



## Terms In Use Guide

## NOTES

This guide contains a list of terms unique to the County that employees and the public may find useful.

If you notice any areas of discrepancy — or would like to suggest an addition or modification to the Terms in Use guide, please contact the AMOP Committee at [amop@milwaukeecountywi.gov](mailto:amop@milwaukeecountywi.gov).

Also available:

### **[Milwaukee County Editorial Style Guide](#)**

**[Milwaukee County Plain-Language Writing Guide](#)** — Plain language (or plain English) is an approach to writing that concentrates on the needs of your readers. It's an approach ideal for public sector employees who write to and for Milwaukee County taxpayers, residents and other clients and patrons. It helps us communicate with people who read at all levels of time, interest, and literacy and readers with limited English proficiency. Plain language principles can help you write clearly and concisely.

### **[Milwaukee County Graphic Standards Reference Guide](#)**

Version 7

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<b>633</b>	Milwaukee County leased office space located at 633 West Wisconsin Avenue, Milwaukee WI 53202. As of January 2020, the Office of Emergency Management, Architectural Engineering and Engineering Services, Procurement Division, Community Business Development Partners, Economic Development, Audit, Central Business Office, Office of Sustainability, Information Management Services Division, Facilities Management, Land Information Office.
<b>A&amp;E</b>	Slang for AE&ES ( <a href="#">Architectural Engineering and Environmental Services</a> ). Also see <a href="#">AE&amp;ES</a> .
<b>abolish</b>	An action by the County Board to unauthorize a position that is included in the Adopted Budget pursuant to Chapter 17 of Milwaukee County General Ordinances.
<b>access</b>	The ability, right, or permission to approach, enter, speak with, or use. In relationship to race: the access racial identity gives some but not others to positions of authority, higher education, financial resources, and even social standing.
<b>accessible</b>	As it is referred to in the American with Disabilities Act. A site, building, facility, or portion thereof that complies with this part.
<b>Accessible Means of Egress</b>	As it is referred to in the American with Disabilities Act. A continuous and unobstructed way of egress travel from any point in a building or facility that provides an accessible route to an area of refuge, a horizontal exit, or a public way.
<b>Activity Data</b>	Activity Data is used in the Budget Document to help provide a narrative description of the assigned services, functions, and activities of each organizational unit. This is one of the criteria of the Distinguished Budget Presentation Award from the Government Finance Officers Association. Earning the award is a governmental best practice in budgeting and transparency.
<b>ADA</b>	Americans with Disabilities Act
<b>ADLI</b>	See <a href="#">Approach, Deploy, Learning, Integration</a> .
<b><a href="#">Administrative Manual of Operating Procedures</a> (AMOP)</b>	Administrative Procedures approved by the AMOP Committee. The AMOP contains procedures that guide the operation of Milwaukee County government, in compliance with federal, state and local law. It is a resource for staff, our citizens and those who work with county government. Also see <a href="#">Administrative Procedure</a> and <a href="#">Policy</a> .
<b>administrative procedure</b>	A series of actions conducted in a certain manner, an established way of doing something. Also see <a href="#">AMOP</a> and <a href="#">Policy</a> . A policy is a deliberate system of principles to guide decisions and achieve rational outcomes. A procedure is a

series of steps that in indented to be followed in a consistent manner in order to accomplish an end result.

**Administrative Service Provision**

Back-office, administrative programs or services necessary to help the County run. Facilities Management would be an example of services necessary to run the County. Also see [Committed](#), [Discretionary](#), [Mandated](#), and [Service Provision](#).

**Advantage**

A financial software application on the mainframe created by the company CGI. This application is used by Milwaukee County as its main financial application and is being replaced by the ERP project; solution deployment is expected to begin in 2020.

**AE&ES**

See [Architecture, Engineering, and Environmental Services](#).

**[All-Hazards](#)**

The spectrum of all types of hazards including accidents, technological events, natural disasters, terrorist attacks, warfare, and chemical, biological including pandemic influenza, radiological, nuclear, or explosive events. Reference AMOP 8.01 Business Continuity and AMOP 8.02 Continuity of Operations.

**Allocated Contingency**

Reserve set aside for uncertain costs, such as cost overruns in a project. Allocated contingency accounts may be found in a departmental budget, a central County reserve, or capital projects.

**AMOP**

See [Administrative Manual of Operation Procedures](#).

**Approach, Deploy, Learning, Integration (ADLI)**

The four factors utilized in the Baldrige Framework to evaluate processes. *Approach* refers to the methods an organization utilizes to carry out its processes. *Deploy* refers to the extent to which the approach is applied throughout an organization. *Learning* refers to new knowledge or skills acquired through evaluation, study, experience, and innovation. *Integration* refers to the extent to which processes are aligned to support organization-wide goals.

**[Architecture, Engineering & Environmental Services \(AE&ES\)](#)**

A division of Milwaukee County's Department of Administrative Services (DAS), AE&ES provides professional and technical services related to the maintenance, construction, and rehabilitation of the public infrastructure and preservation of Milwaukee County's natural resources. The AE&ES Section is comprised of the Architectural Services Unit, the Civil Engineering & Site Development Unit, the Environmental Services Unit, the Airport Engineering Unit, the Facilities Condition Assessment Unit, and the Planning & Development Unit.

**Asset**

A tangible or intangible resource owned by Milwaukee County, either used or leased, and includes land, site features, buildings, infrastructure, improvements, furniture, equipment, machinery, motor vehicles, inventory, construction in progress, and software. A Milwaukee County **Fixed Asset** is a long-term tangible piece of property that Milwaukee County owns and is not consumed during the normal course of operations, such as land, buildings, equipment, machinery, vehicles, and improvements; which enables Milwaukee County to carry on its operations.

