MILWAUKEE COUNTY

David Crowley, *County Executive*

2021 ADOPTED OPERATING BUDGET

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Milwaukee County

Wisconsin

For the Fiscal Year Beginning

January 1, 2020

Christopher P. Morrill

Executive Director

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OFFICE OF THE COUNTY EXECUTIVE

DAVID CROWLEY

MILWAUKEE COUNTY EXECUTIVE

October 1, 2020

When I was sworn in as County Executive five months ago, I stated I had a vision for Milwaukee County to achieve racial equity and by doing so become the healthiest county in Wisconsin. The 2021 Recommended Budget makes significant strides to put this vision into action. Milwaukee County acknowledges that years of intentional, institutional and systemic racism have worked to the advantage of white residents and to the disadvantage of people of color. We also acknowledge that we have the power to make change. Milwaukee County is committed to changing our policies and practices to achieve health and racial equity for all of our residents. The 2021 budget was created through the beginning stages of a racial equity focused strategic plan — the first strategic plan to be developed in Milwaukee County government in over 20 years. Although it will take generations to undo 400 years of systemic oppression, the 2021 budget is a start.

In May, David Crowley was sworn in as Milwaukee County Executive. The ceremony took place with social distancing outside his home due to precautions for the COVID-19 pandemic. Crowley is the 11th person to serve as County Executive and first African-American to be elected to hold the office.

Thanks to the efforts of the previous administration and the dedicated team of public servants who work hard to make our county government work for everyone in our community, Milwaukee County has made significant strides in reorienting its focus towards achieving racial equity. In 2019, Milwaukee County passed the nation's first declaration of racism as a public health crisis. This year, we built on that achievement and passed an ordinance committing the County to advancing racial equity and eliminating health disparities.

Change is difficult, and with all difficult work it takes time to see the fruits of your labor. This budget takes the next step in the direction of achieving our stated goals, this is only the beginning of the work needed to reorient the scarce resources we do have to address problems upstream that negatively affect our residents' health downstream.

We've taken significant steps towards racial equity, but the last year has shown us just how tall the task ahead of us really is. The COVID-19 pandemic has exposed the deep inequities in our system that continue to harm county residents. **In short, we're currently up against two pandemics: racism and COVID-19. In order to defeat both, we'll need to change the way we serve the people of Milwaukee County, and this budget is a step in that direction.**

We've taken these steps forward despite grappling with a growing structural deficit created by state-imposed funding limits, the growing cost of state-mandated services, and irresponsible decisions made by County leaders decades ago. Since 2012, Milwaukee County has faced cumulative budget gaps of approximately $320 million — an average of roughly $30 million per

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year. We began this budget on the same trajectory, with an estimated $42.5 million gap, but once again we've weathered the storm by working together and using our vision of becoming the healthiest county in the state as our guide. However, in order to do the difficult work of creating real change, and fully achieve our vision, we need to secure a local, long-term funding solution.

We continue to lead on this effort and build on the momentum generated by the Move Forward Milwaukee Coalition, a partnership between the business community, state legislators, municipal governments, and community groups that advocates for allowing Milwaukee County and its 19 municipalities to pursue a binding referendum for a 1 percent local option sales tax with property tax relief.

Regardless of Milwaukee County's challenging fiscal situation, this budget still manages to focus on achieving racial equity and put into action the three focus areas of our strategic plan.

The first strategic focus area aims to break the cycle of people in historic positions of power typically fitting the profile of white, straight, men. Creating intentional inclusion ensures that decision makers and influencers within Milwaukee County government represent the full diversity of all our residents. This budget addresses pay equity issues, continues racial equity training for all staff, and aims to increase the diversity of our workforce.

The second strategic focus area seeks to bridge the gap in the health disparities that make Milwaukee County the second least healthy county in Wisconsin. Wisconsin ranks at or near the bottom of the nation for racial disparities in unemployment, poverty, infant mortality, incarceration, school suspension, high school graduations, and economic mobility. Every year, the Milwaukee metro-political area is listed at or near the top of most-segregated communities in the country. We can no longer accept these disparities as normal. Our budget prioritizes resolving disparities by addressing the needs of the whole person or whole families and using data to drive decisions.

The final strategic focus area reimagines how Milwaukee County invests its resources. The 2021 budget invests in equity by focusing resources and reorienting services delivery models to ensure all residents have housing, health care, and transportation. This budget continues critical investments in transportation and community-based solutions so that groups that have been historically underserved can thrive, not just survive.

Given the challenges we've faced this year, I am proud to recommend a budget that continues investments in children, and families, public safety, public transportation, neighborhood services, and the County's workforce — all within a racial equity lens.

With the implementation of a racial equity focused strategic plan, Milwaukee County has every reason to feel optimistic that we can recover from the current public health crisis, improve outcomes for Milwaukee County residents, and be an even greater contributor to the state. We know there is hard work still ahead, but this budget takes some of the first crucial steps in implementing a plan to achieve racial equity, improve health outcomes for all of our residents, and move towards the future as one county, stronger together.

Forward together,

David Crowley

A budget is a reflection of values, and in the face of a challenging year, the 2021 Recommended Budget remains a reflection of the efforts taken to transform Milwaukee County into the healthiest county in all of Wisconsin. County Executive David Crowley's vision is that by achieving racial equity Milwaukee will be the healthiest county in the state. The 2021 Recommended Budget puts the vision into action with the implementation of a racial equity focused strategic plan — the first strategic plan to be developed in Milwaukee County government in over 20 years.

ONE COUNTY, STRONGER TOGETHER

In the last year, Milwaukee County has made significant strides in reorienting its focus toward achieving racial equity. Building on the County's first-in-the-nation declaration of racism as a public health crisis in 2019, in 2020 officials passed an ordinance committing the County to advancing racial equity and eliminating health disparities. Looking ahead to 2021, Milwaukee County remains on a path to build a community where everyone can thrive. We are one county, stronger together.

Two Pandemics

While the steps taken towards racial equity are significant, the past year has laid bare the deep inequities in our system that continue to harm county residents. The COVID-19 pandemic has only exacerbated the disparities many of us know all too well, and that have existed for generations.

Statistically, Black workers and their families were insecure before the pandemic. The public health crisis and related job losses have been especially harmful for Black residents because they have historically suffered from higher unemployment rates, lower wages, and fewer savings than their white counterparts. The current economic damage is magnified due to those prior insecurities.

In addition, Black workers faced greater underlying pre-pandemic health insecurities that make them more susceptible to contracting the coronavirus. Preexisting health conditions such as hypertension, asthma, and diabetes are all illnesses experienced at a higher rate for Blacks than whites — and are also associated with greater risk of death from the coronavirus. Black workers are also more likely to be uninsured than white workers. The lack of health insurance results in less early diagnosis and treatment, which are essential to minimizing the severity of chronic illnesses.

These disparities exist not just for those with a historic lineage to slavery, but in other communities of color as well.

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The truth is we face two pandemics: COVID-19 and racism. And we need to change the way we serve the people of Milwaukee County to combat them both.

We cannot forget the impact on our Latinx, First Nations and Southeast Asian brothers and sisters who call Milwaukee County home.

As we work to control the virus, keep people safe, and fully re-open our economy, Milwaukee County is explicitly working to end the racist policies and practices that have held people back and created the underlying conditions for the dramatic racial disparities we see today.

The truth is we face two pandemics: COVID-19 and racism. We need to change the way we serve the people of Milwaukee County to combat them both. The 2021 budget is a start.

Fiscal Crisis

We seek to achieve our goals in the face of a growing structural deficit—a perfect fiscal storm due to state-imposed funding limits, the growing weight of state-mandated services, and irresponsible decisions made by County leaders decades ago.

Right now, over 70 percent of our local tax dollars support state mandated services, and our options for increasing revenue are extremely limited and undesirable. These state mandates are growing twice as fast as our ability to pay for them. Without change, by 2027 state mandates are projected to consume all of our local tax dollars, leaving no funding for local priorities.

That was the fiscal crisis before COVID-19. We now face the massive challenge of responding to a global pandemic, unemployment rates that exceeded the Great Recession, and the greatest racial disparities in the nation.

The projected 2021 budget continues this trajectory. Without any new spending, the budget process began with an estimated $42.5 million gap. The gap is due to Milwaukee County's ongoing structural funding imbalance, combined with adverse financial impacts of COVID-19. Financial impacts due to the pandemic include projected losses of $7.4 million in sales tax revenue, $3.2 million in investment revenues, $1.6 million in revenue collected from Potawatomi casino, as well as losses in program revenues including $1.9 million of revenue loss in the House of Correction, $0.5 million in the parks department, and $0.9 million of lost State funding to support District Attorney funding victim/witness services.

Despite Milwaukee County's consistent economic growth over the past decade, our funding imbalance has forced us to make significant cuts. Since 2012, Milwaukee County has faced cumulative budget gaps of approximately $320 million. This averages roughly $30 million per year, more than the entire tax levy funding for our parks department, district attorney's office, and emergency management services combined. Each year, departments rise to the challenge, closing these annual gaps by creating efficiencies, streamlining services, and making the county leaner. But these cuts — year, after year, after year — are unsustainable. They have severely limited our ability to invest in our neighborhoods, in our services, and in the people of Milwaukee County.

Once again, we have weathered the storm, utilizing our vision of becoming the healthiest county as our guide. However, we know that the only way to achieve our vision, to successfully navigate this crisis, and to continue providing services county residents rely on, is by securing a local, long-term funding solution.

We will continue to build on the momentum generated by the Move Forward Milwaukee coalition, a partnership between the business community, state legislators, municipal governments, and community groups that advocates for allowing Milwaukee County and its 19 municipalities to pursue a binding referendum for a 1 percent local option sales tax with property tax relief.

Community Engagement

In spite of our fiscal challenges and the dangers of COVID-19, public engagement continues to be a cornerstone of the budget process. This year, the County Executive and members of the Board of Supervisors co-hosted two virtual

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open houses and one hybrid open house with an in-person option for residents without internet access. For the fourth straight year, residents had the opportunity to weigh-in through Balancing Act, an interactive online tool simulating the process to balance the budget the budget.

When faced with the same $42.5 million gap, more than 650 residents had to decide whether to raise revenue or reduce services. Respondents were given similar constraints Milwaukee County officials face: limited options to raise revenue, and state-imposed limits on service cuts. As of this writing, participants chose to fill approximately 44 percent of the gap by increasing revenues and 56 percent by reducing expenditures on average. The most commonly selected way to raise revenue was the sales tax — an option that is not legally available to Milwaukee County, but currently under consideration by the state legislature. Results show that nearly 80 percent of respondents chose to decrease funding for County administration, nearly 70 percent chose to reduce funding for elected offices, about 69 percent reduced funding for prisons and jails, about 60 percent reduced funding for sheriff operations, and about 54 percent reduced funding for the zoo.

The County Executive utilized preliminary Balancing Act results to inform the recommended budget, but the simulation will remain open through October so the Board of Supervisors can also consider results.

Strategic Focus Areas to Achieve Racial Equity

For the first time in 20 years, Milwaukee County is implementing a strategic plan that focuses on achieving

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HOW WOULD YOU BALANCE IT?

2020 Balancing Act Budget Exercise Findings

Participants started with a gap of $42.5 million. On average, **participants chose to fill approximately 44% of the gap by increasing revenues and 56% by reducing expenditures.**

INCREASING REVENUE

	Avg. Increase	% Submissions
Increase Property Tax	$1,281,646	49%
Borrow from Reserves	$1,811,709	25%
Increase the Vehicle Registration Fee	$3,976,266	44%
Increase Sales Tax	$13,583,861	62%

REDUCING EXPENDITURES

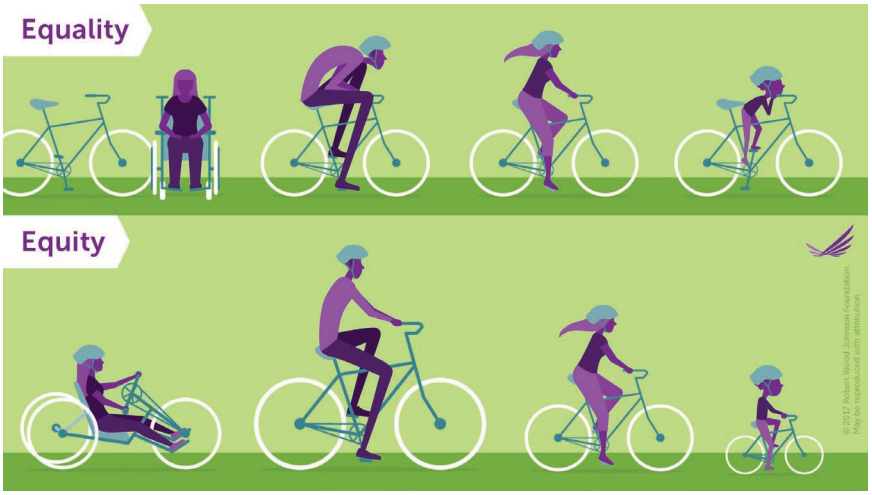
	Avg. Decrease	% Submissions
Decrease Administration	$12,700,000	79.7%
Decrease Pension & Healthcare	$2,900,000	50.9%
Decrease Prisons & Jails	$2,600,000	68.9%
Decrease Bus System	$2,300,000	40.8%
Decrease Elected Offices	$1,800,000	69.9%

Respondents also chose to reduce funding for Sheriff Operations (60.1%), the Zoo (53.6%) and Courts (50.4%)

INCREASING SERVICES

Some respondents chose to increase funding for departments, including: Parks (20%), Housing (15.8%), Economic Development (15.3%) and Mental Health Services (14.24%).

Milwaukee County focuses on equity, not equality. People of different sizes and abilities cannot all ride the same type of bike. In the same way, different Milwaukee County residents have different needs, and we must address the needs of each individual instead of using a one-size-fits-all approach.
Source: Robert Wood Johnson Foundation



racial equity. The 2021 budget puts into action the three focus areas of the strategic plan.

The first strategic focus area aims to break the cycle of people in historic positions of power typically fitting the profile of white, straight, men. **Creating intentional inclusion** ensures that decision makers and influencers within Milwaukee County government represent the full diversity of all our residents.

The second strategic focus area seeks to **bridge the gap** in the health disparities that make Milwaukee County the second least healthy county in Wisconsin. Wisconsin ranks at or near the bottom of the nation for racial disparities in unemployment, poverty, infant mortality, incarceration, school suspension, high school graduations, and economic mobility. Every year, the Milwaukee metro-political area is listed at or near the top of most-segregated communities in the country. Recently, our area has become regularly ranked as the worst place to raise as Black child. These are annual gut punches that remind us how far we still need to go. We can no longer accept these disparities as normal. Our budget prioritizes resolving disparities by addressing the needs of the whole person or whole families who live here.

The final strategic focus area reimagines how Milwaukee County invests its resources. The 2021 budget **invests in equity** by focusing resources and reorienting services delivery models to ensure all residents have enough resources to address critical needs like housing, healthcare, and transportation. To make any real progress toward our goal we must find ways to invest resources in our residents and communities that have been historically underserved so that everyone can thrive, not just survive.

Racial Equity Budgeting Tool

As a critical step to implementing the strategic plan, the 2021 budget was developed using a Racial Equity Budget Tool (REBT). For every investment and cut, departments took into consideration which communities would benefit and which would be burdened. With support from the national Government Alliance on Race and Equity, the Office on African American Affairs led training and technical assistance around the tool.

In 2021, the REBT led to intentional decisions to renovate playgrounds in historically underinvested areas, remove unnecessary barriers to employment at Milwaukee County, and create intentional links between human services so residents can get all their needs met in no matter where the enter the system. The REBT provides a critical baseline of where Milwaukee County stands today and will spark action to move the County closer to its vision. The REBT will only be enhanced as Milwaukee County moves forward with its strategic plan.

Creating Intentional Inclusion

Creating Intentional Inclusion: Starting with Employees

Milwaukee County is an employer of more than 4,000 people, and creating intentional inclusion begins with our organization first. In 2021, the Office on African American Affairs (OAAA) will play a critical role in Milwaukee County's strategic efforts to advance inclusion. OAAA will continue racial equity trainings for all staff and expand on the development of racial equity tools and resource guides. OAAA will also work across county departments to improve operations, communication and hiring and promotion practices.

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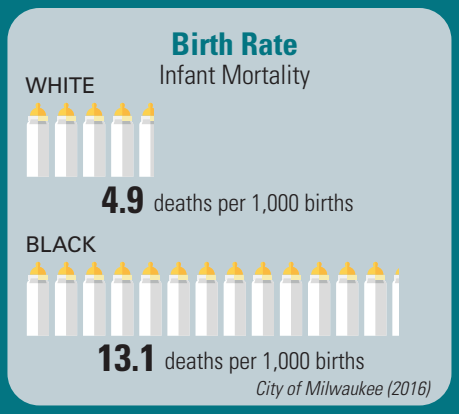
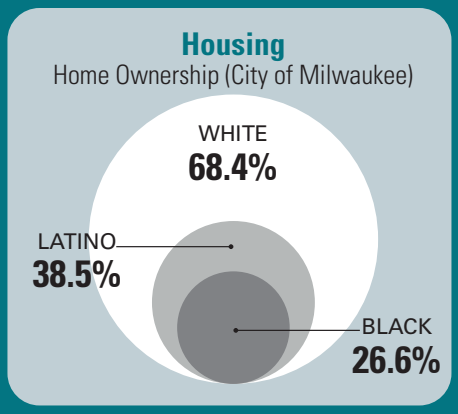
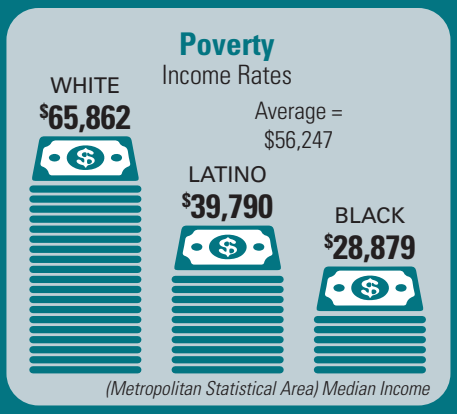
Racial Equity in Milwaukee County

Recognizing that institutional racism is a critical issue to the inequities experienced in the African American community and other communities of color, the graphics below represent a few of the social determinants of health plaguing Milwaukee County.







