 2011-2013</b>			
Year	2011	2012	2013
Total # of Inspections	6,318	4,449	6,647
Total # of Violations	195	144	290

<b>Total Revenue Generated by Consumer Environmental Health* 2011-2013</b>			
Year	2011	2012	2013
Revenue	\$2,563,016	\$2,729,607	\$3,110,434
% Change	9%	6%	14%
*Includes license fees collected by City Clerk			

Inspector recruitment and retention and inspection quality and consistency were the two primary areas targeted for improvement in 2013. A career ladder was developed and implemented to address both of these issues. The career ladder incorporated field assessments to assure standardization and quality in inspection practice, while financial incentives tied to education and performance work to enhance inspector morale and improve inspector retention. As a result of increased productivity and fewer vacancies, a 14% increase in food inspections and 49% increase in weights and measures inspections was achieved for inspections performed in 2013 as compared to 2012.

Summer continues to be a particularly challenging time for staff, as 344 seasonal food peddlers are out on the streets and the vast majority of the 884 temporary events food licenses are issued. In 2013, CEH performed inspections at 104 events, and provides inspections to every peddler prior to license issuance or renewal.

As part of CEH's dual role of food safety and consumer protection, the division maintains an environmental sampling program. Sampling of deli products and frozen dessert products

are performed to monitor for bacterial contamination as an indication of improper hygienic practices, while ground beef sampling is performed to assure that products being sold are accurately labeled and meeting the standard identity for ground beef. In 2013, a total of 480 samples were collected and analyzed by the MHD lab. Of these, 25% identified actionable results which required additional follow-up by CEH staff.

The other major highlight for 2013 was the successful introduction and passage of legislation at the state level to amend the license period of food establishments, changing from a single licensing period to a staggered licensing period to allow for better workload management.





## Milwaukee Health Department Laboratory

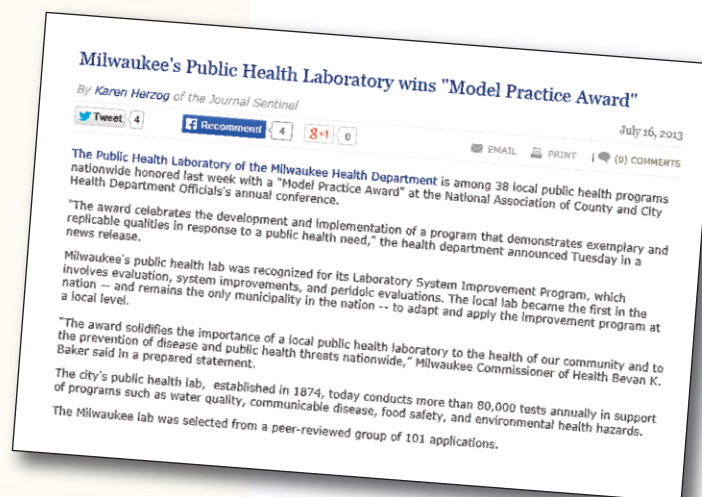
The City of Milwaukee Health Department Laboratory (MHDL) provides routine and emergency real-time support and monitoring for MHD programs and services including lead, foodborne illnesses, water quality surveillance, communicable disease outbreaks, STDs and HIV, environmental contaminations, and emergency preparedness. The MHDL also provides laboratory support to local and regional health departments and collaborates with other local partners for the provision of laboratory services.

In 2013, the MHDL provided key support to epidemiologists, public health nurses, environmental scientists, and food and lead inspectors for definitive identification of samples during both routine surveillance and numerous case and outbreak investigations performed in the department. Examples included the community-wide legionellosis outbreak, multiple bacterial and viral outbreaks at both child care and elder care facilities, foodborne disease investigations, and multiple investigations of vaccine-preventable disease cases of measles, mumps and pertussis. In total, MHDL, processed and tested over 50,000 samples.

The MHDL received recognition as a recipient of a 2013 National Association of County and City Health Officials (NACCHO) Model Practice Award as the first local public health lab in the nation to implement a Laboratory System Improvement Program (L-SIP) – a standard previously only used by state public health agencies. The multi-year grant-funded L-SIP project continues to bring together various collaborations, including more than 100 public health stakeholders over the last three years to address laboratory-related needs of workforce development and applied research related to public health and laboratory science. The Association of Public Health Laboratories also honored the MHDL Deputy Laboratory Director with the 2013 Emerging Leader Award.

Additionally, the MHDL was active in promoting the laboratory sciences profession. MHDL staff led a grant-funded workforce development strategic planning task force bringing together experts and students from 28 local agencies and institutions to identify and address gaps in workforce recruitment and retention. MHDL also participated in career fairs, provided learning opportunities for students, and actively participated in over 60 community engagement activities in 2013.