<b>Audit</b>	An official inspection of departmental accounts, typically by an independent body. The <a href="#">Audit Division</a> for Milwaukee County is overseen by the Office of the Comptroller. Examples include contractual audits, procedural audits, and investigative audits (e.g., the 2013 Courthouse Fire).
<b>B2GNow</b>	A hosted software to assist in 49 CFR Part 23 & 26 compliance and reporting, maintains compliance with federal, state, and local diversity programs, communicates with certified firms and prime contractors, and protects Milwaukee County by preventing fraud. B2GNow is used by the Community Business Development Partners (CBDP) Division to monitor and enforce Milwaukee County's targeted, small and Disadvantaged Business Enterprise (DBE) programs.
<b>BAA</b>	See <a href="#">Business Associate Agreement</a> .
<b><a href="#">Baldrige Excellence Framework</a></b>	Milwaukee County has adopted Baldrige as its framework for improving organizational performance. The Baldrige Framework helps organizations achieve best-in-class levels of performance and a Malcolm Baldrige National Quality Award is administered as a national recognition of excellence.
<b><a href="#">Behavioral Health Division (BHD)</a></b>	A division of Milwaukee County's Department of Health and Human Services which provides connections that support recovery for Milwaukee County citizens, through crisis intervention, children's services, alcohol or other drug abuse intervention, and nursing career assistance. The Behavioral Health Division reports to the Milwaukee County Mental Health Board (MHB).
<b>benchmark</b>	A method of comparing Milwaukee County's performance to that of peer organizations, particularly those considered best-in-class, as a means of continuous improvement.
<b>Benefit-eligible Employee</b>	An employee whose scheduled hours are 20 or more per week. Employees who are classified as interns, most seasonals, or hourly employees are excluded from benefit eligibility.
<b>BHD</b>	See <a href="#">Behavioral Health Division</a> .
<b>bonds/notes</b>	Bonds and Notes are debt securities sold by Milwaukee County to finance Milwaukee County projects. Milwaukee County uses general obligation bonds and notes to finance capital projects (excluding airport projects) and issues general airport revenue bonds to finance airport capital projects. Projects financed by bonds/notes (bondable projects), in general, have a total value greater than \$100,000, result in the creation of an asset with a useful life greater than the last maturity of the debt, substantially lengthen that useful life of an asset or substantially increase the service capacity of an asset. The ultimate determinations regarding the financing of projects with bonds and notes are made by the Office of the Comptroller.
<b>BRASS</b>	See <a href="#">Budget Reporting and Analysis Support System</a> .

<b>Budget Reporting and Analysis Support System (BRASS)</b>	Milwaukee County's current budgeting application software. This application is part of the ERP Project, with projected deployment to begin in 2020.
<b>Business Associate Agreement (BAA)</b>	Also see <a href="#">DUA</a> , <a href="#">IGA</a> , and <a href="#">MOU/MOA</a> . Is a written arrangement between a covered entity and business associate that specifies each party's responsibilities when it comes to PHI. BAAs satisfy HIPAA regulations, and create a bond of liability that binds two parties. A BAA would be required in addition to a Data Usage Agreement (DUA) to disclose the direct identifiers to a recipient. An Intergovernmental Agreement (IGA) is a simple contract between two governments. A memorandum of understanding (or agreement) is commonly considered to be less formal than a full contract and would not cover PHI.
<b>CAFR</b>	See <a href="#">Comprehensive Annual Financial Report</a> .
<b>CAPFIN</b>	See <a href="#">Capital Financial</a> .
<b>capital budget</b>	A plan for capital project expenditures and revenues for projects to be included during the first year of a department's 5-year Capital Improvement Plan. Reference AMOP 3.08 Capital Budget.
<b>Capital Financial (CAPFIN)</b>	Milwaukee County's Financial Intranet System. County staff uses this system to determine how much funding is currently available to their departments.
<b>Capital Improvement Plan (CIP)</b>	An annually updated 5-year schedule of project expenditures for facilities and improvements. Includes estimated project costs, sources of funds and timing of the work.
<b>Capital Improvements Committee (CIC)</b>	A Milwaukee County advisory committee with no budget approval authority that considers the construction and maintenance of capital projects. The CIC submits an annual report on recommended capital projects to the County Board of Supervisors and also to the County Executive. See Chapter 36 of the Milwaukee County Code of Ordinances.
<b>capital project</b>	A non-recurring Milwaukee County construction, renovation, improvement, vehicle/equipment acquisition, and major technology software/hardware project that meets the following criteria: (1) costs are greater than or equal to \$100,000 and (2) project has a useful life greater than one year. Projects are formally created by the County Board and County Executive through the annual budget or through an appropriation transfer. Any change in scope or change in the budget must be approved by the County Board and County Executive.
<b>carryover</b>	The movement of unencumbered expenditure authority and revenue budget from the current calendar year to the subsequent calendar year. The carryover of expenditure authority is limited to capital projects or major repairs (operating 8500 accounting series) in accordance with Milwaukee County General Ordinances (Section 32.91). Carryover requests are submitted by departments to the Department of Administrative Services and the Office of the Comptroller.

The County Board and County Executive must approve the lapsing of funds related to completed or abandoned projects.

**CB** See [County Board of Supervisors](#).

**CB Standing Committee** See [County Board Committee](#).

**CBDP** See [Community Business Development Partners](#).

**CBO** See [Central Business Office](#).

[Central Business Office \(CBO\)](#) A division of Milwaukee County's Department of Administrative Services (DAS). The CBO provides DAS and operating departments with a full suite of accounting, budgeting, and analytical services. The CBO focuses on ensuring accounting activities are performed in accordance with all applicable statutes, ordinances, rules, policies and generally accepted accounting principles, which allows Milwaukee County departments to focus on their core mission and business responsibilities.

**Central Spend** A former term for Technology Purchase Management. See also [Technology Purchase Management](#).

**Centralized Crosscharges** Charges to departments for centrally provided services such as Facilities, Fleet and IMSD and are typically based on an allocation methodology. All centralized crosscharges are non-negotiable unless specific prior approval is provided by DAS-PSB. See also [Crosscharges](#) and [Direct Service Crosscharges](#).

**Ceridian** Milwaukee County's internet application utilized to process Human Resources (HR) information, and to provide employee access to Self-Service, Benefits Enrollment, and Dayforce Workforce Management; allowing employees secured access to, and ability to change, personal information, payroll and tax information, personal benefits, and attendance information; and to provide employee access to Milwaukee County employment information. This application will be a part of the ERP deployment, to begin in 2020.

**certification list** The certified list of applicants who have applied for and been certified by the recruitment analyst as qualified for the classified job opening. Certification is valid for 12 months barring any changes to the JEQ.