Through the 2021 budget, several departments have begun to address equity by modifying job descriptions to remove educational or other requirements that may be a barrier to some groups being considered for the job. With the support of the Department of Human Resources, several departments including the Department of Transportation, Child Support Services, and the House of Correction have also institutionalized more diverse interview panels so that inclusion is an intentional part of the hiring process.

Another critical component of equity is how pay increases are calculated. Traditionally, Milwaukee County has provided an across-the-board pay increase at mid-year for all employees. The 2021 budget provides a new look at pay increases largely based on findings from the County Comptroller's Audit Division's report, "Pulling Back the Curtain: A Look at Milwaukee County's Workforce Through Racial and Gender Equity Lenses from 2009 to 2019." This report highlighted substantial overrepresentation of white workers in the top third of Millwaukee County earners, and an overrepresentation of African American workers in the bottom third of County earners. With this disparity in mind, the 2021 budget provides a 0.5 percent increase at midyear for workers in salary ranges averaging over $100,000 per year, and a 1 percent increase for workers in salary ranges averaging below $100,000.

Additionally, the 2021 budget will make good on the 2020 promise to bring trades professionals closer to market rate with a targeted pay equity increase. The COVID-19 pandemic put this increase on hold, but our pipe fitters, carpenters, electricians and others in the skilled trades will see an increase at the start of 2021. Similarly, targeted pay increases for correctional officers at the House of Correction in 2019 have made a considerable impact on staff retention. In 2021, the HOC reduced its estimates of overtime expenses, allowing for both better use of tax dollars and investments in programming that prepares those in custody to successfully re-enter the community.

Milwaukee County has continued to prioritize total compensation for employees. Healthcare costs are projected to remain flat over the coming year, and the 2021 budget does not include any major changes to benefits or pension contribution rates.

Bridging the Gap

Bridging the Gap: Enhancing Customer Services

Milwaukee County is advancing $1 million for a "No Wrong Door" model of customer service to create easier access to quality care. Anyone, regardless of age or ability, can and will be served no matter how they enter the system. This budget takes advantage of the benefits of integrating the Department on Aging and Veterans Services into the Department of Health and Human Services (DHHS) to enhance our service delivery model so services and processes are centered around the convenience and needs of the individual.

The effort streamlines services to create faster turnaround times and an overall improved customer experience that

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continues to advance high quality service for Milwaukee's older adults and people with disabilities. In addition, staff are being trained to offer this high level of service for all residents in order to increase access and advance the overall health of Milwaukee County residents.

The move gives our older adults and veterans more direct access to the wrap-around services offered by DHHS — including accessing and maintaining housing, delivering energy assistance, and expanded behavioral health services.

Milwaukee County remains one of the few jurisdictions in the nation that has not shifted to a model that serves people with disabilities and older adults seamlessly, across the lifespan. Full integration aligns Milwaukee County to best practices of other human service operations throughout the rest of the state and the nation.

With the departments coming together, we can expand and invest in critical services, sharing resources, knowledge and cross-training. The changes, along with other realignment, have allowed the Department on Aging to mitigate any reduction in services. The focus of services for the Department on Aging was on the creation of three new direct service positions: An Elder Benefits Specialist and two Human Service Workers. The Elder Benefits Specialist, the first of its kind in the department's history, will provide Milwaukee County with a central "go-to" staffer who can help older adults and their families understand Medicare services and Medicare savings programs. Other services include the expansion in funding for key services such as transportation, family caregiver support, and neighborhood outreach.

The creation of these new direct service positions elevates the needs of older adults in Milwaukee County — and integration provides the opportunity to take care of all the needs of the individual, including needs specific to older adults.

In response to the COVID-19 pandemic, homebound seniors were provided with additional weekend meals to ensure that their nutritional needs were met. The 2021 budget continues to fund additional meal options for seniors. The department also explores the use of additional nutritional counseling and education to improve older adult health and wellbeing.

Social programming at the five county-owned seniors centers will continue five days per week as it has in the past. However, because of anticipated impacts of the pandemic and the public health risks of older adults gathering together in person, the department expects to provide virtual programming at a minimum throughout the first quarter of 2021.

On Monday, Aug. 10, County Executive Crowley delivered his first Vision Address, "One County: Stronger Together," where he laid out his vision for making Milwaukee County the healthiest county in Wisconsin by achieving racial equity. He highlighted three strategic focus areas to achieve the vision: Create Intentional Inclusion, Bridge the Gap and Invest in Equity.

analytics, was one of the first in the nation to intentionally track COVID cases by race. This has allowed for targeted interventions in efforts to reduce the disparate impacts of COVID-19 on communities of color. The map has been modified over 100 times to provide data to public health officials, hospital systems and the public.

In 2021, Milwaukee County is also investing in Microsoft PowerBI and ArcGIS to improve public transparency, expand data visualization, and enhance data analytics across the County.

Investing in Equity

Investing in Equity: Connecting the County

Providing access to jobs, school and appointments for tens of thousands of residents, Milwaukee County's transit network is essential to advancing health and racial equity. In 2020, the Federal Transit Administration (FTA) approved up to $40.9 million in federal funds for the East-West Bus Rapid Transit (BRT) project. This line will extend from downtown Milwaukee to the Milwaukee Regional Medical Center in Wauwatosa, creating a critical connection to jobs. Upon execution of an FTA Small Starts Grant Agreement award, Milwaukee County Transit System (MCTS) will begin construction of BRT stations in 2021 and procure the equipment necessary to begin BRT operations in late 2022. The BRT project will strengthen the entire transit network and aid in connecting residents to opportunities throughout Milwaukee County.

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MCTS has also initiated a new study for transit enhancements — potentially for a second BRT line — in the 27th Street transit corridor, where the Purple Line, one of MCTS's highest ridership routes is located. Racial equity will be given deliberate consideration in the study, as this corridor is accessible to environmental justice populations and a high density of jobs. Communities along this corridor have also experienced some of the highest rates of COVID-19 infection and fatality in Milwaukee County, all of which underscore the need for investment.

Investing in Equity: Community-Based Solutions

Investing in equity means prioritizing local solutions. This philosophy is particularly evident through Milwaukee County's approach to youth justice reform. Placements of youth to state-run Lincoln Hills and Copper Lake juvenile justice facilities continue to trend downward. The recommended budget assumes an average day population of 29, which reflects a decrease of 21 compared to the 2020 budget. This will result in decreased expenses of about $2.9 million. With the eventual closure of Lincoln Hills, $1 million of this savings is reinvested into community-based services for youth. Specifically, the funds will support a Credible Messenger Program offering emotional first aid, violence interruption and mediation, as well as an Achievement Center providing vocational services, work placements, apprenticeships and job certifications for youth and their family members. The initiative would be also supported through partnerships with schools, community organizations and other public agencies.

In the same vein, equitable investments are also possible when small and minority-owned businesses can compete for Milwaukee County contracts. Several Milwaukee County departments and divisions, including the Department of Administrative Services, Department of Health & Human

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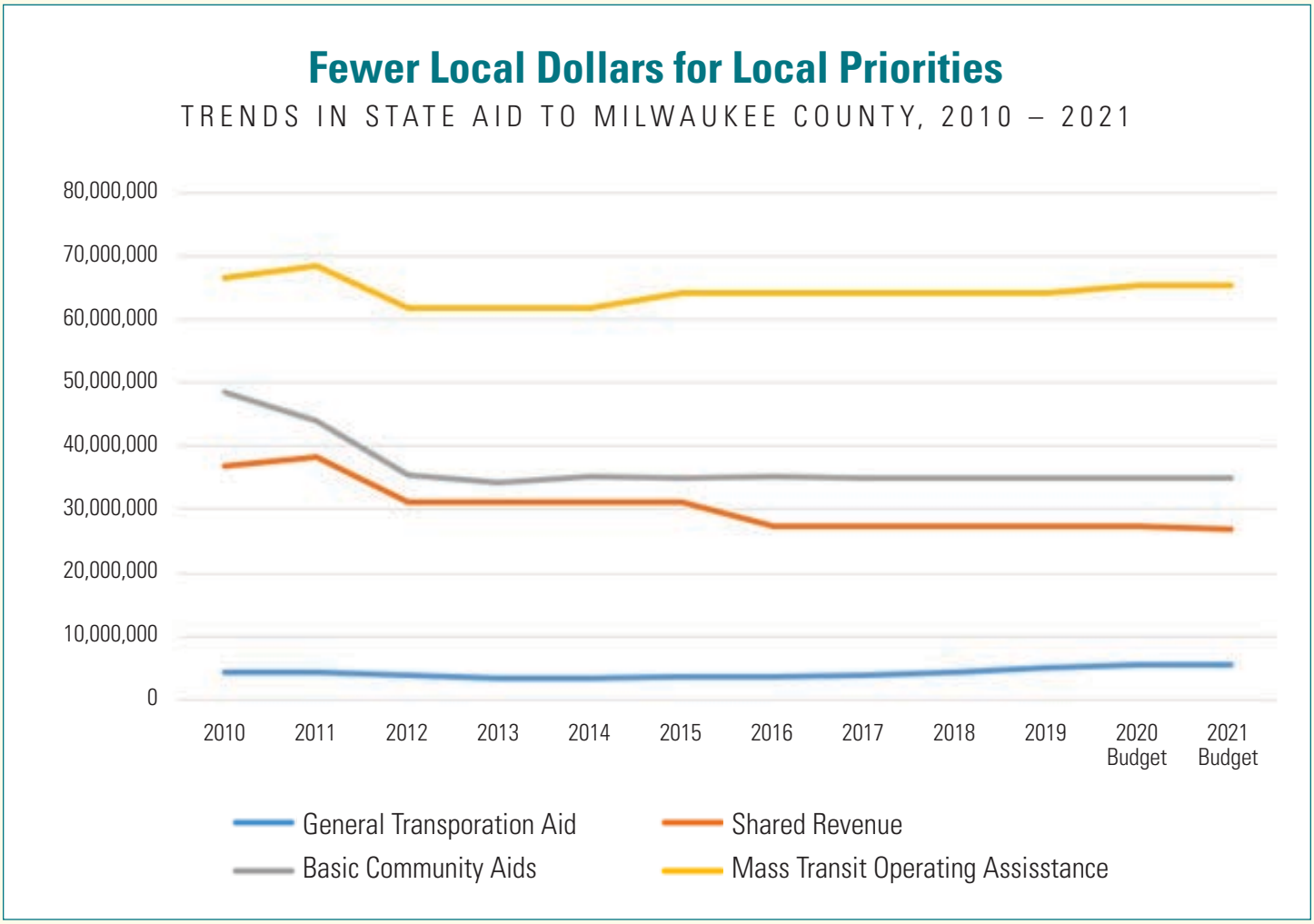
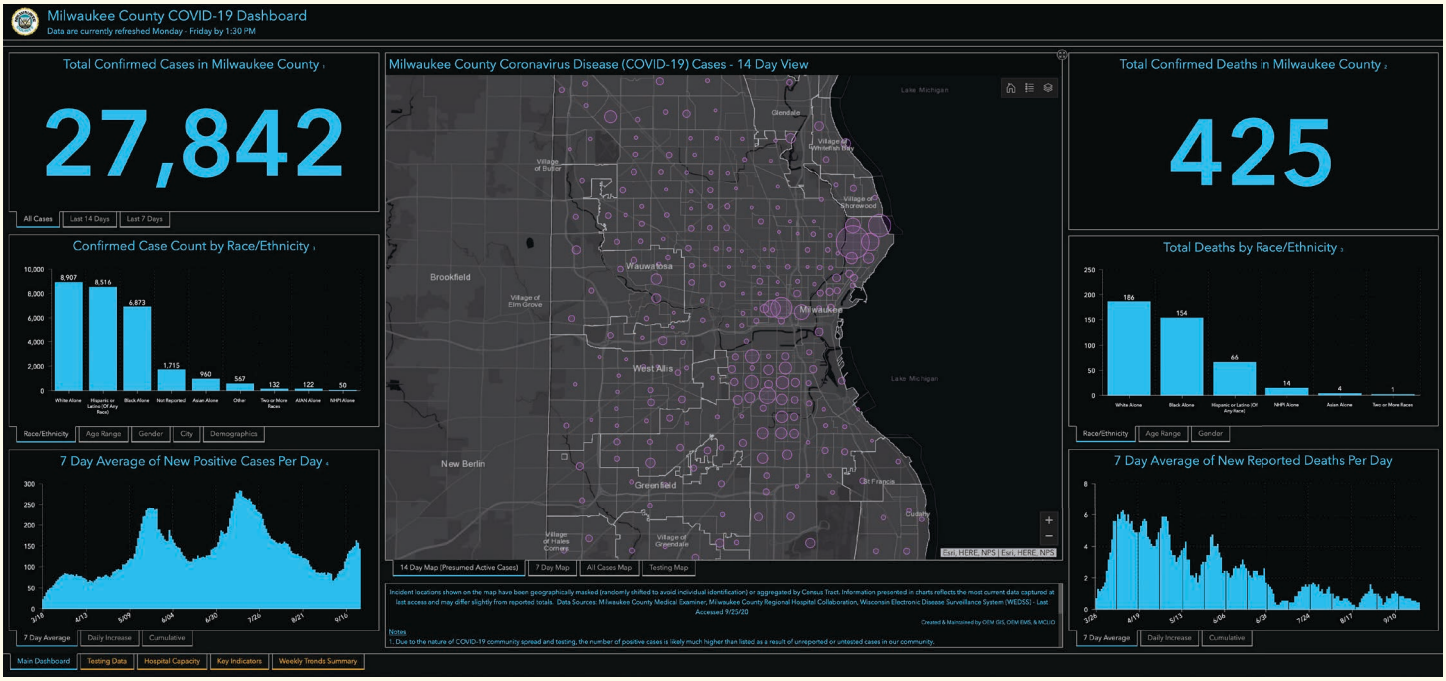


Since 2012, State revenue sources have largely been held flat. This results in a lack of available funds for inflationary or other cost increases, which contributes to Milwaukee County's structural deficit.



Milwaukee County's COVID-19 Dashboard is updated five days per week with data from public health institutions, health systems, and state and local officials. It has received national attention for its intentional collection of racial demographics.

Services, Aging will work in 2021 to improve County contracting processes, clarify performance measures and create performance outcomes for each contract.

The 2021 budget also allocates $40,000 for the implementation of a Milwaukee County Parks workforce development program, UpLift Milwaukee, which was canceled in 2020 due to COVID-19. The purpose of this program is to advance diversity within the Parks workforce, increase access to Parks employment for communities of color and those living in concentrated poverty, and create a new career pipeline opportunity for traditionally underserved individuals.

Investing in Equity: Grant Procurement

In July 2020, the Board of Supervisors approved the creation of the Grants Procurement Division. This new division will directly address Milwaukee County's fiscal challenges in the context of racial equity as staff work to identify, apply for, and track grants from the County's state, federal, and nonprofit partners.

The 2021 budget provides three full time equivalent positions for a Grants Director, Senior Grants Analyst, and Special Projects Analyst. Over time, it is anticipated that these positions will pay for themselves in addition to securing funding to continue essential services and invest in equity throughout Milwaukee County.

COVID-19 Effects on the Budget

Low Revenue & Creative Solutions

Milwaukee County residents and businesses have been hard hit by COVID-19, and Milwaukee County government is no different. The pandemic has had a tremendous downward effect on attendance and revenue generated by the Milwaukee County Zoo, Milwaukee County Parks, the Milwaukee County Transit System and Mitchell International Airport. These revenue shortages have contributed significantly to the 2021 budget gap

Impacts to the Zoo included a temporary closure of operations followed by phased re-openings with limitations on attendance, as well as reduced opportunities to host large events. These closures and limitations led to reduced Zoo revenue collections in 2020, and the result was a need to identify savings through staff furloughs, hiring and spending freezes, and other methods. Yet in the spirit of equity, the 2021 budget shifts a larger portion of the Zoo's marketing strategy, advertising, social media and public relations to a broader and more diverse audience to help foster a more inclusive community.

Parks was also hit hard by the COVID-19 pandemic, leading to all-time staffing lows, spending freezes, reduced operational service levels, and revenue losses from closures and the delayed opening of most Parks' revenue-generating

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The cost for services is growing faster than the revenues the County has to pay for them. In the most recent Milwaukee County Comptroller's Five-Year Forecast, expenditures are predicted to increase by an average of 2.4 percent per year, while revenues will grow by 1.0 percent.

facilities and services.

The 2021 budget includes moderate revenue increases primarily within golf and marina operations. Golf permit fees for most 18-hole and 9-hole rounds will increase by $2 and $1 respectively. Golf permit fees were last increased in 2018 and this increase brings fees in line with market comparative courses. Marina slip rentals will increase by 2 percent in 2021. Boat launch fees will increase across all categories. Fees for boat launching were last increased in 2010.

Facility closures that occurred in 2020 will continue throughout 2021 at McCarty pool, Jackson pool, Grobschmidt pool and Hales Corners pool. Parks indoor pools are slated for delayed openings in the year (or in 2021).

The same 14 wading pools and 7 splash pads operated in 2020 will continue operations in 2021 for a budgetary savings of $124,000. The location of these wading pools and splash pads were determined through an analysis of population density and demographics to ensure an equitable distribution of water-based recreational resources.

To mitigate possible COVID-19 related revenue deficits in 2021, Milwaukee County Parks and the Zoo have created segregated funds that are only accessible should the departments stay on track to meet their revenue goals. Parks segregated $494,000 of operational funding for seasonal labor, and Zoo has segregated $908,000 in costs. Administrators will work with the Board of Supervisors and the Office of Performance, Strategy & Budget to monitor public health conditions and operational feasibility for these revenue generating functions. Failure to earn the revenues associated with the segregated operational funding will likely result in additional facility closures or other cost-cutting measures.