In 2013, the MHDL published peer-reviewed articles. MHDL was also a partner in multiple grants, including the Growing Healthy Soil for Healthy Communities grant sponsored by the Medical College of Wisconsin's Healthier Wisconsin Partnership Program. The grant will utilize the MHDL to test for lead in the soil of community gardens throughout the city. Other grant projects included a U.S. Centers for Disease Control and Prevention grant to determine best practices related to Gonorrhea transport and a laboratory efficiencies grant from the Association of Public Health Laboratories to improve the operational efficiency of the MHDL.





## Research and Policy Division

The Research and Policy Division offers services to the public through the MHD Vital Records Office and provides essential internal coordination for various research and special projects. Additionally, the division is responsible for analyzing and recommending policy on the federal, state, and local level that will promote the health of the public and allow MHD to better serve the community.

The vital records office processed 44,464 certificates (birth and death) in 2013. Residents born in the city of Milwaukee can purchase a certified copy of their birth certificate from the MHD Vital Records Office. Additionally, funeral homes and families are also able to purchase copies of certified death certificates.

In 2013, the division also worked closely with the Milwaukee Homicide Review Commission to begin creation of Data Share MKE, a comprehensive database of statistics that will be available to researchers and practitioners alike to access community-level data on a variety of topics, including health, education, and public safety. A total of \$900,000 in grant funds have been secured for this project to date to create the infrastructure necessary to ensure that safe, secure, and accurate data is available to help inform research and program planning.

In support of MHD's status as an academic health department, the division has close relationships with many colleges and universities in the area, placing students in rewarding and beneficial internships, developing grants with university partners, and creating linkages between researchers and practitioners. In 2013, 12 North Division High School students studied for, and received, Certified Nursing Assistant certificates through the Milwaukee Area Technical College, while gaining work experience at the MHD. The division is also the primary liaison for MHD's relationship with the Zilber School of Public Health at the University of Wisconsin-Milwaukee.

In 2013, the division also worked with the Medical College of Wisconsin and Walnut Way Conservation Corps to establish four Healthy Corner Stores in the Lindsay Heights neighborhood. The project sought to increase access to healthy fruits and vegetables in a neighborhood with limited access to large grocery stores. Through collaboration with urban gardening programs, UW-Extension, and other community stakeholders, stores were provided locally grown produce to sell. Grant funding was used to ensure that a code-compliant infrastructure was in place, such as coolers and display stands, to make the food visible and accessible to the community. In addition, educational opportunities and cooking demonstrations were held at the four participating stores. Over 1,100 people were impacted by the events taking place within the stores.

**LINDSAY HEIGHTS healthy corner store initiative**  
around the corner to better health.

### Increasing Access to Healthy Food in Milwaukee Corner Stores

#### INTRODUCTION

*Around the Corner to Better Health and the Healthy Corner Store Initiative* is a two year grant whose goal is to increase healthy food availability in Milwaukee's central city through demonstration projects related to:

- 1 Improving store infrastructure to support stores' abilities to stock fresh food (e.g., the purchase of coolers for storage/sale of fresh produce)
- 2 Targeted marketing efforts to increase sales of produce
- 3 Improved access to distribution channels which offer affordable locally grown fresh produce

*Around the Corner to Better Health Report 2013*

#### THE PARTNERSHIP

**Community-based Project Coordinator**  
Employed at Walnut Way, the coordinator serves as liaison to the four store owners, leads program activities within the stores, helps store owners access healthy food, sources project-related products (e.g., affordable coolers), conducts food sampling at corner stores and during neighborhood activities.

**Evaluation and Grant Management Team**  
Comprised of representatives from MCW, Walnut Way Conservation Corp., and City of Milwaukee Health Department, members regularly review grant progress, develop evaluation tools, disseminate project results, and plan program implementation.

**Corner Store Owners**  
The stores are small businesses in Lindsay Heights with staff of two to four people; store sizes range from 1,000 – 3,300 square feet.

**Coalition**  
A diverse group of community partners provided insights to food access, business strategies, project activities, and marketing, among other topics.

## Medical and Academic Affairs

The Division of Medical and Academic Affairs supports the work of the City of Milwaukee Health Department (MHD) through the provision of medical guidance and oversight, integration of graduate medical and public health education, and consultation on effective approaches to addressing health equity and the social determinants of health (SDoH).

The division consists of a Medical Director and Associate Medical Director, who provide high-quality medical support to MHD leadership, and are available for urgent medical consultation on any topic.

### Medical Consultation

Under supervision of the Medical Director, the Associate Medical Director reviews and updates standing medical orders for immunizations, sexually transmitted disease services, tuberculosis control, and management of cases and contacts of other communicable diseases.