**CEX** See [County Executive's Office](#).

**CFP** See [County Facilities Planning](#).

**CIC** See [Capital Improvements Committee](#).

<b>CIP</b>	See <a href="#">Capital Improvement Plan</a> .
<b>Cityworks</b>	Milwaukee County's enterprise-wide software application used for documenting and tracking work order and asset management maintenance. This application is also known as a computerized maintenance management system (CMMS).
<b><a href="#">Civil Service Commission (CSC)</a></b>	The body established to carry out the provisions of Wis. Stat. §§ 63.01 to 63.16 and to assure the fair and impartial due process hearings for the suspension, demotion or discharge of Milwaukee County Behavioral Health Division employees in the classified service as provided by law and as prescribed under Wis. Stat. §§ 63.10 and 63.12.
<b>CJC</b>	See <a href="#">Community Justice Council</a> .
<b>CJF</b>	See <a href="#">Criminal Justice Facility</a> .
<b>classified</b>	All positions in the Milwaukee County service, except those expressly mentioned in Wis. Stats. § 63.03(2)(3) and amendments thereto as exempt from the operation of this act.
<b>CLIC</b>	See <a href="#">County Legislative Information Center</a> .
<b>Coggs</b>	The Marcia P. Coggs Human Services Center is located at 1220 W. Vliet St., Milwaukee WI 53205. The facility houses Wisconsin State health services and County services which include: <a href="#">Department on Aging</a> , <a href="#">DHHS Disabilities Services</a> , and the Aging and Disability Resource Center.
<b>COLA</b>	See <a href="#">Cost of Living Adjustment</a> .
<b>Committed Service Provision</b>	Program or service the County provides through a contract or long-term agreement. The Zoological Society would be an example of a committed long-term agreement. Also see <a href="#">Administrative</a> , <a href="#">Discretionary</a> , <a href="#">Mandated</a> , and <a href="#">Service Provision</a> .
<b><a href="#">Community Business Development Partners (CBDP)</a></b>	A division of Milwaukee County's Department of Administrative Services (DAS) which designs, implements, monitors and enforces Milwaukee County's targeted, small and Disadvantaged Business Enterprise (DBE) programs. The CBDP work includes the Small Business Development Program, the Revolving Loan Program, direct access to Milwaukee County department directors, information on potential contracts for most business sectors, and identifying procurement opportunities within the County to encouraging minority, women and small business participation.
<b><a href="#">Community Justice Council (CJC)</a></b>	The CJC functions as an independent entity governed by key justice system leaders that define broad justice system goals, monitors/analyze justice system performance, facilitates collaboration among justice system partners, provides

technical assistance and research, and acts as a conduit between the justice system and the larger community. CJC recommendations are non-binding to the justice system or others.

**community-based organization**

A non-profit organization that identifies the needs or issues that affect individuals in the civic sector as well as the **community-at-large** and strives for whole community betterment. Examples in Milwaukee County include after-school programs, mentoring, tutoring, and economic development programs. e.g., Boys & Girls Clubs of Greater Milwaukee, Journey House, and YMCA Holton Youth Center.

**[Comprehensive Annual Financial Report \(CAFR\)](#)**

An annual report prepared and submitted by the Milwaukee County Office of the Comptroller which complies with the accounting requirements promulgated by the federal Governmental Accounting Standards Board.

**[Comptroller Office](#)**

The Comptroller maintains Milwaukee County's accounting books, monitors and reports on budget versus actual fiscal results, prepares annual financial reports of the government and its agencies, and analyzes proposals for the use of county funds. The Office of the Comptroller works to ensure that fiscal decisions are made based on sound financial information. In addition, the Office of the Comptroller provides fiscal information to policy makers to assist them in their policy directives.

**[Consolidated Annual Performance Evaluation Report \(CAPER\)](#)**

A report submitted every March by the Milwaukee County Department of Health and Human Service's Housing Division to the U.S. Department of Housing and Urban Development. The CAPER covers progress during the past program year in carrying out the County's Annual Action Plan and reports on activities and projects funded through the [Community Development Block Grant](#) (CDBG) program and HOME Investment Partnerships Program (HOME). The report also contains a section that discusses housing activities carried out by the County and other organizations.

**Consolidated Facilities Planning**

See [County Facilities Planning](#).

**constituent**

A person who is represented by an elected official. Constituent may be used interchangeably with resident.

**continuity**

An uninterrupted ability to provide services and support, while maintaining organizational viability, before, during, and after an event and may require relocation of operations. Reference AMOP 8.01 Business Continuity and AMOP 8.02 Continuity of Operations.

**Continuity of Operations (COOP)**

An effort within each County Department to ensure that Mission Essential Functions continue to be performed during a wide range of emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies. Reference AMOP 8.01 Business Continuity and AMOP 8.02 Continuity of Operations. Also see [MEF](#).

<b>Continuous Improvement (CI)</b>	The ongoing improvement of products, programs, services, or processes by smaller increments or major breakthroughs, including innovation and reengineering. Also known as a culture that challenges employees and managers to go beyond their comfort zone and try something new; thereby improving skills and knowledge.
<b>contractor</b>	A person retained for services by Milwaukee County under a contractual agreement (also see Committed) for specific services. Such employees are not deemed Milwaukee County employees and are not subject to the requirements or protection of employees. However, the binding agreements typically have ethical, liability and termination clauses.
<b>COOP</b>	See <a href="#">Continuity of Operations</a> .
<b>core competencies</b>	A department's greatest expertise, which may include strategically important capabilities or possibly specialized capabilities that are central to fulfilling the department's mission or that provide an advantage in the marketplace or service environment. These are also known as Mission Essential Functions, MEFs. Also see <a href="#">MEF</a> .
<b>core values</b>	A small set of vital and timeless guiding principles that embody how Milwaukee County and its staff are expected to behave and operate. Core values define your culture and who you truly are as people. When core values are clear, they'll attract like-minded people. See also <a href="#">culture</a> .
<b>corrective action</b>	Documentation and communication with employees to improve unacceptable behavior or performance after other methods as a coaching and performance appraisal have not been successful. Also see <a href="#">Counseling</a> , <a href="#">First Warning</a> , <a href="#">Final Warning</a> , <a href="#">Discharge</a> , and <a href="#">Performance Improvement Plan</a> (PIP).
<b>Cost of Living Adjustment (COLA)</b>	COLA is often used to describe the annual Social Security adjustment based on the Consumer Price Index for Urban Wage Earners and Clerical Workers (CPI-W). Depending on economic conditions, the COLA is usually between 0% and 3%. It is a best practice (subject to available funding) that annual salary increases are commensurate with inflation, CPI, or COLA.
<b>counseling</b>	First Stage in corrective action. A documented discussion between an employee and their manager regarding the rule violations or performance deficiencies. In a counseling meeting, the manager talks with the employee to identify and understand the issues contributing to the performance concern and outlines future expectations.
<b><a href="#">County Board of Supervisors</a> (CB)</b>	The County Board consists of 18 County Board Supervisors, including a Chairperson. Supervisors are elected to two-year terms on a nonpartisan ballot to represent their constituents in assigned geographic areas of the County. Among other tasks, the County Board of Supervisors establishes policies and ordinances for the County, amends and adopts the annual budget, and confirms certain County Executive appointments.

**[County Board Standing Committee \(CB Standing Committee\)](#)**

There are nine standing committees comprised of various County Board Supervisors. Department head resolutions, informational reports and ordinance changes are referred to one of the Standing Committees by the County Board Chair. Committees include: Committee on Economic and Community Development; Committee on Finance and Audit; Health and Human Needs Committee; Intergovernmental Relations Committee; Judiciary, Safety and General Service Committee; Parks, Energy and Environment Committee; Personnel Committee; Transportation, Public Works and Transit Committee, and Committee of the Whole.