In consultation with the airlines that serve Milwaukee, the 2021 budget assumes reduced levels of activity at General Mitchell International Airport. The budget assumes enplanements and passenger levels that are approximately 60 percent of the 2019 actual activity in order to account for the potential negative effects upon demand for travel due to a possible resurgence of COVID-19. A significant reduction in passenger activity levels also means a decrease in parking, rental care, food and beverage revenue at the airport.

The 2021 budget includes no major changes to fixed route or paratransit service, thanks in large part to federal Coronavirus Aid, Relief, and Economic Security Act (CARES) funding. CARES funding provided $54.9 million to Milwaukee County to help make up for lost revenues and decreased ridership due to the closing of schools, businesses and other local destinations. If not for these funds being made available to Milwaukee County for transit, MCTS would have faced a budget gap of over $12.1million for 2021 due to total expenditures increasing by $2.5 million (1.6 percent) and decreases in revenue and tax levy in the amounts of $5.3 million and $4.9 million, respectively. The Transit system remains at risk of facing a large funding gap in future years if ridership levels do not return to historic levels before CARES funding for Transit is exhausted.

Transit's role in Milwaukee is critical now and will continue to be in the future. An inclusive and accessible transit network benefits all users and transforms

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STRATEGIC FOCUS AREAS

Create Intensional Inclusion

Reflect the full diversity of Milwaukee County at every level of County government.

Create and nurture an inclusive culture across Milwaukee County.

Bridge The Gap

Determine what, where and how we deliver services based on the resolution of health disparities.

Break down silos across Milwaukee County government to maximize access and quality of services offered.

Apply a racial equity lens to all decisions.

Invest in Equity

Invest "upstream" to address causes of health disparities.

Enhance Milwaukee County's fiscal health and sustainability.

Dismantle barriers to diverse and inclusive communities.

communities by connecting people to opportunities. Through MCTS, Milwaukee County is providing a strong transit network that supports economic growth and competitiveness of the region. Ongoing investments in transit will help Milwaukee County realize a future where an individual's race no longer predicts one's success while also improving outcomes for everyone.

Fiscal Challenge & Future Opportunities

Closing a gap of $42.5 million was no easy feat, and once again departments bore the brunt of the cuts. Departments were asked to absorb all inflationary costs to continue doing business, and on top of that take between a 1.4 percent and 2.6 percent cut. Cutting services year after year is unsustainable. The budget also includes taking $5.3 million from Milwaukee County's debt service reserve. Using these rainy-day funds year over year is unsustainable.

On the revenue side, the budget includes a $3.6 million increase in property tax, the maximum amount allowed by the State of Wisconsin. Although Milwaukee County's sales tax revenues have been growing significantly, the 2021 budget projects $7.3 million decrease in sales tax revenues due to the ongoing and growing effects of the pandemic. Although the budget assumes a one-time influx of CARES dollars for transit, state funding for Milwaukee County continues to remain flat or decrease.

Milwaukee County has taken significant actions, streamlining services, creating significant efficiencies, and making government leaner. Even with all of these cost savings maneuvers, Milwaukee County must secure new sources of local revenue to reduce property taxes and begin investing in important community priorities.
In Wisconsin, local governments must fund local and state services, but one of the very few tools at our disposal to raise revenue is property taxes, a tool that has increased to an unsustainable level. As a result, combined with the growing cost of state mandates, Wisconsin and Milwaukee County has one of the highest property tax burdens in the country. Even with a 1 percent increase in sales tax, Milwaukee County would maintain one of the lowest sales

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taxes in the nation for a community our size.

We can re-balance this uneven funding structure. We can share the cost of services with commuters and visitors to Milwaukee, provide the largest property tax relief in recent memory, and invest in our community, through a 1 cent increase in our sales tax.

We can reverse the trend of planning for cuts, and instead plan for investments. We can utilize our local dollars for local priorities such as mental health, transit, senior services, and maintain valuable assets such as the zoo, and parks. We can invest in equity.

A strengthened partnership between the state and Milwaukee County will allow our county to continue being Wisconsin's economic engine. By providing us additional tools to address our local issues, we can continue powering the state's economic growth. Without the right tools to fix the problem, Milwaukee County will be unable to make the necessary investments to stay competitive with other major metropolitan regions, and our effectiveness as a partner and contributor to the state will be diminished.

That's why our business community supports the Move Forward MKE proposal. The business community understands additional local revenue, particularly in these challenging times, puts our community on a sound fiscal future that will make the greater Milwaukee area an even better place to invest, create jobs, and attract and retain talent.

Without solving our fiscal issues, Milwaukee County will not be able to navigate the storm we are in. We will not be able to fully address our racial inequities, improve the health of our community, or become the community we aspire to be. We have and will continue to call on our state legislators to partner with us, providing us the ability to solve local issues with local solutions.

With a new funding solution, Milwaukee County will no longer have to start in the red and will instead be able to invest in the future.

Looking Ahead to 2021

Despite the challenges presented by the COVID-19 pandemic, this budget proposal takes a creative approach to implement strategic plan and work towards achieving Milwaukee County's long-term goals of achieving racial equity and becoming the healthiest county in Wisconsin. The budget continues investments in children, and families,

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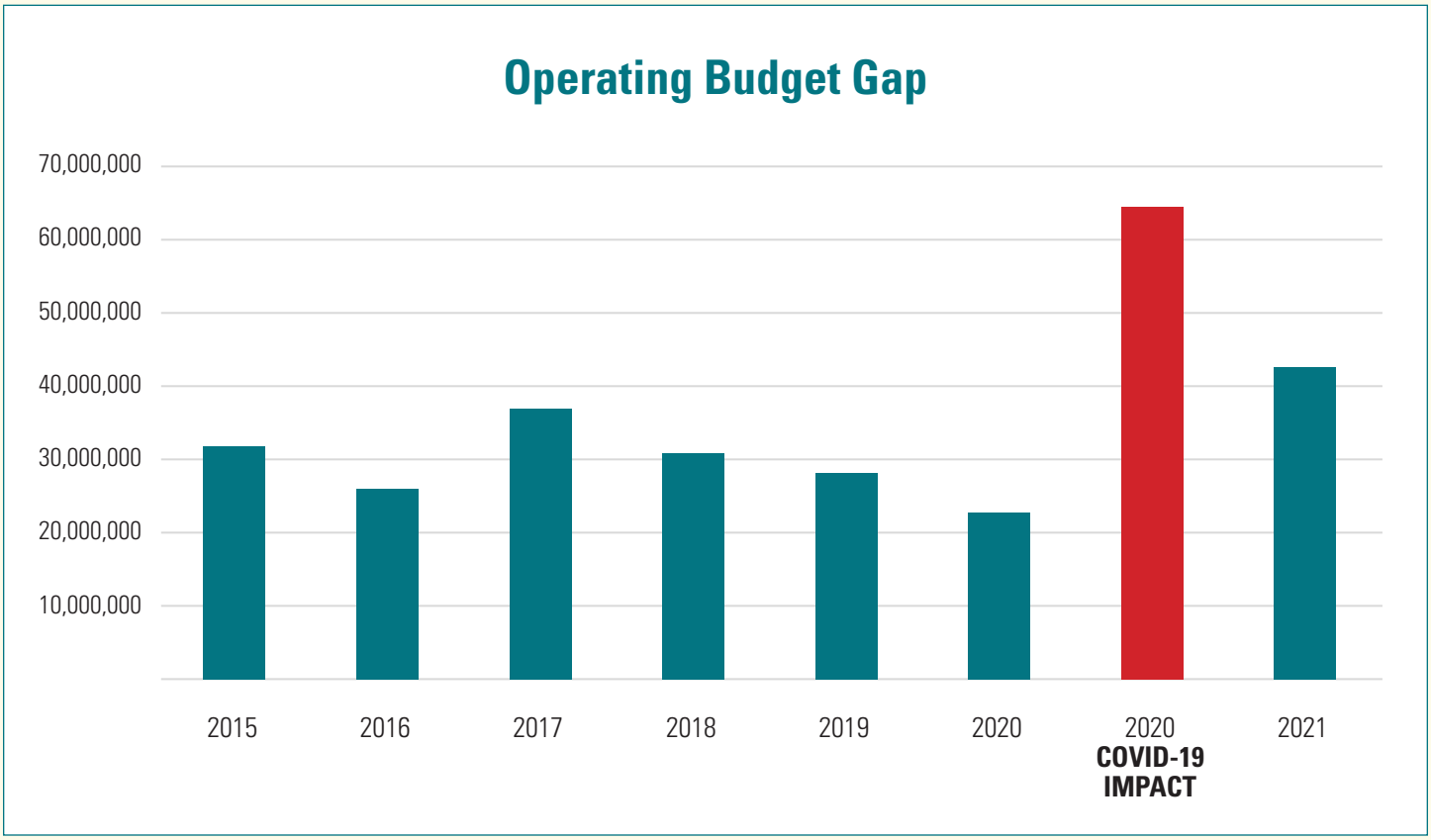

Milwaukee County's operating budget gap increased significantly in 2020 due to the COVID-19 pandemic. The forecast for future years will also be impacted by this unexpected blow to an already troubled fiscal outlook.

The budget continues investments in children, and families, public safety, public transportation, neighborhood services, and the County's workforce – all within a racial equity lens.

public safety, public transportation, neighborhood services, and the County's workforce — all within a racial equity lens. The impact of the pandemic will continue to affect Milwaukee County government and Milwaukee County residents well into 2021, but the County remains in good position to keep people safe and will continue to work with state and federal partners to address the needs of Milwaukee County residents. With the implementation of a racial equity focused strategic plan — the first strategic plan to be developed in Milwaukee County government in over 20 years — Milwaukee County has every reason to feel optimistic that we can recover from the current public health crisis, improve outcomes for Milwaukee County residents, and bounce back even better than ever before.

Milwaukee County Executive
David Crowley

Director of Administrative Services
Julie Landry

Department of Administrative Services, Fiscal Affairs Division, Office of Performance, Strategy & Budget

Director Joseph Lamers

Capital Budget Coordinator Vince Masterson

Operating Budget Manager Daniel Laurila

Senior Budget & Management Analyst Lindsey Peterson

Budget & Management Analyst Joshua Scott

Budget & Management Analyst Pamela Matthews

Special Thanks to:

Elected Officials • Department Heads • Departmental Fiscal Staff
Staff of the Office of the Comptroller • Central Business Office • House of Correction Print Shop

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Milwaukee County Board of Supervisors

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Marcelia Nicholson (5th District)

First Vice-Chair
Sequanna Taylor (2nd District)

Second Vice-Chair
Steven Shea (8th District)

1st District
Liz Sumner

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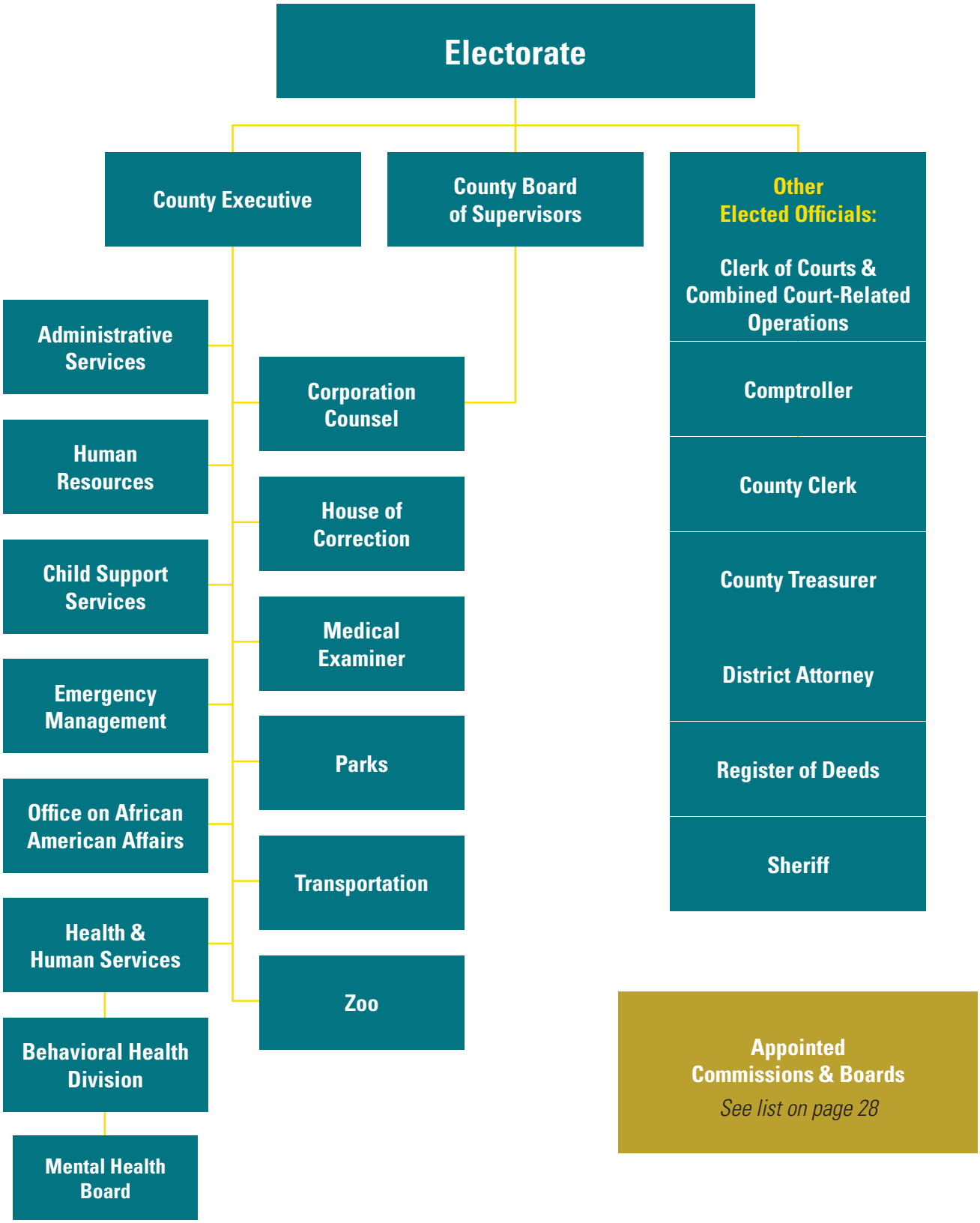
ORGANIZATIONAL CHART



ORGANIZATIONAL CHART

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Appointed Commissions & Boards

- Aging & Disabilities Resource Center Board
- Charles Allis & Villa Terrace Art Museums
- Civil Service Commission
- Combined Community Services Board
- Commission for Persons with Disabilities
- Commission on Aging
- Deferred Compensation Board
- Election Commission
- EMS Council
- Ethics Board
- Human Rights Commission
- Marcus Center for the Performing Arts Board
- Milwaukee Art Museum Board
- Milwaukee County Federated Library System
- Milwaukee County Historical Society
- Milwaukee Public Museum Board
- Milwaukee Symphony Orchestra
- Pension Board
- Personnel Review Board
- Social Development Commission
- Southeast Wisconsin Regional Planning Commission
- Summerfest Board of Directors
- Veterans Service Commission
- Visit Milwaukee Board
- Wisconsin Center District

We enhance the quality of life in Milwaukee County through great public service.

MILWAUKEE COUNTY MISSION STATEMENT

Budget Narrative Reader's Guide

The budget narrative serves as Milwaukee County's business plan for the upcoming year. It provides information to taxpayers, policymakers, stakeholders, community groups, and other interested parties about what the County intends to produce with the resources provided to it. The goal of the budget narrative is to present this business plan in a format that is easy to read and informative for everyone who has an interest in Milwaukee County. We seek to achieve this goal in part by adopting best practices, which are exemplified by the Government Finance Officers Association's (GFOA) Distinguished Budget Presentation Award, which the County has received each year since 2015.

Structure of the Narrative

Each departmental narrative starts with one or more summary pages. The first page shows expenditures, revenues and tax levy for the entire department.

Staffing information for the entire department shows FTEs based on full-time employees. Seasonal, hourly, pool, etc. positions are represented in dollars. Budgeted overtime is also represented in dollars. Following this information is a brief overview of the department's mission and structure.

Below each department's mission and structure is a section called "2021 Major Changes." This section describes the changes from the prior year. These may include any changes with policy implementation, personnel changes, change in fees, new revenue or significant changes in revenue, or any other extraordinary changes.

After the departmental summary pages, the narrative shows detailed information about each program area, including:

Service Provision: This indicates whether the program is mandated by state or federal law, committed via contract or other long-standing relationship, discretionary, or administrative in nature. Administrative program areas generally assist other areas of their own department or other Milwaukee County departments with basic business functions.

"How We Do It": This displays the resources dedicated to this program area, including expenditures, revenues, tax levy, and total full-time FTEs.

"What We Do With It": This indicates activity data that shows "how much" service is provided, for instance the number of aquatics attendees at parks or the number of individuals served in the senior meal program.

"How Well We Do It": This displays performance measures for the program area. Many departments have identified and developed performance measures for several program areas; more will be created and included in future budget years, as this is intended to be an iterative process.

"Strategic Overview": The Strategic Overview section identifies the key strategic goal(s) of each program area. This section includes a brief description of how this program area addresses services or needs within its department. Where possible, the program area's key performance indicators ("What We Do With It" and "How Well We Do It") connect to the department's overall goals.

"Strategic Implementation": Includes any changes to

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the program area for the 2021 budget compared to the 2020 Adopted Budget. It also identifies ways in which the scope of the program area described in the "Strategic Overview" section has been impacted by funding levels in the 2021 budget. This area includes details about positions, services or initiatives that have been increased or decreased. Where necessary, this section describes impacts to performance that are the result of changes in funding.

MILWAUKEE COUNTY

2021 COMMUNITY PROFILE

Milwaukee County was formed in 1835 when it was part of the Michigan Territory.

Prior to that, the area had been settled by a variety of Native American tribes and was explored by French priests and traders as far back as 1674. The name "Milwaukee" is generally believed to be derived from a Native American term meaning "good land."[1]

Today Milwaukee County is, by population, the largest county in the state of Wisconsin and the 53rd largest in the United States with 945,726 residents[2]. Milwaukee County is one of the few fully-incorporated counties in the United States and includes 19 municipalities that range from a large urban center in the City of Milwaukee with 590,157 residents[2] to small villages such as River Hills with a population of 1,600.