In addition, the Medical Director provides medical input on management of maternal child health, environmental health, and chronic disease issues; on media requests, community outreach campaigns, and public awareness activities; and on overall departmental strategy including program prioritization and budgeting.

### Integration of Graduate Medical and Public Health Education

The Associate Medical Director manages and oversees medical student experiences within the MHD. During 2013, seven medical students gained experience in topical areas ranging from evaluating stakeholder engagement in the Immunize Milwaukee! Coalition to reviewing gonorrhea treatment data to facilitate educational outreach to clinicians.

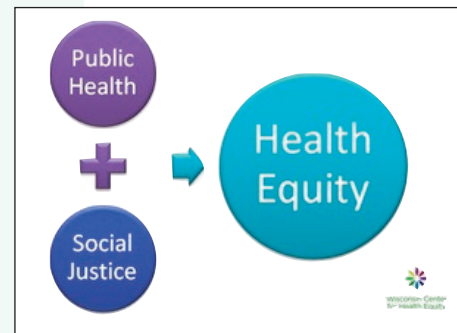


The Medical Director manages and oversees the University of Wisconsin Population Health Service Fellows' experiences within MHD. During 2013, seven Fellows worked within the MHD during their two-year post-master's degree practicum experience. These Fellows contributed to the work of MHD and its public health partners in the Milwaukee community by addressing topical areas ranging from maternal-child health epidemiology and improving birth outcomes to sexually transmitted infection reduction and addressing domestic violence and sexual assault.

The Medical Director and Associate Medical Director also help coordinate and provide consultation regarding other learners' experiences within MHD, as requested.

### Consultation on Effective Approaches to Addressing Health Equity and Social Determinants of Health

The Medical Director, who also directs the Wisconsin Center for Health Equity (WCHE), provides input on incorporating Health Equity principles, such as addressing socioeconomic factors via policies or programs, to MHD division and program managers, and provides ongoing guidance regarding potential community collaborations to advance Health Equity.



## Office of Violence Prevention

The Office of Violence Prevention (OVP) provides strategic direction and oversight for the City of Milwaukee's efforts to reduce the risk of violence in partnership with government, non-profit, public health, neighborhood and faith organizations. The efforts of the OVP are focused on domestic & intimate partner violence and sexual assault, including trafficking, child abuse, children's witness to violence, and community violence with an emphasis on firearm violence.

The OVP's multi-component initiatives include its long-established Commission on Domestic Violence and Sexual Assault. The Commission Coordinator facilitates the community's Coordinated Community Response (CCR) to intimate partner and sexual violence by establishing a central point for coordination and discussion of the community's needs in monthly and sub-committee meetings. The CCR team is comprised of system and community-based organizations, educators, health care providers, faith leaders, as well as victims of domestic violence and sexual assault. The Commission provides a centralized community conduit for program dissemination, development of community awareness activity, professional training, and policy and practice changes affecting abuse and assault.

In 2013, the OVP undertook numerous activities with community partners, including:

### Addressing Domestic Violence

In 2013, Milwaukee's 24-hour domestic violence hotline, operated by Commission member Sojourner Family Peace Center, received over 21,651 calls, including over 7,000 calls from police, typically calling from the scene of domestic violence incidents. In order to provide safeguards to victims of domestic violence and their children during child visitation, the Commission, in partnership with Sojourner Family Peace Center, Children's Hospital of Wisconsin, and the Milwaukee County Circuit Court-Family Division, received a three-year grant from the U.S. Department of Justice – Office of Violence Against Women to develop a safe exchange and visitation center that will offer supervised exchange, on-site visits and monitored visits, as well as staff available to offer resources to domestic violence victims and offenders and their children. The Milwaukee Visitation Center will open in summer of 2014.

### Human Trafficking Awareness

Human Trafficking Awareness Day, proclaimed January 31 by Mayor Tom Barrett and Common Council President Willie Hines, was designed to raise awareness of this industry locally and statewide, and to reduce the exploitation of vulnerable persons in our city. Speakers pledged to work year-round to eradicate trafficking in Milwaukee.

Additionally, the Human Trafficking Task Force, an affiliate of the Commission, joined with the City and the Milwaukee Homicide Review Commission to solicit a report on sex trafficking of youth with police contact. Authored by trafficking expert Claudine O'Leary, the report is used to inform providers, law enforcement and policymakers in their work.

### Coming Together – Youth and Firearm Violence

In November 2013, a consortium of health-focused organizations, including the OVP, Community Advocates' Brighter Futures Initiative, Children's Hospital of Wisconsin – Project Ujima, and the Medical College of Wisconsin – Youth Violence Prevention Initiative, launched a strategic collaboration to address firearm violence. Called "Coming Together," the partners convened a community summit that brought together over 250



## Office of Violence Prevention

Milwaukee youth with community workers and leaders to understand the impact of gun violence on young people and collectively develop strategies to prevent and reduce the impact in Milwaukee. A highlight of the summit was the release of preliminary results of a community-wide youth survey about attitudes and experiences concerning gun violence.