**[County Executive's Office \(CEX\)](#)**

Milwaukee County is managed by a publicly elected County Executive. Over a four-year term, the County Executive coordinates and directs all administrative functions of County government; appoints and directs the heads of 13 County departments and offices along with members of boards and commissions; and recommends an annual budget to the County Board of Supervisors. The County Executive aims to make Milwaukee County a model government that empowers people and strengthens community through three priorities: fiscal sustainability, racial equity and social justice, and operational excellence. In support of these efforts, the CEX Office staff manage public affairs—including communications, constituent relations and legislative affairs—and performance management and planning with administrative departments.

**[County Facilities Planning \(CFP\)](#)**

The Milwaukee County process of total lifecycle planning for all Milwaukee County-owned land, infrastructure, and facility assets. The process is led by the CFP Steering Committee which acts as the “Portfolio Manager.”

**[County Grounds](#)**

This area includes county-owned property straddling the borders of Milwaukee and Wauwatosa and includes these facilities: DOT Headquarters, Highway, Fleet, and MCSO Sheriff Sub-Station at 10320 W Watertown Plank Rd; DHHS Behavioral Health and Housing at 9455 W Watertown Plank Rd, Vel R. Phillips Youth & Family Justice Center at 10201 W Watertown Plank Rd, and the Parks Administration Building at 9480 Watertown Plank Rd.

**[County Legislative Information Center \(CLIC\)](#)**

An online repository of meeting details for all legislative meetings to include the County Board of Supervisors, Standing Committees, Special Committees, and any public hearing. Details include the agenda, minutes and recorded video. meetings are typically available for live monitoring via this website. See also [Legistar](#).

**[Criminal Justice Facility \(CJF\)](#)**

The CJF or “County Jail” is operated under the authority of the Milwaukee County Sheriff in the Detention Services Division and is located at 949 N. 9th St., Milwaukee WI 53233. The facility houses nearly 950 inmates under temporary custody during trials or transports.

**[Crosscharges](#)**

Cost allocation for services provided by County departments to other County departments, a crosscharge is issued to properly allocate the expense. There are two (2) types of crosscharges – [Centralized](#) and [Direct Service](#)

**[CSC](#)**

See [Civil Service Commission](#).

<b>culturally competent</b>	Being mindful while interacting with people of different cultures. Additionally, being culturally competent requires ongoing learning and application of acceptable cultural and societal norms.
<b>culture</b>	Culture shapes attitudes and behaviors, and defines what is encouraged, discouraged, accepted, or rejected within the county. When properly aligned with personal values and needs, culture can unleash tremendous amounts of energy toward a shared purpose and foster a department's capacity to thrive. See also <a href="#">core values</a> .
<b>customer</b>	An actual or potential internal or external user of Milwaukee County's programs or services. Milwaukee County examples include our own employees, cities and villages, program clients, out-of-county visitors, building occupants, non-voters and any person that touches our services (e.g., a taxpayer, a rider of the bus, a caller to the Aging Resource Center, a BHD patient, a Zoo patron, or an inmate). The Voice-of-the-Customer-related processes are intended to be proactive and innovative to capture stated, unstated, and anticipated customer requirements, expectations, and desires. The goal is to use this information to build positive customer relationships and achieve customer engagement. Listening to the voice of the customer might include gathering and integrating various types of customer data that affect customers' purchasing and engagement decisions, such as survey data, focus-group findings, interviews, web-based information such as consumer rating sites, blogs, tweets, and other social media, warranty data and complaint data.
<b>DAS</b>	See <a href="#">Department of Administrative Services</a> .
<b><a href="#">DAS-FMD</a></b>	Department of Administrative Services-Facilities Management Division.
<b>data analytics</b>	Qualitative and quantitative techniques and processes used to enhance productivity and increase value. For example, data analytics can be utilized to review past bus arrival times, determine why buses arrived on schedule or not, and ensure buses arrive on time in the future.
<b>Data Use Agreement (DUA)</b>	A contractual document used for the transfer of data between various groups that outlines the terms and restrictions of data use. See also <a href="#">BAA</a> , <a href="#">IGA</a> , and <a href="#">MOU</a> .
<b>Dayforce</b>	Payroll software used to track employee time and attendance.
<b>DBE</b>	See <a href="#">Disadvantaged Business Enterprises</a> .
<b>deferred maintenance</b>	Building maintenance, upgrades or repairs that are postponed due to insufficient funds to cover the cost of the projects. Delaying maintenance for too long can cause minor issues to result in more significant and costly repairs.
<b>deficit</b>	The amount that a department's expenditures exceed their available funding. Also see <a href="#">Structural Deficit</a> .

**Department of Administrative Services (DAS)**

Comprised of divisions to include: Performance, Strategy and Budget (PSB); Economic Development; Community Business Development Partners (CBDP); Procurement; Risk Management; Facilities Management; Information Management Services Division (IMSD); DAS supports County departments by achieving high-quality, cost-effective, reliable, customer-oriented solutions in the areas of contracting, facilities, equipment, materials, fiscal management, risk management, and business development.

**Department Fiscal Staff**

Employees responsible for budgeting and/or fiscal transactions for a given department. They may be an employee of another department under a service level agreement.

**Department of Health and Human Services (DHHS)**

Comprised of divisions to include: Management Services Division, Division of Youth and Family Services, Disabilities Services Division, Housing Division, and Behavior Health Division (BHD). DHHS is responsible for the total range of services to people, including mental illness treatment, disabilities services, income maintenance, youth probation, alcohol and drug abuse services, and more.

**Department of Transportation**

Comprised of divisions to include: Director's Office, Airport, Transportations Services, Highway Maintenance, Fleet Management, and Transit/Paratransit. DOT is responsible for developing and maintaining the County's infrastructure needs.

**Department Other Salary Adjustment Allocation (DOSAA)**

A set of funds included in the Adopted Budget that are available to change the compensation of positions. DOSAA funding may be included in department budgets, based on availability, within the annual budget process. The DOSAA allocation may only be available at a certain time of the year due to funding constraints and County policy.

**DHHS**

See [Department of Health and Human Services](#).

**Direct Service Crosscharge**

These charges represent the costs associated with services provided from one department to another other than those described above. This includes direct services such as deployed staff or additional technical support for a particular program. Acceptance of these crosscharges is at the discretion of the receiving department. Also see [Crosscharges](#) and [Centralized Crosscharges](#).

**Disadvantaged Business Enterprises (DBE)**

Milwaukee County's Community Business Development Partners (CBDP) is a partner to small businesses. Our work includes a suite of products including the Small Business Development Program, the Revolving Loan Program, direct access to Milwaukee County department directors, information on potential contracts for most business sectors, and identifying procurement opportunities within the County for encouraging minority, women and small business participation. To ensure that Disadvantaged Business Enterprise (DBE) and Targeted Business Enterprise (TBE) firms are afforded a level playing field in participating on all Milwaukee County procurement contracts, the CBDP develops goals, monitors contract payments and enforces Milwaukee County ordinances. CBDP reviews contracts and monitors all payments to its prime

contractors through all subcontracting tiers on all Milwaukee County contracts. Also see [Procurement](#).