Milwaukee County anchors the Greater Milwaukee Metropolitan Area, which has a population of more than 2 million people and includes seven neighboring counties: Waukesha, Racine, Washington, Ozaukee, Dodge, Jefferson and Walworth.

As in many other major urban areas in the upper Midwest, the regional economy in the 20th century was based on heavy manufacturing. As the manufacturing sector has declined nationally since the 1970s, the region has transitioned to attract economic growth based on high-tech, light manufacturing and service-oriented industries, now developing into a worldwide leader in freshwater sciences and technology. Milwaukee County has a fairly small population of young people compared with other large metro areas, but still continues to grow. In 2018, the City of Milwaukee was ranked number nine for cities with the youngest entrepreneurs.

In 2019, the largest sculpture in the region was installed on East Wisconsin Avenue in Milwaukee. This sculpture was designed by Chicago-based artist Carlos Roló. The installation of approximately 160 vinyl panels to the exterior of the two-story, glass lobby of the Chase Tower at 111 E. Wisconsin Ave. transforms the building into a diorama of tropical flowers known as "Gild the Lilly (Caribbean Hybrid I, II, III)."[3]

Rolón, a first-generation Puerto Rican immigrant, has patterned the custom piece after a triptych painting of his that's currently on display in Japan. He intends the Milwaukee piece as an attractive piece of art, but also as a statement on the diaspora of Puerto Rican and other Caribbean immigrants in America.

The tables on the following pages provide some demographic and economic data about Milwaukee County.

1 *Wisconsin Historical Society (www.wisconsinhistory.org/Content.aspx?dsNav=N:4294963828-4294963788&dsRecordDetails=R:BA8864)*
2 *U.S. Census Bureau Quickfacts (www.census.gov/quickfacts/fact/table/milwaukeecountywisconsin,US/PST045219)*
3 *Urban Milwaukee (www.urbanmilwaukee.com)*

MILWAUKEE COUNTY

Basic Data	Milwaukee County	Wisconsin
Land Area in Square Miles (2010)	241	54,158
Population (July 2019 estimate)	945,726	5,822,434
Population Density (population per square mile)	3,926	105
Demographic Data		
Persons Under 5 Years (July 2019)	6.8%	5.7%
Persons Under 18 Years (July 2019)	23.8%	21.8%
Persons 65 Years & Over (July 2019)	14.0%	17.5%
High School Graduate or Higher	87.8%	91.9%
Bachelor's Degree or Higher	30.5%	29.5%
Veterans (2014–2018)	41,967	342,796
Economic Data		
Housing Units (July 2019)	420,162	2,725,296
Homeownership Rate (2014–2018)	49.5%	66.9%
Median Value of Owner-Occupied Housing Units (2014–2018)	$153,600	$173,600
Households (2014–2018)	382,070	2,343,129
Median Household Income, 2018 dollars (2014–2018)	$48,742	$59,209
Total Employment (2018)	453,081	2,602,148
Total Employment, Percentage Change (2017–2018)	0.2%	1.6%
Manufacturers Shipments, $1000 (2012)	19,176,207	177,728,926
Merchant Wholesaler Sales, $1000 (2012)	12,445,288	77,066,883
Women-Owned Firms (2012)	24,978	133,859
Minority-Owned Firms (2012)	20,847	40,507
Veteran-Owned Firms (2012)	5,307	39,830
Retail Sales, $1000 (2012)	10,427,898	78,201,822
Retail Sales Per Capita (2012)	$10,917	$13,656
Accommodation & Food Services Sales, $1000 (2012)	1,831,041	10,303,256
Building Permits (2019)	548	17,480

Source: U.S. Census Bureau

10 Largest Principal Property Tax Payers

Taxpayer	2019 Equalized Value
Northwestern Mutual Life Insurance Co.	$622,365,000
Mayfair Mall, LLC	$448,346,000
Mandel Group	$361,543,000
US Bank Corp.	$238,570,000
Aurora Health	$208,139,000
Irgens	$159,288,000
Southridge Mall, LLC	$154,624,000
Walmart/Sam's Club	$140,361,000
Metropolitan Associates	$139,552,000
Juneau Village/Prospect Tower/Katz Properties	$139,532,000

Source: 2019 Milwaukee County Comprehensive Annual Financial Report, Office of the Comptroller

10 Largest Private Sector Employers

Employer	Industry	2019 Employees	% of Total County Employment
Aurora Health Care, Inc.	Healthcare System	28,539	6.0%
Froedtert & Community Health	Healthcare System	12,820	2.7%
Ascension Wisconsin	Healthcare System	10,600	2.2%
Roundy's Supermarkets Inc.	Retail Supermarkets	8,601	1.8%
Quad Graphics Inc.	Commercial Printer	8,000	1.7%
Kohl's Corporation	Retail Department Store	7,000	1.5%
Medical College of Wisconsin	Medical School	6,400	1.4%
GE Healthcare	Healthcare Technologies	6,000	1.3%
Children's Hospital of Wisconsin	Healthcare	5,322	1.1%
Northwestern Mutual Life Insurance Co.	Insurance, Investment Products	5,000	1.1%

Source: 2019 Milwaukee County Comprehensive Annual Financial Report, Office of the Comptroller

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Budget Policies & Structure

Budget Process & Calendar

Looking at the 2021 Budget
Through a Racial Equity Lens

Financial Management Policies

Basis of Budgeting

Performance Budgeting

Fund Descriptions

Budgetary Funds

2021 Functional Area by Fund Type Summary

Budgetary Unit – Fund Type Relationship

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Wisconsin State Statute 59.60 governs the annual budget process for Milwaukee County.

Budget Process & Calendar

Milwaukee County's budget represents the County's business plan for the coming year, and shows taxpayers and stakeholders how Milwaukee County services link to these broad building blocks of our community.

The Budget Process

Wisconsin State Statute 59.60 governs the annual budget process for Milwaukee County. Each department is required to submit requested operating and capital (as part of a five-

Milwaukee County Annual Budget Calendar

March through May
The Office of Performance, Strategy & Budget (DAS-PSB) develops budget assumptions for the upcoming fiscal year. Tax levy targets are submitted to the departments. Budget instructions and forms are submitted to department administrators.

May
Capital budget requests are submitted by county agencies to the Department of Administrative Services Facilities Management Division.

July
Operating budget requests and revenue estimates are submitted by county agencies to DAS-PSB.

Department administrators present the programmatic impacts of their budgetary requests. The Department of Administrative Services and the County Executive review agency budget submittals.

August
Per state statute, DAS-PSB submits to the Board of Supervisors a summary of requested budgets by August 15.

August through October
The County Executive holds listening sessions to solicit input from the public.

The County Executive presents to the Board of Supervisors the recommended budget for the subsequent year. This is then referred to the Board's Finance, Personnel & Audit Committee for review and recommendation.

October & November
The Board of Supervisors holds a public hearing on the budget, inviting members of general public to comment on the recommended budget and Finance, Personnel & Audit Committee changes to date.

The Board of Supervisors conducts the annual meeting and the adoption of the budget and tax levies. During this meeting, the Board of Supervisors acts on the amendments and recommendations submitted by the Finance, Personnel & Audit Committee relative to the recommended budget as well as amendments submitted by individual County Board supervisors.

January
Departments implement the budget into public service.

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year capital plan) budgets to the director of the Department of Administrative Services (DAS) no later than **July 15**.

On or before **August 15**, DAS is required to submit a summary of the requests to the County Executive and Board of Supervisors, and the County Executive is required to hold public hearings on the requests. DAS is required to analyze the operating and capital requests and assist the County Executive in making "changes in the proposed budget that in the executive's or administrator's discretion are considered desirable or proper" (Wisconsin State Statute 59.60(6)(a)).

The resulting recommended budget is then presented to the Board of Supervisors on or before **October 1**. The Board of Supervisors then considers and may adopt amendments to the recommended budget and must hold a public hearing on the budget no later than the first Monday in November. After adopting amendments and holding the public hearing, the Committee on Finance, Personnel & Audit submits the amended budget to the Board of Supervisors, which adopts the final budget in mid-November.

After the budget has been adopted and a detailed summary of appropriations is provided to departments, the Office of Performance, Strategy & Budget and Office of the Comptroller monitor the budget during the fiscal year. This monitoring involves periodic checks of expenditures against appropriations, reviewing actual revenue compared to budgeted revenue and reviewing requests for transfer of appropriations. The legal level of control for each budget is by department.

Once the budget is adopted, transfers of appropriations among departments (excluding those governed by the Mental Health Board) require approval by the Board of Supervisors. Supplemental appropriations for the purpose of public emergencies or from the contingency appropriation may be made from unanticipated revenues received or surplus, as defined by resolution adopted by a vote of two-thirds of the members of the Board of Supervisors. Supplemental appropriations from the issuance of tax anticipation notes require an affirmative vote of three-fourths of the members of the Board of Supervisors. Approved transfers of appropriations are processed by the Office of the Comptroller and Office of Performance, Strategy & Budget.

Milwaukee County can work to eliminate these barriers when we better understand how the decisions we make impact the communities we serve.

Looking at the 2021 Budget Through a Racial Equity Lens

Racism is a public health crisis in Milwaukee County. According to the County Health Rankings, Milwaukee County is, and has consistently been, one of the lowest-ranked counties for health in Wisconsin. According to Federal Reserve Economic Data, Milwaukee County is one of our nation's most racially segregated areas. According to 2019 Wisconsin Department of Health Services statistics, a white person lives, on average, nearly 14 years longer than a Black person, and the infant mortality rate is nearly three times higher for Black infants compared to white infants.

Although race is a social construction with no biological basis, racism may produce an assigned societal value based on the way a person looks. This has resulted in race being a consistent predictor of a person's quality and length of life. For this reason, Milwaukee County has embarked on a bold vision: By achieving racial equity, Milwaukee is the healthiest county in Wisconsin. In order to move toward this vision, Milwaukee County utilized a Racial Equity Budget Tool (REBT) in the preparation of the 2021 budget.

The REBT is a structured racial equity lens for Milwaukee County departments to use to critically assess the impacts of budget decisions on communities of color, focusing primarily on the role County policies, processes, and power structures play in creating systemic inequities. The tool is structured around Milwaukee County's strategic planning effort and aims to help departments and decision makers better understand the opportunities to advance health and racial equity.

Milwaukee County's REBT builds on the success of other jurisdictions in implementing a budget tool. Jurisdictions Milwaukee County looked to for guidance include the City of Seattle, the City of Portland (Oregon), King County (Washington), and the City of San Antonio. Resources from the Government Alliance on Race and Equity (GARE) were also used.

Milwaukee County's Racial Equity Budget Tool (REBT) is designed to:
Make intentional connections between the strategic plan and the budget.
Use racial equity as the key guiding principle for important decisions regarding investments or disinvestments.
Initiate conversations on topics related to the three-year strategic objectives among department leaders and employees.
Provide baseline data on Milwaukee County efforts and inform enterprise-wide decisions.

Each Milwaukee County department is starting in a different place, serves different people with different needs, and is facing a different set of barriers and opportunities when it comes to achieving racial equity. Thus, there are no "right" answers in the REBT. However, the information given in the tool will be used to spark intentional conversations and make decisions and has been made available to the public to assist in improving racial equity across Milwaukee County.

CONTINUED

The questions in the REBT are outlined below. Milwaukee County's strategic plan has been reframed and further defined since the development of the REBT, so the three-year objectives have shifted slightly since the tool was created. Nevertheless, the underlying approach of analyzing and addressing Milwaukee County policies, practices, and power structures has not changed, and the REBT provides critical insights about the role of the budget in achieving racial equity and becoming the healthiest county.

Achieving health and racial equity will be an ongoing journey. The REBT in 2021 provides a baseline of where Milwaukee County stands today and will spark intentional conversation and action to move the County closer to its vision.

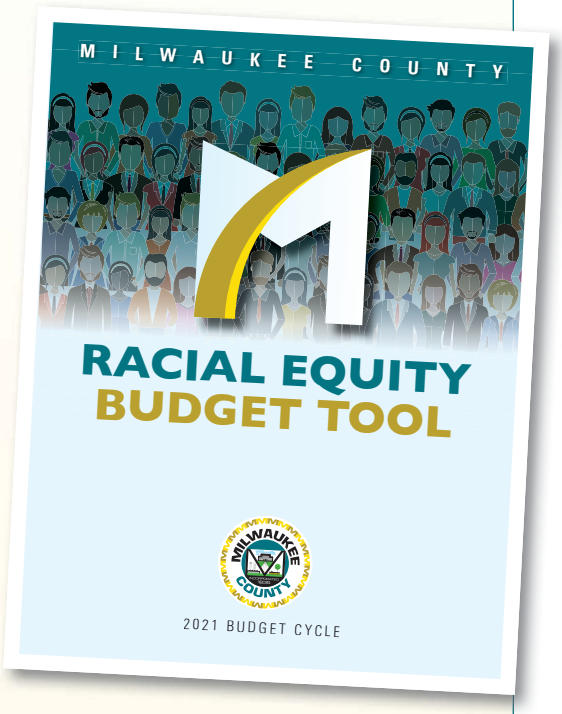
Racial Equity Budget Tool Questions

STRATEGIC OBJECTIVE CATEGORY 1: **Diverse & Inclusive Workforce**

- What activities are you doing to attract and retain a diverse and inclusive workforce in your department? What are the associated costs of these activities?
- How do you use professional development and advancement opportunities to advance equity in your department's workforce? What resources are used to support these opportunities for professional development and advancement?

STRATEGIC OBJECTIVE CATEGORY 2: **People-Focused Design**

- How and when have service users, particularly users of color, and other key stakeholders been engaged to inform decisions about your requested budget (Who was involved, what was the forum, what were the results)?
- What are the multilingual needs of your department's service users? How do you use your budget to meet these language needs?



STRATEGIC OBJECTIVE CATEGORY 3: **Employee Perspective**

- Our employees can be a great resource for innovation and knowing what is working well and what needs work. Have you engaged a diverse group of frontline employees to inform decisions about your proposed budget changes? If yes, how was input solicited, who was involved, and what were the results?

STRATEGIC OBJECTIVE CATEGORY 4: **Improved Performance & Equitable Practice**

- Describe ways in which racial and economic data was used to prioritize resource distribution. (Data can include sources found in the resources section of this tool, department collected data, or any other relevant data from other sources.)
- What are the positive or negative racial equity implications of your proposed budget changes?
- What are the expected benefits and potential unintended consequences to disadvantaged communities of your proposed budget changes?
- What analysis did you do to determine the expected benefits and potential unintended consequences?
- What will your department do to mitigate unintended consequences resulting from your proposed budget changes?

1 *In 2021, Milwaukee County aims to Create Intentional Inclusion in our organization and our community, Bridge the Gap in health disparities, and Invest in Equity.*

2 *The 2021 REBTs are available online at https://county.milwaukee.gov/files/county/administrative-services/PSB/BudgetsCopy-1/2021-Budget/2021-Requested-Budget/Racial-Equity-Budget-Tools/Combined2021RequestedBudgetREBT.pdf.*

It is the adopted policy of Milwaukee County that the County's budget must be balanced.

Financial Management Policies

Milwaukee County's long- and short-term financial policies are derived from various sources; primarily including AAA-rated peer counties and the Government Finance Officers Association (GFOA).

State of Wisconsin statutes prescribe the basic budgeting standards for county governments. These financial policies establish the basis of accounting in conformance with Generally Accepted Accounting Principles (GAAP). Below is a description of Milwaukee County's fiscal management policies for a variety of topics including revenues, operating expenditures, capital improvements, debt, risk management, grants, use of one-time revenues, information technology purchases and other items.

Operating Budget – Revenue Policy

Milwaukee County relies on the property tax and has implemented a local option sales tax to fund state and local programs and services. Property taxes account for about 25 percent of total revenues. The local option sales tax provides approximately 7 percent of total revenues.

State statutes also allow for collection of a local motor Vehicle Registration Fee (VRF). Milwaukee County has opted into this revenue since 2017. The adopted vehicle registration fee of $30 per vehicle is forecasted to provide about $17 million per year accounting for 1 to 2 percent of total revenues.

Milwaukee County attempts to maintain a diversified and stable revenue stream.

The County continues to transition to true user fee service charges to help offset reductions of federal/state funding and to balance reliance on property tax revenues. Service fee charges (user fees) are implemented for services that can be individually identified and where costs can be directly related to the level of service provided. Milwaukee County's budgeting philosophy is to annually review and provide at least nominal inflationary increases on appropriate user fees charges for service to reflect increasing costs of providing those services.

Services that have a countywide benefit shall, in general, be financed with broad-based revenue sources, such as property tax levy and state aids. Services where the customer determines the use shall, in general, be financed with user fees, charges, and other revenues related to the level of service provided.

Milwaukee County staff are required to follow good billing and recording practices and to engage in collections of outstanding debts. All such outstanding debts are forwarded to the County's collections program as soon as possible.

Milwaukee County maximizes its return on investment consistent with its investment policy as required by Milwaukee County Ordinance 15.215. The County will also follow all Internal Revenue Service policies with regard to the investment of bond proceeds. Investment income is used to reduce reliance on the property tax levy and fund capital projects. Investment return is limited due to emphasis on the safety of the principal, rather than the return on investments, and Milwaukee County investments reflect that policy, which is also required by state statute. Deposits with financial institutions should either be covered by federal depository

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insurance and state governmental insurance, subject to availability of funds in the state's Deposit Guarantee Fund or collateralized with government securities held in a separate financial institution in Milwaukee County's name. Milwaukee County's investment policy states that all securities shall be properly designated as an asset of Milwaukee County and held in safekeeping by a third-party custodial bank or other third-party custodial institution, chartered by the United States government or the State of Wisconsin, and no withdrawal of such securities, in whole or in part, shall be made from safekeeping except by the county treasurer or a designee.

Due to strict limits placed on Milwaukee County by the State of Wisconsin regarding use of surplus funds and fund balances, one-time revenues and fund balances shall not be used to fund ongoing operating expenses, other than reducing taxpayer costs for debt service.