### Wisconsin/Minnesota Gun Violence Symposium

Due to a number of shared issues pertaining to gun violence, law enforcement officials, elected leaders and researchers from Wisconsin, Minnesota and around the Midwest, gathered in Minneapolis in January 2013 to focus on ways to combat crimes committed with firearms. OVP staff worked with offices of co-organizers to develop an interactive agenda that included viewpoints from public health, family members of victims, law enforcement, and policymakers. Presenters at the day-long conference discussed enforcing existing laws better and creating new ones. They also talked about loosening federal restrictions that limit the gathering and sharing of data about gun crime and use of research in policy decisions and resource deployment. Milwaukee will host the conference in 2014.

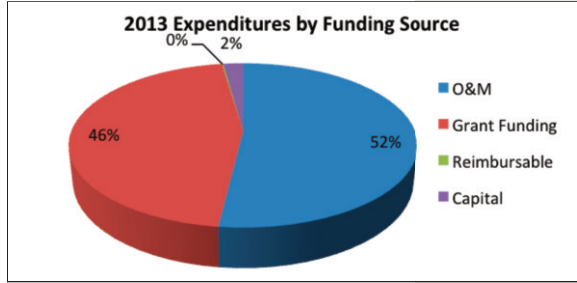
### Sexual Assault – Community Readiness for Change

In summer of 2013, the OVP announced a project to undertake the development and execution of an evidenced-based Community Readiness Survey relating to Milwaukee's readiness to design and implement community-informed prevention, education, and other intervention efforts relating to sexual assault. This effort is a follow-up to the community-wide sexual assault needs assessment and planning initiative, funded by the State's Office of Justice Assistance, that resulted in broad recommendations to improve sexual assault response in the city. The Community Readiness Survey, analysis, and design will be conducted by a UW School of Medicine and Public Health Fellow, under the supervision of the OVP, and will engage professionals in the field, community residents, elected officials and others in order to: gauge community readiness for change, increase community capacity to educate the public, serve victims, and advocate for policy change, and creating a climate that allows for change in sexual assault prevention work and overall response to sexual assaults in our community.



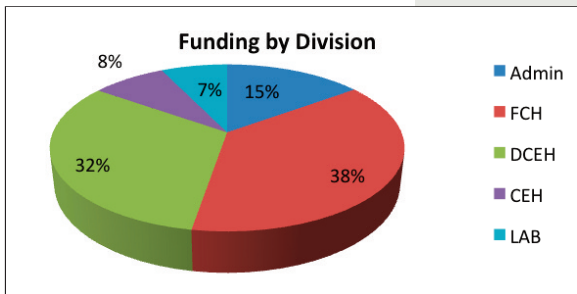


## FY 2013 Financial Report



In 2013, the operations of the City of Milwaukee Health Department were funded through City O&M, grants, capital, and to a lesser extent, reimbursable funds. O&M funding overtook grants as the primary funding source for the department, with 52% of funding coming from O&M (44% in 2012) and 46% of funding coming from grants (53% in 2012). This funding shift is primarily attributable to a decrease in the department’s vacancy rate in O&M funded positions in 2013, as well as an increase in O&M carryover funding from 2012 unspent funding.

Funding Source	FY 12	FY 13
O&M	\$11,599,166	\$12,531,707
Grant Funding	\$13,778,832	\$11,046,889
Reimbursable	\$21,895	\$37,562
Capital	\$153,826	\$523,709
<b>Total</b>	<b>\$25,958,075</b>	<b>\$24,139,867</b>



In FY 13, 38% of MHD’s budget supported the Family and Community Health Division, and 32% supported the Disease Control and Environmental Health Division.

The remaining areas of the MHD accounted for smaller proportions of the overall budget, including Administration (15% - includes communications, public awareness and education, and media relations as well as human resources, business operations and grant management, research and policy as well as research and policy, medical, and violence prevention), Consumer Environmental Health (8%) and the MHD Laboratory (7%).

Division	Amount
Admin	\$3,618,894
Family and Community Health (FCH)	\$9,095,842
Disease Control & Environmental Health (DCEH)	\$7,742,227
Consumer Environmental Health (CEH)	\$1,939,237
Laboratory Services	\$1,743,666
<b>Total</b>	<b>\$24,139,867</b>

For 2014 and beyond, MHD will continue to seek out additional grant and non-O&M funding opportunities to continue to provide cost-effective and efficient services to residents of Milwaukee.