<b>discharge</b>	When a person possessing appointing power in the County, believes that an employee in the classified service in his or her department has acted in such a manner as to be shown to be incompetent to perform the duties of his or her assigned position or to have otherwise merited discharge. Recommendations for Discharge are forwarded to the PRB of CSC.
<b>Discretionary Service Provision</b>	Services that the County is not legally or contractually mandated to deliver but are deemed by elected officials to provide a public benefit, such as parks, senior centers, and the airport. Discretionary means available for use at the discretion of the user. Also see <a href="#">Administrative</a> , <a href="#">Committed</a> , <a href="#">Mandated</a> , and <a href="#">Service Provision</a> .
<b>discrimination</b>	Denial of justice and fair treatment for a person or group based on their social identity (race, gender, age, religion, sexual orientation, or national origin).
<b>diversity</b>	Non-similarities (often personal/cultural) among Milwaukee County's workforce members that enrich the work environment and are representative of Milwaukee County's hiring and customer communities. Reference AMOP 2.01.02 Diversity Inclusion Procedure.
<b>DocuSign</b>	An electronic signature and digital transaction management service, to collect signatures on all county contracts. County staff and other partner organizations can use the digital tool in lieu of wet signatures.
<b>DOSAA</b>	See <a href="#">Department Other Salary Adjustment Allocation</a> .
<b>DOT</b>	See <a href="#">Department of Transportation</a> .
<b>DUA</b>	See <a href="#">Data Use Agreement</a> .
<b>employee engagement</b>	The degree to which members are psychologically invested in the organization and motivated to contribute to its success. Engagement results in a discretionary effort toward attaining organizational goals. As part of an ongoing effort to improve engagement, Milwaukee County conducted surveys in 2016 and 2018 in efforts to identify the factors that drive engagement throughout the organization.
<b>encumbrance</b>	Funds that have been reserved for a future purchase. Encumbered funds may not be used for other items unless the encumbrance is liquidated.
<b>e-Notify</b>	A publicly available notification process by which the subscriber may sign-up for specific County alerts to include notifications of Board Standing Committees and

also of documents available for public input, such as those administrative procedures posted by the AMOP Committee.

**[Enterprise Resource Planning \(ERP\)](#)**

Business process management software that allows an organization to use integrated applications to manage the business. The ERP system at Milwaukee County will automate functions related to human resources, finance, and technology in order to streamline the organization's administrative processes. ERP deployment is projected to begin in 2020 utilizing the Infor vendor.

**[Environmental Services](#)**

A division of Milwaukee County's Department of Administrative Services (DAS), Environmental Services works to integrate environmental stewardship into Milwaukee County's operations, infrastructure and services by supporting and leading initiatives that enhance the quality of life for Milwaukee County residents with a focus on these five areas; Energy & Climate Action, Economic Development, Resource Management, Alternative Transportation, & Strategic Planning.

**ERP**

See **[Enterprise Resource Planning](#)**.

**Final Warning**

The third stage in Corrective Action.

**First Warning**

The second stage in Corrective Action.

**Fiscal Year**

The period used for budgeting and accounting purposes. Milwaukee County's fiscal year is the calendar year.

**FTE**

See **[Full Time Equivalent](#)**.

**Full Time Equivalent (FTE)**

The equivalent of one employee working full time.

**Fund transfer**

A movement of monies from one appropriation line to another. Fund Transfers are generally done during the current budget year but can also be done for a previous or subsequent year. Fund transfers must be approved by the County Board.

**General Ledger**

Accounting system used to store and organize financial data.

**Geographic Information Systems (GIS)**

A system used to store, analyze, and manipulate geographic data and maps in order to tell a story with data.

**[GIS](#)**

See **[Geographic Information Systems](#)**.

<b>goal</b>	A future condition or performance level that one intends to attain. A <b>stretch goal</b> may exceed a regular goal and serve as a motivational tool to push employees and organizations to perform beyond the initial goal. See also <a href="#">SMART goals</a> .
<b>governance</b>	The system of management and controls exercised in the stewardship of the organization. It includes the responsibilities of the elected officials, department heads and senior leaders. The three areas of Milwaukee County governance are County Executive, County Board of Supervisors, and other elected officials.
<b>Health Matters Program</b>	The name of the employee wellness program at Milwaukee County.
<b>Health Risk Assessment</b>	A voluntary screening process that includes an online health questionnaire, biometric screen, and a health education session.
<b>High Org</b>	An organizational subdivision of the County that is usually the same as the department level, defined with four digits. Some large departments such as DAS and DOT have multiple high orgs. See also <a href="#">Low Org</a> .
<b>hiring manager</b>	Any County leader who is responsible for filling County openings, whether they are being filled internally (transfer or promotion) or by new hires.
<b>HOC</b>	See <a href="#">House of Correction</a> .
<b><a href="#">House of Correction (HOC)</a></b>	One of the three correctional facilities under County Government. Post-trial inmates and inmates with a sentence of less than one-year with a focus on re-entry to society. See also CJF and Youth and Family Justice Center.
<b>Human Resources Business Partner</b>	Responsible for performing HR-related duties on a professional level and partnering with departmental management to support designated County organizations.
<b>IGA</b>	See <a href="#">Intergovernmental Agreement</a> .
<b>IMSD</b>	See <a href="#">Information Management Services Division</a> .
<b><a href="#">Information Management Services Division (IMSD)</a></b>	A division of Milwaukee County's Department of Administrative Service (DAS) that is responsible for Countywide IT strategy, technology governance, application maintenance, network infrastructure, IT security, and Technology Purchase Management.
<b>innovation</b>	Making a meaningful change to improve Milwaukee County processes or organizational effectiveness and creates new value for customers.