Milwaukee County actively seeks to increase revenues through the sale of excess assets; proceeds from which are utilized for one-time investments.

Revenue budgets are based on documented assumptions; significant budgeted increases in revenue are based on data and explained in the budget narrative.

Sales and use tax revenues shall be applied toward Milwaukee County expenditures as follows:

- Pay general obligation debt service costs.
- Cash finance capital improvement projects.
- Pre-pay outstanding bonds.
- Pre-fund employee benefit costs or fund unanticipated or extraordinary annual increases in such costs.
- Or supplement the Appropriation for Contingencies.

Operating Budget – Expenditure Policy

Under Wisconsin State Statute, no payment may be authorized or made and no obligation incurred against Milwaukee County unless the County has sufficient appropriations for each payment. Budgetary control over expenditures is maintained by a formal appropriation and encumbrance system. Encumbrances are charged against appropriations when purchase orders, contracts, or other commitments are incurred. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this policy is void. A county officer who knowingly violates this policy is jointly and severely liable to Milwaukee County for the full amount paid. A Milwaukee County employee who knowingly violates this subsection may be removed for cause.

Every appropriation excepting an appropriation for capital expenditure or major repair lapses at December 31, to the extent that it has not been expended or encumbered. An appropriation for a capital expenditure or a major repair continues in force until the purpose for which it was made has been accomplished or abandoned or three years pass without any expenditure or encumbrance. The Board of Supervisors approves carryovers recommended by the Department of Administrative Services Office of Performance, Strategy & Budget (DAS-PSB).

The legal level of control for each budget is by department. Once the budget is adopted, transfers of appropriations among departments require approval by the Board of Supervisors. Supplemental appropriations for the purpose of public emergencies or from the contingency appropriation may be made from unanticipated revenues received or surplus, as defined by resolution adopted by a vote of two-thirds of the members of the Board of Supervisors. Supplemental appropriations from the issuance of tax anticipation notes require an affirmative vote of three-fourths of the members of the Board of Supervisors.

Land Sales & Other One-Time Revenues

It is the general policy of Milwaukee County that significant one-time revenues be utilized for one-time projects or acquisitions and shall not be used to offset ongoing operating costs of county government.

Large, unanticipated one-time revenues not related to grants, insurance proceeds, or other previously identified projects or uses shall be allocated to the Appropriation for Contingencies or, if related to the sale of tax foreclosed properties, in accordance with Chapter 6 of the Milwaukee County Code of Ordinances.

Operating Budget Forecast

The Office of the Comptroller develops and annually updates a five-year financial forecasting system, which includes projections of revenues, expenditures, future costs of current budget decisions and costs, and debt service.

Debt Management & Capital Finance

Milwaukee County has adopted the following debt management and capital finance policy goals:

- Tax supported debt service costs shall not exceed actual sales and use tax revenues.
- Direct debt shall not exceed 1.5 percent of equalized property value.

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- Financing terms shall not exceed 16 years.
- Average principal maturities shall not exceed 15 years.
- Direct debt per capita shall not exceed $500.
- Bond insurance will be used when it provides a net economic benefit.
- Corporate purpose bond issues are limited to an increase of 3 percent based on the previous adopted capital budget corporate purpose bond amount.
- Net present value savings for proposed refunding should total a minimum of 3 to 5 percent of refunded capital.

Unrestricted Fund Balance Policy

Unlike most other local governments in Wisconsin and across the country, Milwaukee County's ability to retain unrestricted fund balance is extremely limited. Wisconsin State Statute 59.60(6)(b)(3) requires Milwaukee County to budget a prior year surplus or deficit in the next budget year. For example, a $5 million surplus from 2019 must be budgeted as revenue in the 2021 budget. There are two alternatives to this requirement:

Milwaukee County may, under Wisconsin State Statute 59.60(5)(g), place surplus funds in a "sinking fund" for the "redemption or repurchase of bonds," or for emergency needs. This sinking fund is referred to as the Debt Service Reserve Fund in Milwaukee County. In 2020, through File No. 20-336, the Milwaukee County Board of Supervisors allocated up to $5 million of the 2019 operating surplus to the 2021 operating budget and transferred the remaining balance to the Debt Service Reserve.

Wisconsin State Statute 59.60(13)(b)(3) provides for a tax stabilization fund, into which surpluses may be deposited. However, this statute allows Milwaukee County to utilize this fund only in order to prevent a tax levy increase of 3 percent or greater over the prior year. In 2013, Wisconsin Act 20 (the state's 2013-2015 biennial budget) retained limits on property tax levy increases that make this occurrence highly unlikely. To date Milwaukee County has not utilized this fund.

Due to these statutory restrictions, Milwaukee County is not able to develop an unrestricted fund balance, and therefore Milwaukee County has no need to implement an unrestricted fund balance policy.

Debt Service Reserve

Bond rating agencies strongly recommend that sufficient funds be reserved to account for emergencies and other unavoidable, unplanned, one-time expenses. Meeting this recommendation results in increased ability to respond to unanticipated expenses and improved bond ratings, which results in lower interest rates for debt and reduced ongoing debt service costs. Therefore, Debt Service Reserve funds, excluding bond proceeds, shall be utilized only to:

- Reduce taxpayer costs for debt service.
- Provide cash financing for one-time capital projects, or for one-time operating items that result in improved county service and/or reduced ongoing costs in future years.
- Provide cash financing for the refinancing of debt when financially advantageous.
- Respond to emergencies as allowed by Wisconsin State Statute 59.60(5)(g).

In order to ensure sufficient funding for emergencies and one-time expenses and with the goal of improving Milwaukee County's ability to respond to emergencies, and to improve bond ratings, Milwaukee County will seek to build and maintain a minimum balance of $10 million in the Debt Service Reserve.

Risk Management

Realizing the importance of maintaining a safe workplace for the benefit of both its employees and the general public, all Milwaukee County employees will follow proper risk management practices, which will result in a safer workplace that will enable Milwaukee County to maintain a high level of professionalism, courtesy, and quality of service, while protecting its human and financial resources. The director of Risk Management will develop a comprehensive risk management program and will chair a countywide safety committee that will promulgate best practices in all departments and elected offices.

Budget Documents

Milwaukee County's annual adopted budget is published in two sections, operating and capital, as follows:

The operating budget includes five major sections:

The introductory section provides basic information about Milwaukee County, such as elected officials, a community profile and a countywide organizational chart; and the budget document, including a table of contents.

The budget summary section provides information about the budget from a countywide perspective, including analysis of: the short and long-term factors that influence the annual budget and Milwaukee County's long-term fiscal situation; performance measures; analysis of major revenue and expenditure changes; information about Milwaukee County's major funds, and budgeted positions.

The budget policies section provides information about

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Milwaukee County's budget and financial management policies, the budget process calendar, basis of budgeting, and policies regarding the use of fund balances.

The departmental narratives section includes the detailed narratives for each individual department, including major changes, detailed revenue and expenditure analysis, and resources, activity data, and performance measures by service area.

The supplemental information section includes additional information such as a glossary, operating authority and purpose for each department, and an index.

The capital budget includes project-by-project detail and five-year planning goals, objectives, and funding requirements.

Strategic Planning & Budgeting

Milwaukee County's mission is to enhance quality of life through great public service. Its vision is to become the healthiest county in Wisconsin by achieving racial equity. Upon Milwaukee County's 2019 declaration of racism as a public health crisis, the organization set out on its first strategic planning process in 20 years. This process led to the development of Chapter 108 of the Milwaukee County Code of General Ordinances, "Achieving Racial Equity and Health," which resolved that by achieving racial equity, Milwaukee County will eliminate health and opportunity gaps along racial lines, and will increase the success of all groups by distributing resources justly across all communities. This ordinance, unanimously passed by the Milwaukee County Board of Supervisors in April 2020, also states that Milwaukee County "will, at a minimum, use racial equity tools to evaluate the impact of decisions on Black and brown communities for the following enterprise-wide areas: the budget; processes, policies and procedures."

The 2021 budget process marks the first year a racial equity budget tool was intentionally utilized by departments to evaluate the impact of their budget changes on communities of color. A full explanation of the Milwaukee County Racial Equity Budget Tool can be found in the budget section titled "Looking at the 2021 Budget Through a Racial Equity Lens."

The strategic planning process has also yielded the following three strategic focus areas:

Create Intentional Inclusion: Every level of Milwaukee County government will reflect the full diversity of the County, and the County will create and nurture an inclusive culture throughout the organization.

Bridge the Gap: Milwaukee County will determine what, where and how services are delivered based on the resolution of health disparities, break down silos across County government to maximize access and quality of services offered, and apply a racial equity lens to all decisions.

Invest in Equity: Milwaukee County will invest upstream to address the root causes of health disparities, enhance the County's fiscal health and sustainability, and dismantle barriers to achieving diverse and inclusive communities.

Moving forward, and leveraging lessons learned from the Racial Equity Budget Tool, Milwaukee County will develop metrics associated with each strategic focus area to understand the impact of investments on achieving health and racial equity.

Property Tax Levy Increase Limits

The states Local Levy Limit law (Wisconsin State Statute 66.0602) allows a county to increase its total property tax levy by the percentage change in the county growth in equalized value due to net new construction between the previous year and the current year.

The tax levy cap includes the following exemptions:

- Debt service tax levy (including any debt that was refinanced or refunded).
- Countywide Emergency Medical Services.

Milwaukee County may also utilize one of two provisions that allow for carryover of available levy from the prior year:

- Unused tax levy authority up to a maximum of 1.5 percent of the prior year levy could be carried forward by a supermajority vote of the Board of Supervisors.
- A new carry-forward provision was added in the 2015-2017 state budget that allows Milwaukee County to carry forward unused levy limit capacity for a period of up to five years under certain conditions. The amount of the potentially available carry-forward adjustment is determined by totaling the amount of any unclaimed carry-forward percentages from each of the proceeding five years' levy limit worksheets.

Milwaukee County accounts are maintained on the basis of funds. Each fund is a separate fiscal and accounting entity.

Basis of Budgeting

In accordance with Generally Accepted Accounting Principles (GAAP), Milwaukee County accounts are maintained on the basis of funds. Each fund is a separate fiscal and accounting entity. The various funds are grouped into the following categories:

Governmental Funds

Governmental funds utilize the modified accrual basis of accounting, except for the treatment of the Fund Balance Reserved for Appropriations. For budget purposes, the Fund Balance Reserved for Appropriations is reflected as other financing sources, whereas for accounting purposes it is reflected as part of fund balance.

Under the modified accrual basis of accounting, revenues are recognized in the accounting period in which they become susceptible to accrual; that is, when they become both measurable and available to finance expenditures and commitments of the current period. Expenditures are recognized when the related liability is incurred, if measurable.

General Fund The General Fund is used to account for all financial resources, except those required to be accounted for in another fund.

Debt Service Fund The Debt Service Fund is used to account for the accumulation of resources and the payment of principal and interest on long-term general obligation debt.

Capital Projects Fund The Capital Projects Fund is used to account for financial resources segregated for the acquisition of construction of major capital facilities other than those financed by proprietary funds.

Proprietary Funds

Proprietary funds utilize the accrual basis of accounting. Under the accrual basis, revenues are recognized in the accounting period in which they are earned and expenses are recognized in the period in which they are incurred.

Enterprise Funds The Enterprise Funds are used to account for operations that provide services that are financed primarily by user charges or activities where periodic measurement of net income is appropriate for capital maintenance, public policy, management control or other purposes.

Internal Service Funds The Internal Service Funds are used to account for the financing of goods or services provided by one department to other departments in Milwaukee County or to other governmental entities, on a cost-reimbursement basis.

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The goal is to create a collaborative process whereby departments create their own performance measures as a way of challenging their management and staff to continue exemplary performance levels.

Performance Budgeting

The Department of Administrative Services Office of Performance, Strategy & Budget (DAS-PSB), began to develop a comprehensive, countywide performance measurement initiative in 2017. The goal of this measurement process is to identify key performance indicators and link these to core business functions and measurable program outcomes across departments.

This endeavor builds on prior performance management efforts. Combined with a countywide strategic planning initiative, performance measurements will provide the backbone of analysis to set Milwaukee County budget priorities going forward. The framework DAS-PSB has implemented for development of performance measurement systems is found in the criteria for the Malcolm Baldrige Performance Excellence Award.

Mission Statement

Milwaukee County is now integrating its budget process with a larger move toward performance management. In late 2019, Milwaukee County embarked on its first strategic planning process in 20 years. From this effort a new mission statement has emerged: **We enhance the quality of life in Milwaukee County through great public service.**

The strategic planning process has also yielded the following three strategic focus areas:

Create Intentional Inclusion: Every level of Milwaukee County government will reflect the full diversity of the County, and the County will create and nurture an inclusive culture throughout the organization.

Bridge the Gap: Milwaukee County will determine what, where and how services are delivered based on the resolution of health disparities, break down silos across County government to maximize access and quality of services offered, and apply a racial equity lens to all decisions.

Invest in Equity: Milwaukee County will invest upstream to address the root causes of health disparities, enhance the County's fiscal health and sustainability, and dismantle barriers to achieving diverse and inclusive communities.

The plan is in its early stages, and Milwaukee County leaders and community will continue to develop the plan throughout 2021. Leaders will also take the next year to socialize this mission and further integrate it into Milwaukee County policies, practices and budgeting.

Performance Measures

In addition to integrating Milwaukee County's new mission into the 2021 budget, the Milwaukee County budget will continue to show how well services are being provided. Departments develop performance measures in as many service areas as possible. The goal is to create a collaborative process whereby departments create their own performance measures as a way of challenging their management and staff to continue exemplary performance or improve on their existing performance levels.

Milwaukee County seeks to develop performance measures that are SMART goals, meaning goals that are:

- S = Specific.
- M = Measurable.

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- A = Achievable.
- R = Relevant.
- T = Time-Bound.

Departments make every effort to create iterative performance measures that meet these criteria. Performance measures differ from activity data, which are also shown (when available) in the service-area narratives. Activity data are an important measure of "how much" of a service is provided, but do not inform policymakers or the public "how well" that service is provided. "How well" a service is provided can be a measure of quality (such as ratings on customer surveys or attainment of a positive audit finding) or a measure of efficiency (such as how long it takes to perform a task). SMART goal development will continue where possible for program areas still without them.

The County's Comprehensive Annual Financial Report considers five funds to be "major funds."

Fund Descriptions

The following are summaries of Milwaukee County's budgeted funds. The County's Comprehensive Annual Financial Report considers five of the funds below to be "major funds": the General Fund, the Airport Fund, the Transit Fund, the Debt Service Fund and the combined Capital Projects Funds.

General Fund (Fund 0001)

The General Fund is the government's primary operating fund. It accounts for and reports all financial resources of the general government, except those resources required to be accounted for in another fund. Various subsidiary funds of the General Fund (below) are assigned a separate fund number for the purpose of tracking state and federal funding.

Fleet Management (Fund 0030) Primary use of this fund is to account for the costs associated with the maintenance, repairs and centralized fueling of all County owned motorized equipment. Costs are billed to user departments based on work orders, time and material costs.

Behavioral Health Division (Fund 0077) This fund is used to account for the costs associated with the mental health research, patient activities, special events, and compensated absence payouts for BHD retirees.

Special Revenue Funds[1] **(various)** A number of funds exist in several departments to account for and report the proceeds of specific revenue sources that are committed to expenditures for specified purposes. These funds exist for the Milwaukee County Zoo, Department of Parks, Recreation & Culture, Office for Persons with Disabilities, Behavioral Health Division, Fleet Maintenance, Facilities Management, Airport (used for the collection of Passenger Facility Charge Revenues), and Risk Management.

Debt Service Fund (Fund 0016)

The Debt Service Fund accounts for and reports the accumulation of resources that are restricted, committed or assigned for the payment of principal and interest on long-term general obligation debt.

Capital Project Fund (various)

These funds, which are separated by functional area, account for and report the financial resources that are restricted, committed or assigned for the acquisition or construction of major capital facilities and other capital assets.

Enterprise Funds (various)

Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises. The intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis are financed or recovered primarily through user charges.

Airport (Fund 0076) The Airport Fund accounts for the operations of General Mitchell International and Timmerman Airports. Airport passenger facility charges and related capital expenditures are not accounted for in the airport's enterprise fund but are accounted for as a special revenue fund.

Transit (Fund 0083) The Transit Fund accounts for the operations of the Milwaukee County Transit System and the Milwaukee County Paratransit System.

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Internal Service Funds (various)

Internal service funds are used to account for the financing of goods or services provided by one department to other Milwaukee County departments, or to other governmental entities, on a cost-reimbursement basis.

IMSD (Fund 0026) This fund is used to account for electronic data processing, graphics, applications, mainframe, desktop support and replacement and telecommunications services provided to Milwaukee County departments.