<b>insourcing</b>	Shifting a County-funded service from being provided by non-County staff to being provided by County employees. See <a href="#">outsourcing</a> .
<b>institutional racism</b>	Involves discriminatory treatment, unfair policies and practices, and inequitable opportunities and impacts, based on race within an institution. Examples: a school system that concentrates people of color in the most overcrowded, under-funded schools with the least experienced teachers.
<b>Intergovernmental Agreement (IGA)</b>	An IGA is a contractual agreement of services between two governmental agencies to provide shared services. An example includes the individual OASIS radio agreements between Milwaukee County and each of the eighteen municipalities within our jurisdictional boundaries. Also see <a href="#">BAA</a> , <a href="#">DUA</a> , and <a href="#">MOU</a> . Wis. Stat. § 66.0301.
<b>JEQ</b>	See <a href="#">Job Evaluation Questionnaire</a> .
<b>Job Evaluation Questionnaire (JEQ)</b>	A written statement developed by the HR Business Partner and the department that is based on the findings of a job review that generally includes job title, duties, purpose, responsibilities, scope, and qualifications of a County job, and the name or designation of the person to whom the employee reports.
<b>Key Performance Indicator (KPI)</b>	A measurement that evaluates the results or outcomes of an organization or a particular activity in which it engages.
<b>KPI</b>	See <a href="#">Key Performance Indicator</a> .
<b><a href="#">Land Information Office (LIO)</a></b>	A division of Milwaukee County's Department of Administrative Service, Facilities Management Division (DAS-FMD) that maintains the County's GIS mapping system. The LIO is funded by document recording fees and supports the Land Information Council.
<b><a href="#">Learning Management System</a></b>	All employees have access to the LMS portal provided by Cornerstone, which houses the ATS application tab for hiring managers, the internal job board allowing employees to apply to open positions, and online training opportunities.
<b><a href="#">Legistar</a></b>	A software application linked to CLIC, the County Legislative Information Center, and allows Department Heads, County officials and designees to upload and approve items contained therein. Also see <a href="#">CLIC</a> .
<b>Legistar Administrator</b>	Department administrators, or an appointed employee, who performs action including but not limited to entering reports into Legistar.
<b>LIC</b>	See <a href="#">The Land Information Council</a> .

<b>LIO</b>	See <a href="#">Land Information Office</a> .
<b>LMS</b>	See <a href="#">Learning Management System</a> .
<b>Low Org</b>	The smallest organizational subdivision of the County represented by four digits. Each expenditure is charged to a certain low org which rolls up to a High Org. See also <a href="#">High Org</a> .
<b>Management Assistant</b>	The staff member who is paired with/works with the HR Business Partner to provide a wide range of HR administrative services to the County areas to which they are assigned.
<b>Mandated Service Provision</b>	Services that the County must provide as dictated by State statute, such as Courts, 911 communication services, and Child Support Services. Also see <a href="#">Administrative</a> , <a href="#">Committed</a> , <a href="#">Discretionary</a> , and <a href="#">Service Provision</a> .
<b>MarComm Council</b>	See <a href="#">Marketing and Communications Council</a> .
<b>Marketing and Communications Council (MarComm Council)</b>	A committee comprised of marketing and communications staff from multiple County departments that aims to coordinate branding across all County departments.
<a href="#">Marketplace Central</a>	The procurement system Milwaukee County uses to purchase products from approved suppliers at discounted prices.
<b>master data</b>	Data that is considered the trusted data source and has been approved to be used as accurate data. Master Data Management software is used to create dashboards and to provide analytical, predictive, and prescriptive data results. IBI, or Information Builders, Inc., is the County vendor.
<b>MEF</b>	See <a href="#">Mission Essential Functions</a> .
<a href="#">Mental Health Board</a>	The Milwaukee County Mental Health Board, under the authority of Section 51.41 of the Wisconsin Statutes, holds policy and budgetary authority over our Behavioral Health Division.
<b>MHB</b>	See <a href="#">Mental Health Board</a> .
<b>mission</b>	A brief description of a department's overall purpose, which aligns with the County mission. A mission statement should communicate who your department is, what you do, and why you do it.

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

**Mission Essential Functions (MEF)**

The essential missions, or functions, that must be continued throughout or resumed rapidly after, a disruption of normal activities. Tiers indicate the level of urgency of the function, rating from 1-4. Reference AMOP 8.01 Business Continuity and AMOP 8.02 Continuity of Operations. See also [core competency](#).

**model government**

A government that others look to for innovative thinking, best practices, and leading performance. This is Milwaukee County's vision with model government pillars of racial equity and social justice, organizational excellence, and fiscal sustainability.

**Memorandum of Understanding (or Agreement)**

An agreement between departments/agencies that outlines the rights and responsibilities of the parties and highlights the services to be furnished or tasks to be accomplished by one organization in support of the other. See also [BAA](#), [DUA](#), and [IGA](#).

**MOU/MOA**

See [Memorandum of Understanding \(or Agreement\)](#).

**NEO**

See [New Employee Orientation](#).

**New Employee Orientation (NEO)**

A centralized, day-long briefing that all new employees (except those hired into seasonal positions) attend on their first day of work.

**non-profit organization**

A charitable or educational organization that is created under section 501(c)(3) of the US Code. Non-profit organizations have a tax-advantaged status. County reporting, contracting, and bonding may have different requirements depending on the non-profit status of a partner organization.

**OAAA**

See [Office on African American Affairs](#).

**OEM**

See [Office of Emergency Management](#).

**[Office for Persons with Disabilities](#) (OPD)**

A division of Milwaukee County's Department of Administrative Service (DAS)-Facilities Management that provides services that make Milwaukee County programs, services and facilities accessible to people with disabilities.

**[Office on African American Affairs](#) (OAAA)**

County department which serves an integral role in recognizing and resolving the County's racial inequities for the benefit of all its citizenry and for the region to achieve its full potential.

**[Office of Emergency Management \(OEM\)](#)**

County department with a mission of "helping people in extraordinary times", this includes 911 services, Emergency Medical Services (EMS), emergency management and ownership and operation of the countywide public safety radio system for first responders. OEM is governed by Wis. s.s. 256, 323, and MCO 91, 97 and 99.

**[Office of Performance Strategy and Budget \(DAS-PSB\)](#)**

A division of Milwaukee County's Department of Administrative Service (DAS), PSB provides staff resources to the County Executive and the County Board on budget, fiscal and management matters as well as assisting and overseeing departments, boards and commissions in managing and controlling budget and fiscal plans, as required by Wisconsin State Statute 59.60.

**OnBase**

OnBase is a single enterprise information platform for managing content, processes, and cases. OnBase is a Content Service Platform that was developed by the corporation of Hyland. It is Milwaukee County's enterprise content and document management system.

**OPD**

See **[Office of Persons with Disabilities](#)**.

**open meeting**

A convening of members of a governmental body for the purpose of exercising the responsibilities, authority, power or duties delegated to or vested in the body. Wis. Stat. §§ 19.81-19.98.

**operating budget**

A fiscal plan that presents proposed expenditures and revenues for the day-to-day activities of County Departments. Compare **[capital budget](#)**.

**operations**

How a department designs, manages, improves and innovates its products and work processes and improves operational effectiveness.

**oppression**

A system of structured inequality where goods, services, rewards, and benefits are available to individuals on the basis of their social identity group.

**ordinance**

A law passed by a municipal government. See also **[statute](#)**.

**outsourcing**

Shifting a County-funded service from being provided by County employees to being provided by non-County staff. See **[insourcing](#)**.

**PAF**

See **[Personnel Action Form](#)**.

**Performance Improvement Plan (PIP)**

A tool to assist an employee in improving their performance.