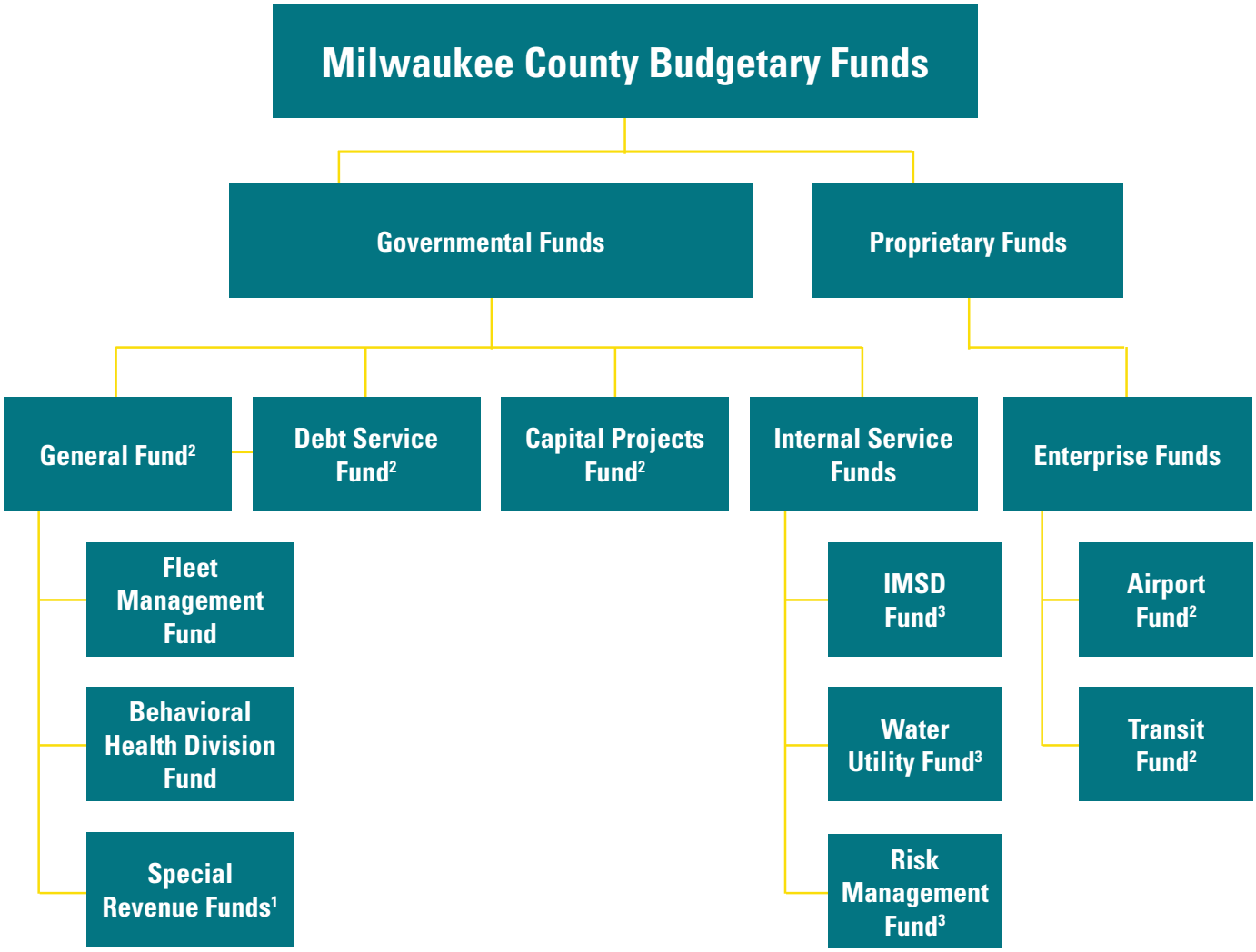
Water Utility (Fund 0029) This fund is used to account for maintenance of the water distribution system that is located on the Milwaukee County grounds and provides service to Milwaukee County departments.

Risk Management (Fund 0040) This fund accounts for risk financing, loss control and insurance-related activities for Milwaukee County and its employees.

1 Previously Special Revenue Funds were referred to as Expendable Trust Funds in prior budgets. The naming convention was changed to be consistent with the terminology used to refer to these accounts in the most recent Comprehensive Annual Fiscal Report.

Budgetary Funds

This diagram displays the general relationship between fund types budgeted at Milwaukee County. It identifies governmental and proprietary funds. It also demonstrates the relationship between the major funds and non-major funds. This diagram details the general fund and its subsidiaries. It also distinguishes the internal service funds and enterprise funds.



1 *In budgets prior to 2017, Special Revenue Funds were referred to as Expendable Trust Funds. The naming convention was changed to be consistent with the terminology used to refer to these accounts in the most recent Comprehensive Annual Fiscal Report.*

2 *Major Funds include the General Fund, the Airport Fund, the Transit Fund, the Debt Service Fund and the combined Capital Projects Fund.*

3 *In budgets prior to 2017, the Information Management Services Fund, Water Utility Fund and Risk Management Fund were categorized as proprietary funds. The organization of this table was changed to be consistent with organization used in the most recent Comprehensive Annual Fiscal Report.*

2021 Functional Area by Fund Type Summary

REVENUES

Functional Area	General[1]	Enterprise	Internal Service[2]	Debt	Capital Projects	TOTAL
Legislative & Executive	0	0	0	0	0	0
Administration	14,886,049	0	4,443,268	0	22,614,229	41,943,546
General Government	10,033,922	0	0	0	0	10,033,922
Courts & Judiciary	29,566,930	0	0	0	0	29,566,930
Public Safety	28,021,327	0	0	0	112,399	28,133,726
Transportation & Public Works	41,975,502	216,139,715	0	0	39,745,645	297,860,862
Health & Human Services	291,253,855	0	0	0	4,689,711	295,943,566
Parks, Recreation & Culture	37,589,061	0	0	0	12,834,338	50,423,399
Debt Service		0	0	10,878,070	0	10,878,070
Non-Departmental Revenues	111,620,203	0	0	0	0	111,620,203
Non-Departmental Expenditures	153,337	0	0	0	0	153,337
Tax Levy	303,968,779	0	0	0	0	303,968,779
TOTAL	**869,068,965**	**216,139,715**	**4,443,268**	**10,878,070**	**79,996,322**	**1,180,526,340**

EXPENDITURES

Functional Area	General[1]	Enterprise	Internal Service[2]	Debt	Capital Projects	TOTAL
Legislative & Executive	2,360,725	0	0	0	0	2,360,725
Administration	45,679,943	0	29,885,569	0	22,614,229	98,179,741
General Government	8,504,945	0	0	0	0	8,504,945
Courts & Judiciary	53,190,477	0	0	0	0	53,190,477
Public Safety	118,870,208	0	0	0	112,399	118,982,607
Transportation & Public Works	41,358,585	223,424,777	0	0	39,745,645	304,529,007
Health & Human Services	376,441,898	0	0	0	4,689,711	381,131,609
Parks, Recreation & Culture	60,240,582	0	0	0	12,834,338	73,074,920
Debt Service	0	0	0	47,565,840	0	47,565,840
Non-Departmental Revenues	0	0	0	0	0	0
Non-Departmental Expenditures	93,006,469	0	0	0	0	93,006,469
TOTAL	**$799,653,832**	**223,424,777**	**29,885,569**	**47,565,840**	**79,996,322**	**1,180,526,340**

1 General fund includes subsidiary funds as noted in the Fund Descriptions section. These subsidiary funds include Fleet Management, Central Services, Behavioral Health Division and Expendable Trust Funds.

2 Due to a change in crosscharge methodology, revenues and expenses in the Internal Service fund are not equivalent in the 2021 Budget.

Budgetary Unit–Fund Relationship

This chart presents each budgetary unit's relationship to the Milwaukee County budgetary funds. The budget units are grouped by function. The funds are grouped by fund type. Funds in light teal are governmental funds. Funds in light yellow are proprietary funds. A check mark indicates that the budgetary unit utilizes that particular fund.

Budgetary Unit	Fleet Management (0030)	Behavioral Health (0077)	Special Revenue (various)[1]	Information Management Services Fund (0026)[3]	Water Utility Fund (0029)[3]	Risk Management Fund (0040)[3]	General Fund (0001)[2]	Debt Service (0016)[2]	Capital Projects (various)[2]	Transit Fund (0083)[2]	Airport Fund (0076)[2]
	Non-Major Funds & Other Fund Types[3]						Major Governmental Funds			Enterprise Funds	
Legislative & Executive Function											
County Board of Supervisors							✓				
County Executive — General Office							✓				
County Executive — Gov. Affairs							✓				
Administrative Function											
Corporation Counsel							✓				
Civil Service/Personnel Review Board							✓				
Human Resources							✓				
Dept. of Admin. Services (DAS)			✓				✓				
DAS — Risk Management						✓					
DAS — Information Mngmt. Services				✓							
DAS — Water Utility					✓						
Ethics Board							✓				
Office On African American Affairs							✓				
Courts & Judiciary Function											
Combined Court Operations							✓				
Courts — Pre Trial Services							✓				
Child Support Services							✓				
Public Safety Function											
Office of the Sheriff							✓				
House of Correction							✓				
Office of the District Attorney							✓				
Emergency Management							✓				
Medical Examiner							✓				
General Government Function											
Office of the Comptroller							✓				
Office of the Clerk							✓				
Office of the Register of Deeds							✓				
Office of the Treasurer							✓				

(CHART CONTINUES ON NEXT PAGE)

Budgetary Unit	Fleet Management (0030)	Behavioral Health (0077)	Special Revenue (various)[1]	Information Management Services Fund (0026)[3]	Water Utility Fund (0029)[3]	Risk Management Fund (0040)[3]	General Fund (0001)[2]	Debt Service (0016)[2]	Capital Projects (various)[2]	Transit Fund (0083)[2]	Airport Fund (0076)[2]
	Non-Major Funds & Other Fund Types[3]						Major Governmental Funds			Enterprise Funds	
Transportation & Public Works Function											
Director's Office							✓				
Airport											✓
Transportation Services							✓				
Highway Maintenance							✓				
Fleet Management	✓										
Transit										✓	
Health & Human Services Function											
Health & Human Services							✓				
Behavioral Health Division		✓	✓								
Parks, Recreation & Culture Function											
Parks, Recreation & Culture							✓				
Zoo			✓				✓				
University of Wisconsin – Extension							✓				
Cultural Contributions							✓				
Debt Service Function											
Debt Service								✓			
Non-Departmental Expenditures Function											
Non-Departmental Expenditures							✓				
Non-Departmental Revenues Function											
Non-Dept. Revenues							✓				
Capital Improvements Function											
Capital Improvements									✓		

1 *In prior budgets Special Revenue Funds were referred to as Expendable Trust Funds. The naming convention was changed to be consistent with the terminology used to refer to these accounts in the most recent Comprehensive Annual Fiscal Report.*

2 *Major Funds include the General Fund, the Airport Fund, the Transit Fund, the Debt Service Fund and the combined Capital Projects Funds.*

3 *In prior budgets the Information Management Services Fund, Water Utility Fund and Risk Management Fund were categorized as proprietary funds. The organization of this table was changed to be consistent with organization used in the most recent Comprehensive Annual Fiscal Report.*

2021 Budget Summary

2021 Budget FAQs

Trends in State Aid

County Share of Property Tax Levy

Tax Levy Summary

Budget Assumptions

Long-Range Fiscal Analysis

2021 Expenditure Analysis

2021 Revenue Analysis

Countywide FTE Positions

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Milwaukee County's structural budget deficit exists because ongoing costs continue to grow faster than revenues.

2021 Budget FAQs

A budgetary best-practice recommended by the Government Finance Officers Association (GFOA) is to provide a list of the questions that might be most frequently asked about this year's budget. This is the familiar term FAQs. Some of the most pertinent questions related to the budget are as follows:

How much would this budget change my property taxes?

The change in individual property tax bills is subject to a number of factors, including changes across the county in equalized values, and tax levy changes made by local governments, the State of Wisconsin, and other taxing districts.

Based on 2019 Department of Revenue data, the cost to operate county government makes up approximately 17 percent of the total (approximately $1.8 billion in 2019) property taxes levied in Milwaukee County, so other units of government and taxing districts (school districts, technical colleges, municipal, special tax districts etc.) combined have a significant impact on your individual property tax bill. The 2021 county budget property tax levy increases by about 0.9 percent or $2.9 million over the 2020 level of $301.1 million. The $2.9 million increase includes a net new construction and allowable increases of Debt Service, EMS, and other provisions allowed by state statute.

This means that individual tax payers may see a change in Milwaukee County's share of taxes on their bills due to a combination of changes in equalized value across the County and in the total amount of tax levied. The countywide increase in equalized property value was 5.6 percent. Of that, 1.3 percent was the result of new construction. Since the percentage increase in equalized value exceeds the percentage increase in County property tax, the Milwaukee County tax rate will slightly decline.

What are the key assumptions contributing to Milwaukee County's structural budget deficit?

Milwaukee County's structural budget deficit exists because ongoing costs to continue grow faster than revenues. The most recently completed Five-Year Financial Forecast from the Office of the Comptroller concludes that, on average, revenues will grow by just 1 percent while expenditures will grow by 2.4 percent. Limited revenue growth is caused by state caps on local tax collections (property tax and sales tax), combined with steady or declining state and federal revenue. Average expenditure growth of 2.4 percent represents approximately the cost to continue at the current level of operations. Historically, pension and healthcare costs have increased at a rate that exceeds inflation, and these fringe benefit expenses have a significant impact on the structural deficit. The 2021 budget year is exceptionally challenging given the anticipated revenue losses associated with the COVID-19 pandemic.

Is the pension contribution increasing?

Pension costs are decreasing by approximately $2 million in 2021. The cost decrease is largely due to a decrease in amortization costs as well as the elimination of Doyne Pension costs for 2021 due to the current funded status of the Froedtert Hospital Retirement Plan. Employee pension contributions will remain flat, at 6.2 percent for general employees. Public safety represented employee contributions are subject to collective bargaining.

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What is the Vehicle Registration Fee?

Milwaukee County is responsible for maintaining nearly 600 miles of roads, 96 bridges and a fleet of buses. Wisconsin State Statute 341.35(1) allows local governments to establish and implement a Vehicle Registration Fee (VRF) in addition to the regular annual fee paid for a vehicle. The fee applies to vehicles kept in the municipality or county where the vehicle is registered. This fee was first included in the 2017 Adopted Budget for Milwaukee County. Revenues from this fee can only be used for transportation related activities like roads, bridges, trails and public transportation. In 2021, the annual Vehicle Registration fee charged by Milwaukee County will remain $30.

Will employee healthcare contributions change?

Over the past year, Milwaukee County has experienced savings in healthcare costs due to reduced utliization of healthcare services, projections holding flat and Medicare premiums remaining at zero for 2021. In some past years, Milwaukee County realigned insurance coverage to more closely mirror the market for comparable organizations resulting in small increases to monthly premium contributions for some employees. In 2021 these monthly contributions will remain at 2020 levels for employees.

Milwaukee County Healthcare Monthly Premiums 2020-2021*

	2020	2021
Single	$97	$97
EE+Child	$143	$143
EE+Spouse	$226	$226
EE+Family	$254	$254

*After Wellness Credit

How will Milwaukee County balance the budget?

Based on data from the most recent five-year forecast prepared by the Office of Comptroller, Milwaukee County expenses are projected to grow an average of 2.4 percent annually while revenue is growing at only 1 percent per year. Expenses are projected to grow at approximately the rate of inflation, while revenue growth is limited by state statutes, resulting in a structural deficit. The 2021 budget year is faced with additional challenges due to fiscal impacts of COVID-19. In order to reduce this gap, the 2021 budget includes the following initiatives to expand revenues.

Investments in Revenue Initiatives: One goal of the 2021 budget is to find financial opportunities to expand Milwaukee County's revenues. The initiatives include:

- Increasing the property tax levy.
- Use of one-time Coronavirus Aid, Relief, and Economic Security Act (CARES) funding for Transit.

Investments in Information Technology: Funding is provided in the 2021 budget for major information technology related projects that include:

- Enterprise Resource Planning (ERP) software.
- Computer infrastructure replacement program.
- Extension of Milwaukee County's network to outlying areas, underserved Milwaukee County locations and relocation of Milwaukee County Employees from the Behavioral Health Division hospital complex.
- Implementation of a security program to manage printing of sensitive documents.
- Continued phone and voicemail replacement.

Reducing the County's Footprint: In the 2021 budget the Facilities Maintenance Division will focus on total lifecycle and asset management of Milwaukee County's real property. The division has provided for the continued operation and maintenance of County grounds and water systems, including those serving the Milwaukee Regional Medical Center (MRMC). The target is to minimize outstanding maintenance requirements by reducing infrastructure that is outdated and expensive to maintain. It is anticipated that the water system will be sold and transferred to MRMC and the City of Wauwatosa sometime between the fourth quarter of 2020 and the first quarter of 2021. The 2021 budget includes expenditures and offsetting revenues to account for Milwaukee County system operations pending the final sale and transfer of the system.

Efficiency Measures: The 2021 budget continues significant changes to how Milwaukee County provides many of its internal administrative functions, with the goal of providing significant time and cost savings in the long term. These efforts include:

- Purchase & implementation of Enterprise Resource Planning software to consolidate over 50 different business processes and systems into one integrated system.
- Ongoing utilization of continuous improvement processes that adopt lean-management principles.
- Strengthening financial management policies that will direct large, unanticipated one-time revenues to projects that enhance efficiency, drive economic development, and build debt reserves for the future pre-payment of debt obligations.

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Investment in Workforce: The 2021 budget includes continued investment in Milwaukee County's workforce. These efforts include:

- $367,000 for pay increases, including funding to focus on race and gender pay equity.
- Funding for a mid-year salary increases as of June 27, 2021.
- $900,000 for full-year wage increases for those in County trades positions. Funds were originally included in the 2020 budget, but the salary increases have not yet been implemented due to the fiscal impacts of the COVID-19 pandemic.

Utilize One-Time Revenues Properly: The use of one-time, non-recurring revenues to finance ongoing, long-term operations is not sustainable. The 2021 budget continues to implement sound financial policies regarding the use of one-time revenues.

What are the key capital investments being made in this budget?

The 2021 Recommended Capital Budget includes 64 separate sub-projects for a total of $80 million in capital investments in Milwaukee County's infrastructure. Total County cash financing of $16.9 million is included in the 2021 Capital Budget.[1]

The 2021 Capital Budget continues to emphasize improving Milwaukee County infrastructure and assets while managing long-term costs. Major projects include:

- General Mitchell International Airport Taxiway A Extension ($10 million).
- 2021 Bus Replacement Program ($7 million).
- Reconstruct County Highway Y Layton Avenue from 27th to 43rd ($6.2 million).
- Youth Services Admin Relocation and Tenant Improvement ($4.7 million).
- 2021 Fleet General Equipment ($4.5 million).
- Zoo Adventure Africa Elephant Exhibit ($4 million).
- Forensic Science Center Phase 2 ($3 million).
- Underwood Creek Parkway Replacement ($1.6 million).

What is the impact of the budget on compensation for Milwaukee County employees?

There will be no increases in healthcare premiums or employee pension contributions for 2021. The table below illustrates examples of compensation changes from recent budgets.

Budget Effects on Milwaukee County Employees (2020-2021)

	Healthcare Plans			
	Employee Only	**Employee + Child**	**Employee + Spouse**	**Employee + Family**
2020 Beginning Salary	60,000	60,000	60,000	60,000
2020 COLA (1%)	600	600	600	600
Healthcare Premium Contribution	(1,164)	(1,716)	(2,712)	(3,048)
Pension Contribution (6.2%)	(3,720)	(3,720)	(3,720)	(3,720)
2020 Net Salary	55,716	55,164	54,167	53,832
2021 Beginning Salary	60,600	60,600	60,600	60,600
2021 COLA (1% at midyear)	305	305	305	305
Healthcare Premium Contribution	(1,164)	(1,716)	(2,712)	(3,048)
Pension Contribution (6.2%)	(3,757)	(3,757)	(3,757)	(3,757)
2021 Net Salary	55,984	55,432	54,436	54,100

1 *County cash financing primarily consists of sales tax and property tax levy for non-Airport capital projects, while the Airport-related capital projects are cash financed mainly through Passenger Facility Charges and Airport Reserves. The Vehicle Registration Fee (VRF) was introduced as part of the 2017 Adopted Budget and is recognized as a County cash contribution. Typically, private contributions are one-time (non-County) allocations to specific capital projects pursuant to specific agreement(s). In order to more accurately account for the true County cash (i.e. sales tax, property tax, and VRF) capital contribution requirement for non-Airport projects, private contributions are excluded.*

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To understand the fiscal constraints Milwaukee County is under, it is important to understand the recent history of state taxes and aid to municipalities.

Trends in State Aid

A significant portion of Milwaukee County's revenue comes from the State of Wisconsin. To understand the fiscal constraints the County is under, it is important to understand the recent history of state taxes and aid to municipalities.

As the table below illustrate, state aid to municipalities has followed a flat or declining trend over the past decade and more. Major state funding sources that support the Milwaukee County budget include General Transpiration Aid for highways; Basic Community Aids, which support

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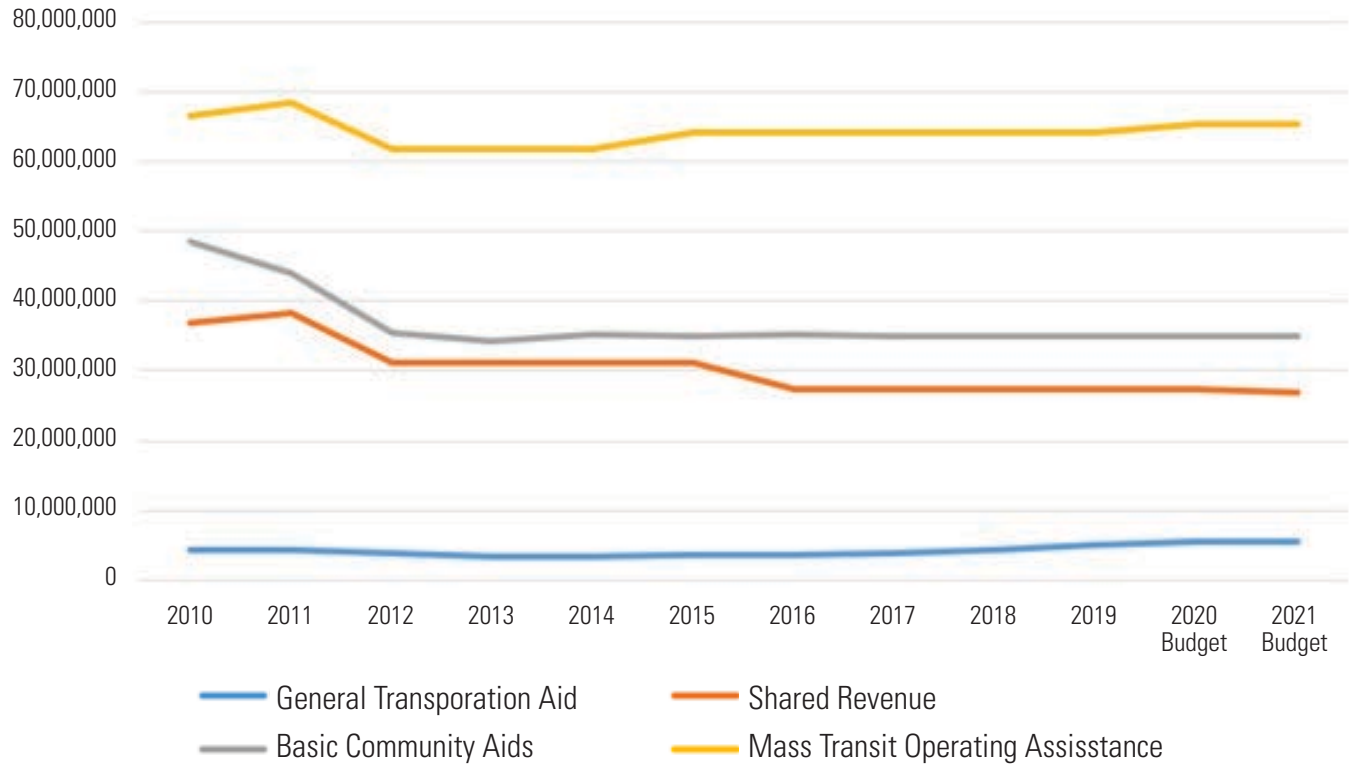
Trends in State Aid to Milwaukee County (2010 – 2021)



human services programs; Shared Revenue, which can be used for countywide services; and Mass Transit Operating Assistance, which helps fund bus routes.

Specifically, in 2010, Milwaukee County received $66.5 million of Mass Transit Operating Assistance; in 2021 the County anticipates receiving $65.4 million. State Shared Revenue, which provides unrestricted aid to Milwaukee County, has declined from $37 million in 2010 to $26.9 million in 2021. Basic Community Aids, which support human services programs, have declined from $48.6 million in 2010 to $35 million in 2021. General Transportation Aid (GTA) has increased from $4.3 million in 2010 to $5.5 million in 2021.

After several years of reduced and flat funding, the state has provided some increases for highway maintenance and support in recent years. Combined, these four revenue sources have been reduced from $156.5 million in 2010 to $132.9 million in 2020. The majority of this reduction occurred between 2010 and 2012 and was largely a result of Wisconsin Act 10, which impacted collective bargaining, compensation, and employee benefits. In addition, the state assumed responsibility for the Income Maintenance program in 2010, and this led to a reduction in Basic Community Aids in 2012. Since 2012, these revenue sources have largely been held flat. This results in a lack of available funds for inflationary or other cost increases, which contributes to Milwaukee County's structural deficit.

As indicated, a lack of inflationary funding for these revenue sources contributes to Milwaukee County's structural deficit. The below chart is displayed to further demonstrate how flat and reduced state funding has impacted the Milwaukee County's budget since 2010. If Milwaukee County had received inflationary funding increases of 2 percent per year, the 2020 revenue budget for these state aids would be $177 million. Instead, state aids have been reduced and flattened, and the 2020 budget is approximately $133 million for these sources. This is a variance of $44 million that has contributed to Milwaukee County's deficit. Unless state funding sources are increased in future years, this funding situation will continue to add to future budget gaps.

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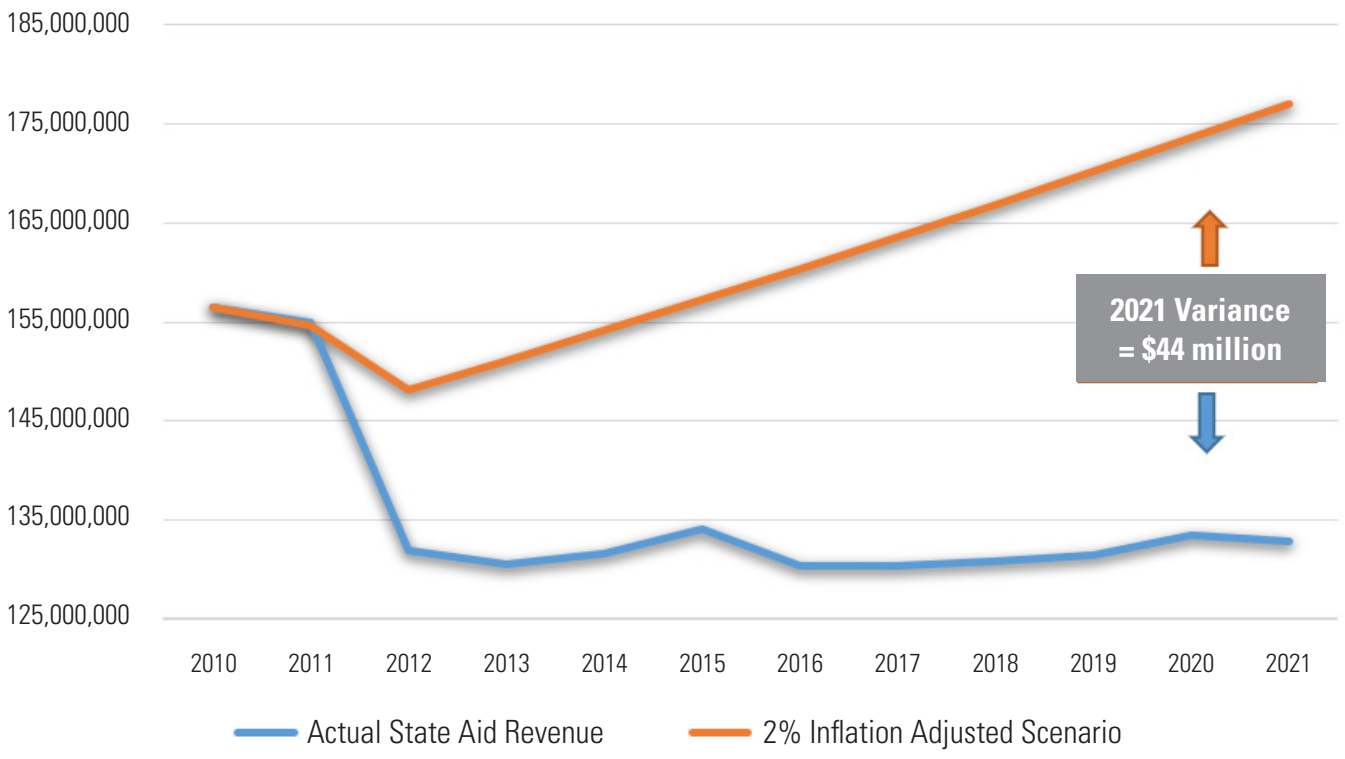
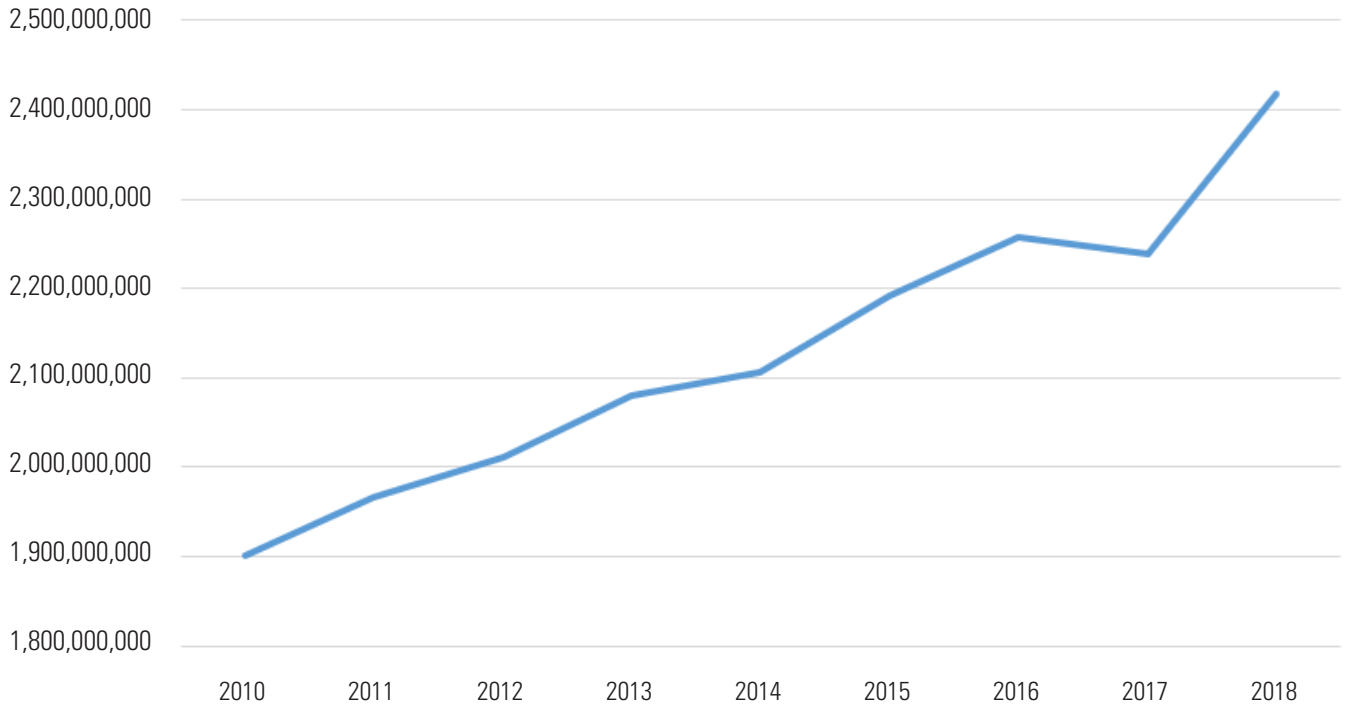
Actual State Aid Revenue vs. Inflationary Scenario



Note: Funding in chart includes combined value of General Transportation Aids, Shared Revenue, Mass Transit Operating Assistance and Basic Community Aids.

Milwaukee County Major Taxpayer Revenues to the State

(SALES TAX, INCOME TAX, EXCISE TAX, UTILITY TAX & OTHER TAXES)



Source: Milwaukee County Department of Administrative Services, from most recent data in Wisconsin Department of Revenue's "State Taxes & Aids By Municipality" (This report used to be available at the State of Wisconsin Department of Revenue website but has been discontinued).

Revenue from Milwaukee County to the State of Wisconsin

While state aids provided to Milwaukee County have been consistently flat and/or declining, taxpayer revenue sent from Milwaukee County to the state has been consistently increasing. State of Wisconsin Department of Revenue data shows that major revenue sources sent from Milwaukee County taxpayers to the State of Wisconsin increased from approximately $1.9 billion in 2010 to $2.4 billion in 2018, reflecting an increase of $516 million or 27 percent. This reflects an average annual increase of 3.4 percent. These amounts include various forms of taxes including income taxes, sales taxes, excise tax, utility and other taxes.

State of Wisconsin Budget

Increased revenues generated in Milwaukee County and other municipalities have largely been dedicated to other state purposes and have not been distributed back to county and municipal governments. At the same time, state statutes place caps on local property tax collections, and Milwaukee County is restricted from increasing other revenue streams such as sales tax. This results in extraordinary pressure on the existing property tax levy.

Meanwhile, the State of Wisconsin budget has continued to see annual increases. In 2011-12, State of Wisconsin appropriations for all funds totaled $31.7 billion. The approved state budget for 2020-21 includes $42.7 billion in appropriations across all funds. This represents a 35 percent increase over nine years, or an average increase of 3.8 percent per year. The State of Wisconsin's General Fund budget, which is the primary fund from which state expenses are paid, has followed a similar trend. In 2011-12, the State of Wisconsin General Fund revenue budget totaled $14.1 billion. By 2020-21, this amount increases to $19 billion. This also reflects a 35 percent increase over seven years, or an average annual increase of 3.8 percent per year.[1] The State of Wisconsin's budget has been able to support increases that significantly exceed inflationary cost growth.

In conclusion, over the past decade and more, state aids provided to Milwaukee County have been consistently reduced and/or flattened. At the same time, taxpayer revenue sent from Milwaukee County to the State of

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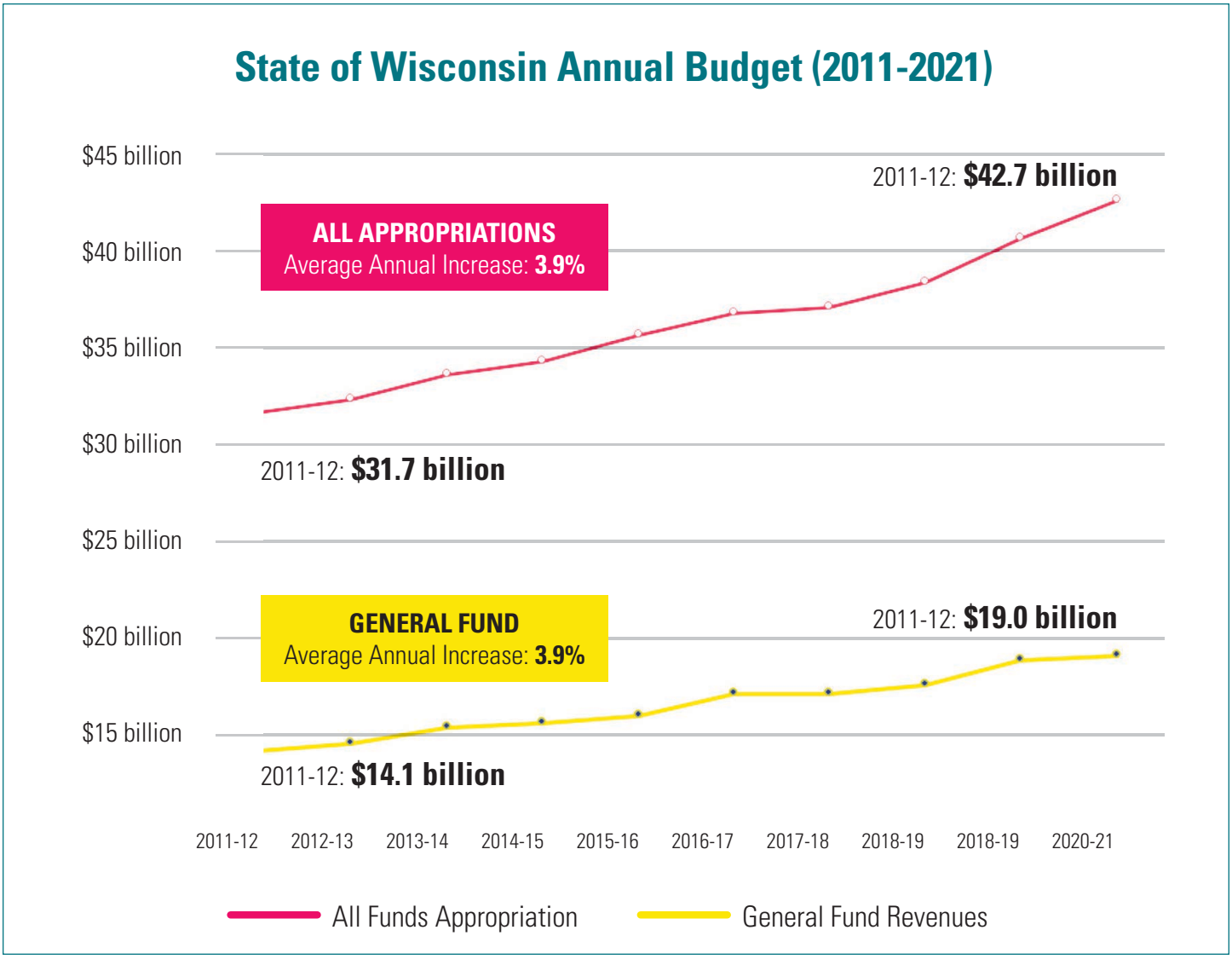


Wisconsin has significantly increased. These taxpayer revenue increases have been a significant source of funding for increases in the state budget. However, state budget increases have not been dedicated to counties and/or municipalities. This has placed an enormous pressure on locally collected property taxes to fund state-mandated services. In order to provide for a more sustainable financial future, it is necessary for State Shared Revenue payments and other state aids to align with inflationary increases and the cost of adequately providing public programs and services, as recommended by the "Fair Deal for Milwaukee County" workgroup that formed in 2019.