**Performance Management**

The County Executive's Performance Management initiative aims to ensure departments are actively managing and measuring initiatives that move them closer to their vision. Each department sets goals that address a deficit, adopt a

best practice, or implement an innovative solution, and regularly reports progress on these goals to the County Executive's office. Performance Management serves as a management tool to set direction and track progress, and as a communications tool to share specific and measurable performance about each department both internally and externally.

**Personnel Action Form (PAF)**

A standardized, electronic form used by HR to change an individual's employment status, such as hiring, promoting, or moving into a new position.

**[Personnel Review Board \(PRB\)](#)**

Under Wisconsin law and County Ordinance, if an employee in the classified civil service is discharged, demoted, suspended for longer than ten days, or suspended for the second time in six months, that employee has a right to a hearing within 21 days of the discharge, demotion, or suspension. The PRB assures the fair and impartial due process hearings of non-MHB employees in the classified service as provided by law and as prescribed under Wis. Stat. §§ 63.10 and 63.12.

**PIP**

See [Performance Improvement Plan](#).

**PO**

See [Purchase Order](#).

**policy**

A policy is a deliberate system of principles to guide decisions and achieve rational outcomes. A policy is a statement of intent and implemented as a procedure. Policies are subject to adoption by the Board of Supervisors and reviewed by the County Executive. Also see [procedure](#) and [AMOP](#).

**position create**

An action by the County Board to authorize a position that is not included in the Adopted Budget, pursuant to Chapter 17.05(1) of Milwaukee County General Ordinances.

**power**

The ability or potential of an individual to influence others and control their actions. In social science and politics, power is the capacity of an individual to influence the conduct (behavior) of others.

**PRB**

See [Personnel Review Board](#).

**prejudice**

A negative preconceived opinion formed without knowledge or reason. Prejudice is often based on stereotypes about a group of people which can lead to discrimination.

**preventative maintenance**

Systematic inspection, detection, correction and prevention of incipient failures, before they become actual or major failures. Contrasted with corrective maintenance. May include Fleet equipment, boilers, etc.

<b>privilege</b>	A benefit or unstated rights received by a person or group beyond the advantages of most. Often recipients of said beneficiaries are unaware or choose to be unaware of the favor bequeathed to them.
<b>probationary employee</b>	An employee who has not yet attained one thousand forty (1040) hours of straight time hours worked.
<b>procedure</b>	A procedure is a document written to support a policy directive. A procedure is designed to describe who, what, where, when, and why in support of the implementation of a policy. Also see <a href="#">policy</a> and <a href="#">AMOP</a> .
<b>procurement</b>	Purchase or contract for supplies, materials, equipment and contractual services needed by county departments. This does not include public works programs, repairs or alterations to buildings, structures, or leases of county-owned real estate and appurtenances. These are administered by the Department of Public Works.
<b><a href="#">Procurement Division</a></b>	A division of Milwaukee County's Department of Administrative Service (DAS), the Procurement Division develops standards, prepare specifications, sign and issue contracts and purchase orders, process requests for proposals, and assist the Department of Public Works in the sale of surplus or obsolete supplies, materials or equipment. Also see <a href="#">Disadvantaged Business Enterprise</a> .
<b>PSB</b>	See <a href="#">Office of Performance Strategy and Budget</a> .
<b>public records</b>	The public has a right to inspect and copy certain records under Wisconsin's Public Records Law, Wis. Stat. §§ 19.21-19.39. Each county department and elected official is the custodian of their respective records. As a result, each department and each elected official fulfills their own records requests. Therefore, to obtain the records you seek, you need to direct your open records requests to the appropriate record custodian.
<b>Purchase Order (PO)</b>	A formal document that is used to request a product or service to be purchased by the County.
<b>racial equity</b>	A multifaceted word that can be quantified as an actionable practice, framework or lens, and an outcome. As a practice, racial equity is applied when those most impacted by structural racial inequity are meaningfully involved in the creation and implementation of the institutional policies and practices that impact their lives ( <a href="#">Center for Social Inclusion</a> ). As a framework or lens—racial equity is an ever-evolving frame of reference that implores everyone to be considerate of the ramifications their decision making that may racially marginalized people. As an outcome, racial equity is obtained when all people have full participation and access to the benefits and institutions of a society free from discrimination. These include health care, education, safe and affordable neighborhoods, sustainable employment, and the right to vote. Racial equity is achieved when race no longer determines one's socioeconomic outcomes; when everyone has what they need to thrive, no matter where they live.

<b>racial justice</b>	Analyzing norms, policies and structures within organizations and businesses that perpetuate racism in order to strengthen practices and attitudes that produce equitable opportunities and treatment for all.
<b>racism</b>	Can be depicted as instances where power is used to oppress marginalized racial groups. Racism can also be quantified as individual, interpersonal, institutional, and structural.
<b>reallocation</b>	A change in the pay range for a position due to a change in external market forces. Must be approved by County Board. See also <a href="#">reclassification</a> .
<b>reclassification</b>	A change in the pay grade and/or title of a filled position due to a change in duties. See also <a href="#">reallocation</a> .
<b>record</b>	An official document that records the acts of a public body or office; an authentic official copy of a document deposited with a legally designated officer. Records such as; Vital Records are events that occurred in Milwaukee County; birth, death, marriage, divorce and domestic partnerships. Wisconsin state statute governs required timeframes for record-keeping.
<b>Request for Information (RFI)</b>	A formal process for gathering information from potential suppliers of a good or service.
<b>Request for Proposals (RFP)</b>	A document that solicits proposal, often made through a bidding process, by an agency or company interested in procurement of a commodity, service, or asset, to potential suppliers to submit business proposals.
<b>Request for Qualifications (RFQ)</b>	A formal process for gather qualification of potential suppliers of a good or service or public work.
<b>resolution</b>	A legislative act taken by the County Board, and subject to review by the County Executive, to agree to County business and transactions. A resolution may be issued to express the Board's policy; direct administrative or legal action; or to make a public statement from the Board.
<b>Return on Investment (ROI)</b>	The gain or loss generated on an investment relative to the amount of money invested.
<b>RFI</b>	See <a href="#">Request for Information</a> .
<b>RFP</b>	See <a href="#">Request for Proposals</a> .
<b>RFQ</b>	See <a href="#">Request for Qualifications</a> .
<b><a href="#">Risk Management Division</a></b>	A division of Milwaukee County's Department of Administrative Service (DAS), Risk Management oversees all lines of liability claim administration, self-insurance functions, excess insurance procurement, safety and loss prevention and ensures proper risk transfer techniques for all the county's contractual obligations.

<b>ROI</b>	See <a href="#">Return on Investment</a> .
<b>seasonal/hourly/intern</b>	Positions that are not benefit eligible, are budgeted by total dollars rather than FTE, and work a schedule of 1040 hours or less in a year.
<b>service provision</b>	A term that describes why the County is providing a program and if the County has the option to discontinue the program in the future. The budget narrative lists the service provision for each department or part of a department. See <a href="#">Administrative</a> , <a href="#">Committed</a> , <a href="#">Discretionary</a> , and <a href="#">Mandated Service Provision</a> .
<b>Significant Change in Pay</b>	Involves a significant change in pay, either moving the position to a higher or lower pay grade. HR business partner and hiring manager will work together to author a JEQ.
<b>SMART Goals</b>	An acronym to aid in goal setting. To make sure your goals are clear and reachable, each one should be: Specific, Measurable, Achievable, Relevant, Time bound. Also see <a href="#">goal</a> .
<b>Social Return on Investment (Social ROI)</b>	An understanding of the output of investments that are valuable but not typically captured in financial statements, including social, economic and environmental factors.
<b>Social ROI</b>	See <a href="#">Social Return on Investment</a> .
<b>Space Planner</b>	A County staff member in <a href="#">DAS-FMD</a> who is responsible for planning for efficient utilization of space in County-owned and County-leased facilities, including the physical management of County-owned furniture.
<b>stakeholder</b>	All groups that are or might be affected by your organization's actions and success. Key stakeholders are customers, the workforce, partners, governing boards, donors, suppliers, taxpayers, regulatory bodies, policy makers, funders, and local and professional communities. See also <b>constituent</b> and <b>customer</b> .
<b>statute</b>	A law passed by the state legislature. See also <a href="#">ordinance</a> .
<b>stereotype</b>	A formula and oversimplified notion. Stereotypes make people conform to a set image or type.
<b>strategic outcome</b>	The Milwaukee County budget defines five Countywide Strategic Outcomes and assigns these to specific Program Areas within each Department. These outcomes include: <i>High Quality, Responsive Services</i> - administrative programs that help our citizens with governmental processes or that help the County meet other strategic outcomes; <i>Enhancement of Self Sufficiency</i> - programs that help our citizens live productive, independent lives; <i>Enhancement of Personal Safety</i> - programs that ensure the County's citizens are safe and secure in their homes and their community; <i>Enhancement of Economic Opportunity</i> - programs that drive economic growth through development and the movement of people, goods, and services; and <i>Enhancement of Quality of Life</i> - programs that contribute to the overall County and its individual citizens' well-being.

<b>strategy</b>	A set of guiding principles that, when communicated and adopted in the organization, generates a desired pattern of decision making. A strategy determines how people throughout an organization should make decisions and allocate resources in order to accomplish key objectives. ( <a href="#">Watkins, Harvard Business Review</a> ) A long-term plan of action designed to achieve a particular goal or set of goals or objectives.
<b>structural deficit</b>	A fundamental budgetary imbalance where year-over-year expenditures rise at a higher rate than revenues. The County's recent structural deficit is between \$20 million and \$30 million. Each year, the County must reduce expenditures and/or increase revenues to meet statutory requirements for a balanced budget.
<b>succession</b>	Designated persons who assume senior leadership positions during unexpected vacancies. Can refer both to planning for retirements and resignations and planning for emergencies in the event that any of those officials are unavailable to execute their legal duties. Reference AMOP 8.02 Continuity of Operations. The Succession of elected officials and some appointees may be designated by law.
<b>Tax Levy</b>	Any local tax that is collected, e.g., sales, property. In Milwaukee County, property tax levy is the largest source of local tax revenue collected.
<b>Team Leader</b>	The Team Leader pushes and receives notifications to others on their team. During an emergency, Team Leaders assist their group to correct fire exits, routes, and rally points; lead members to their Tornado Shelter Area; and they direct their team to a safe room during a violent event.
<b>Technology Purchase Management</b>	A program that provides DAS-IMSD with centralized oversight over the IT demands of various County departments and division by optimizing costs, consolidating agreements, and focusing on investing in new technologies.
<b>telework</b>	The ability to work at a location other than the official duty station to perform work or emergency duties. This may include, but is not limited to, the use of mobile computers, high-speed telecommunications links, and mobile communications devices. Permission to telework is based on a Department's Administrative Procedures.
<b>termination</b>	This occurs when a leader or the Personnel Review Board (PRB) or Civil Service Commission (CSC) end the employment of an employee with Milwaukee County.
<b><a href="#">The Land Information Council (LIC)</a></b>	Serves in an advisory role to the Milwaukee County Land Information Office (LIO) on matters relating to the Land Information Program for Milwaukee County. The LIC contains members from the Metropolitan Milwaukee Sewerage District, the City of Milwaukee, WE Energies, the City of Shorewood, and various County departments. Wis. Stat. § 59.72.
<b>unallocated contingency</b>	Funding that is set aside in the annual budget for unplanned and unexpected expenditures.

<b>unclassified</b>	All positions in the Milwaukee County service expressly mentioned in Wis. Stat. § 63.03(2)(3) and amendments thereto as exempt from the operation of said act. Unclassified employees do not have the same statutory protections as classified employees.
<b>vision</b>	An organization's desired future state.  Milwaukee County's vision is that the County is a model government in the way it empowers people and strengthens the community.
<b>warning</b>	A warning is a written document that a leader reviews with an employee, which outlines the performance deficiency or rule violation, as well as what is expected of the employee and any consequences if there is an insufficient improvement.
<b>white supremacy</b>	The belief that persons identifying as white, are superior to all other races and should, therefore, have society structured around their preferences; an attitude of superiority that can be subconsciously internalized without actively advocating a white supremacist state.
<b>work processes</b>	Milwaukee County's most important internal value creation processes. They might include product designs, manufacture, delivery, customer support, supply chain management, businesses and support processes. They are the processes that involve the majority of the organization's workforce and produce customer, stakeholder value. Work processes are always carried out by internal workers under an organization's supervision. Key work processes are the organization's most important internal value-creation processes and frequently relate to core competencies, to the factors considered by senior leaders as important for organizational growth and current and ongoing success.
<b>workforce</b>	All people supervised by a department who contribute to the delivery of its products and services.
<b>workforce capacity</b>	A department's ability to ensure enough staffing levels to accomplish its work processes and successfully deliver products, programs, and service to customers, including the ability to meet seasonal or varying demand levels.
<b><u><a href="#">Youth and Family Justice Center</a></u></b>	The Vel R. Phillips Youth and Family Justice Center, 10201 W. Watertown Plank Road – offers a variety of services and programs intended to divert youths under the age of 17 from the court by providing them with opportunities to become more productive citizens. In addition, children's court has jurisdiction involving youths under the age of 18 regarding; neglect, abuse, guardianship, termination of parental rights, adoption, child abuse injunctions, civil harassments involving minors, ordinance violations and permanency plan review hearings.