1 *Wisconsin Department of Administration, Enacted Budget, available at https://doa.wi.gov/Pages/StateFinances/CurrentBiennialBudget.aspx*

In 2021, of the $1.8 billion total property taxes paid, Milwaukee County government makes up about 17 percent.

County Share of Property Taxes

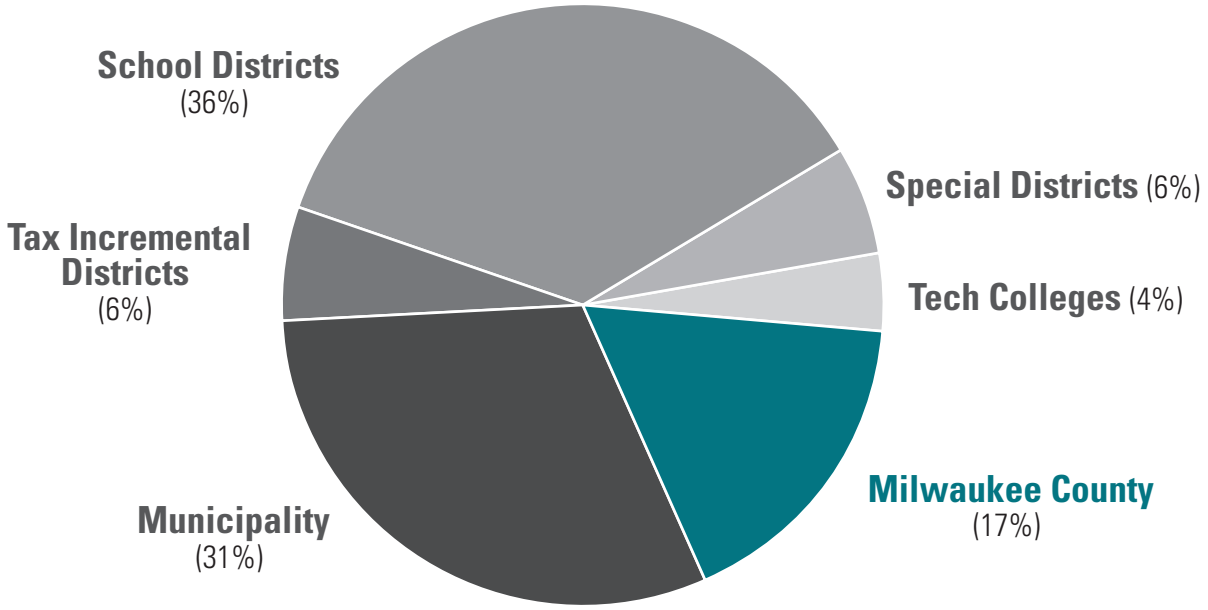
The 2021 budget for Milwaukee County levies approximately $304 million in taxes on property during the year, which is approximately $2.9 million over the 2020 Adopted Budget.

According to the Wisconsin Department of Revenue, citizens and business pay a total of approximately $1.8 billion in property taxes to the various taxing entities in Milwaukee County. These entities include:

- Milwaukee County government.
- Municipal governments (cities & villages).
- School districts.
- Technical colleges.
- Special districts (such as the Milwaukee Metropolitan Sewerage District or the Southeast Wisconsin Regional Planning Commission).
- Tax Incremental Finance districts.

Of this $1.8 billion total, Milwaukee County government makes up about 17%.

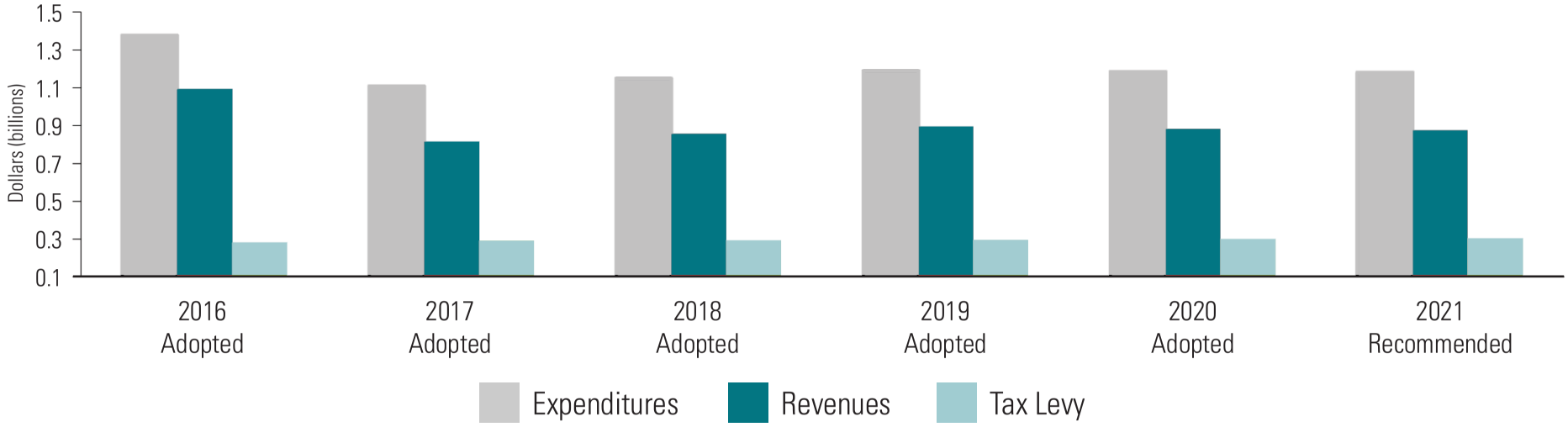
Distribution of Property Taxes in Milwaukee County



TAX LEVY SUMMARY

2021 BUDGET FOR GENERAL COUNTY PURPOSES

	2020 Adopted Budget	2021 Adopted Budget	Change	Percent
EXPENDITURE	1,183,817,913	1,180,526,340	(3,291,573)	(0.28%)
REVENUE	882,708,577	876,557,561	(6,151,016)	(0.70%)
TAX LEVY	**301,109,336**	**303,968,779**	**2,859,443**	**0.95%**



Milwaukee County must focus on a long-term strategy to match revenue and expenditure growth, while minimizing the impact of the current year structural deficit.

2021 Budget Assumptions

This section of the budget summarizes assumptions and changes included in the 2021 Recommended Budget. Information related to the five-year forecast is also included within this section. This year the development of the five-year forecast was delayed, so information included is based on the 2019 Five-Year Financial Forecast.

Expenditures

Salaries & Wages The 2021 budget includes funding for the following salary adjustments:

- A 1 percent general increase is funded beginning June 27, 2021, for most non-represented pay grades with a midpoint below $48.08 per hour or $100,000 per year. Pay grades at or above these amounts will increase by 0.5 percent.
- $367,000 is included for salary adjustments related to race and gender equity. The Department of Human Resources is analyzing all Milwaukee County jobs and departments and will make recommendations on the highest priority equity issues to address.
- $600,000 for potential full-year wage increases for employees who are members of the Milwaukee Building & Construction Trades Council. Funds were included in the 2020 budget, but the salary increases were not implemented due to the fiscal impacts of the COVID-19 pandemic. An additional allocation of $300,000 is included in the DOT–Airport budget for a total of $900,000 countywide. The director of Human Resources shall provide a report to the Board of Supervisors providing the specific details of the proposed increase in pay based on market conditions.
- $1.3 million is included for potential funding for Milwaukee Sheriff Deputies Association salary increases. A contract is currently under negotiation and funds may be transferred once the agreement is approved by the Board of Supervisors.

Pension Total pension costs decrease by approximately $2 million in 2021 due to a decrease in amortization costs and the elimination of Doyne Pension costs based on communications from Froedert Health financial staff. Revenues are also expected to decrease for 2021 by approximately $700,000. This is based on a higher expected rate of vacancies due to the fiscal pressures of the COVID-19 pandemic. The 2020 budget reflected a change made by the Pension Board to reduce the assumed rate of return from 7.75 percent to 7.5 percent. The assumed rate of return remains at 7.5 percent for 2021.

Healthcare Costs 2021 healthcare expenses remain almost flat compared to the 2020 budget, increasing by just $173,000. Earlier estimates anticipated an increase in healthcare spending of $4 million in 2021. This increase was largely based on information that had been shared by actuaries. The forecast was improved as the recommended budget was being developed due to a combination of factors. Medicare Advantage premiums remained at zero just as they had in the 2020 budget. Additionally, medical cost growth rates are trending at lower levels than previously projected by Milwaukee County's healthcare actuary. This allowed medical claims to also remain flat from the 2020 Adopted Budget to the 2021 Recommended Budget.

Debt Service Reserve The 2021 budget includes the use of $5.7 million from the Debt Service Reserve.

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Inflationary Concerns In the most recent Milwaukee County Comptroller's Five-Year Forecast, expenditures are predicted to increase by an average of 2.4 percent per year, while revenues will grow by 1 percent. Revenue growth is limited to 1 percent because state and federal revenues have remained largely flat, while the State of Wisconsin also places caps on the amount that Milwaukee County can receive on locally collected property tax and sales taxes. Milwaukee County must focus on a long-term strategy to match revenue and expenditure growth, while minimizing the impact of the current year structural deficit.

Cost to Continue The Milwaukee County Comptroller's projection demonstrates an average annual deficit of $16 million per year, or a structural deficit of $80 million by 2024. This is an estimate of what will be needed by departments based on 2019 current operations. This estimate includes increased personnel costs and inflation, and factors in revenue growth based on trends and with consideration given to legal limitations.

Revenues

Property Tax Levy The 2021 Adopted Budget includes a $2.9 million increase in Property Tax, which is the maximum amount allowed under the state levy limit. This amount includes approximately $3 million related to net new construction. The remainder of the increase in Property Tax is primarily related to debt service and EMS levy. Going forward, the five-year forecast projects approximately $4 million of annual growth in Property Tax.

Sales Tax Sales tax revenues in the 2021 budget are decreased by approximately $5.3 million. Net sales tax of $69.8 million is budgeted in 2021. The 2021 Adopted Budget projects a decrease in sales tax based on ongoing effects of COVID-19. Until the onset of the pandemic in 2020, Milwaukee County has experienced significant growth in Sales Tax revenue in recent years.

State & Federal Revenues State and Federal Revenues make up approximately 31.2% of Milwaukee County revenue in the 2021 Recommended Budget. This is a 2.1% increase from the 29.1% share of State and Federal Revenues in the 2020 Adopted Budget. The 2021 budget includes $10.5 million in one-time federal Coronavirus Aid, Relief, and Economic Security (CARES) revenue dedicated to Transit. This accounts for the majority of the 2.1% increase in 2021. The most recent five-year forecast provides mostly flat projections for State and Federal Revenues.

Unclaimed Money Every other year the County Treasurer advertises the possession of unclaimed funds. If these funds are not claimed they become the property of Milwaukee County. The budgeted revenue of $1.3 million has been included for 2021.

2019 Surplus According to state statute, $5 million of surplus funds at the end of the fiscal year can be applied towards the subsequent year's budget. Additional surplus is dedicated to Debt Service Reserve. The 2021 budget includes $5 million of revenue related to 2019 surplus.

Vehicle Registration Fee (VRF) The 2021 budget includes $17.1 million of VRF revenue, which represents a decrease of $87,000 over the 2020 budget. There is no change to the existing $30 fee.

Doyne Hospital Sale Revenue The budget includes $4 million from the sale of Doyne Hospital. This revenue amount decreases by $5 million from the 2020 budget. The 2021 payment is estimated based on roughly a half year payment of the 2020 projected amount. The 2021 payment represents the final payment from Froedtert Health.

The five-year fiscal forecast has consistently shown that expenditures are growing at a pace which exceeds revenue growth, and that Milwaukee County is faced with an ongoing structural deficit.

Long-Range Fiscal Analysis

Since 2009, the Milwaukee County Comptroller has developed a five-year financial forecast, which provides a long-range fiscal analysis of the County's operating budget. The forecast is updated on an annual basis and provides policymakers and the public with insight into the fiscal situation faced by the County. As of October 1, 2020, which is the release date of the Recommended Budget, the five-year forecast for years 2021-2025 has not yet been completed. Therefore, this briefing provides a short summary of conclusions reached in the 2020-2024 forecast which was prepared in 2019. This is followed by a description of impacts that COVID-19 has placed on the County budget.

2020-2024 Forecast Summary

It is important to note that the following 2020-2024 forecast summary information has not yet been updated to account for COVID-19 fiscal impacts.

The five-year fiscal forecast has consistently shown that expenditures are growing at a pace which exceeds revenue growth, and that the County is faced with an on-going structural deficit. In 2019, the five-year forecast projected that the deficit would grow from $16.0 million in 2020 to $79.6 million by 2024 if no long-term solutions are developed to close the gap over the five-year forecast period. Over the five-year forecast period, revenues were projected to grow

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Forecasted Expenditures & Revenues (2019–2024)

	Expenditure	Revenue	Structural Deficit	Cost-to-Continue*
2019	1,062,498,687	1,062,498,687	—	—
2020	1,089,205,092	1,073,244,489	(15,960,603)	(15,960,603)
2021	1,115,572,005	1,080,257,486	(35,314,519)	(19,353,916)
2022	1,140,861,427	1,087,012,492	(53,848,935)	(18,534,416)
2023	1,169,523,796	1,101,511,628	(68,012,168)	(14,163,233)
2024	1,195,945,855	1,116,320,404	(79,625,452)	(11,613,284)
			Average Gap:	**(15,925,090)**

** Cost-to-continue assumes that the prior year gap was eliminated with long-term solutions.*
** For 2020, the increase in pension contribution of $6.6 million is considered an outlier and removed from cost-to-continue.*
** For 2021, the loss of Doyne Hospital revenue is considered an outlier and removed from cost-to-continue.*
Source: Office of the Comptroller, from the Milwaukee County Office of the Comptroller Five-Year Financial Forecast 2019-2023 (August 2018).

by 1.0 percent per year on average, while expenditures grow by 2.4 percent, resulting in a structural deficit. The forecast attributes low revenue growth to flat revenue from the State and Federal government, as well as State caps on locally collected revenues, which include property tax and sales tax. The County can only raise property tax levy for operating purposes by a level that is equal to the percentage growth in net new construction. The County's portion of the sales tax is limited to 0.5 percent. Meanwhile, expenditure growth of 2.4% percent per year is approximately equal to inflation, while fringe benefit expenses are expected to grow at a level which exceeds inflation in future years.

Substantial drivers of the 2020 to 2024 deficit include:

- Fringe benefit expenditure increases, including healthcare and pension.
- One-time reductions included in the 2019 budget.
- Inflationary increases in Contracts, Professional Services, and Utilities.
- Increases in correctional healthcare expenses.
- Increases in transit costs.
- Increases in Debt Service Principal and Interest.
- Stagnant state and federal revenues.
- Elimination of funding from Reserves.
- Elimination of Doyne Hospital revenue.

The structural deficit is offset by:

- Property tax increases.
- Sales tax increases.
- Behavorial Health Division health revenues.
- Airport revenues.
- Other revenues.

Expenditures Continue to Grow Faster Than Revenues

For long-term sustainability, expenditures and revenues should have the potential to grow at the same rate. Due to the mismatch of growth rates between Milwaukee County expenditures (2.4 percent) and revenues (1 percent), Milwaukee County should continue to focus on realigning revenues and expenditures.

Milwaukee County relies heavily on state and federal revenues, especially given that many of the services it provides are done so on behalf of the state and federal government. In recent years, many state and federal revenues have declined or remained flat. Apart from state and federal revenues, Milwaukee County has limited ability to collect local revenues. Property tax and sales tax are the two primary sources of local funding included in Milwaukee County's revenue base. By law, Milwaukee County is only able to raise tax levy by an amount equal to the percentage growth in net new construction, and by an amount equal to growth in debt service costs. Milwaukee County's share of sales tax collections is limited to 0.5 percent.

In the past, expenditures have been controlled through service model changes, and other actions have been taken to reduce tax levy needs. Following are examples of actions Milwaukee County has taken to address the structural deficit:

- Restructuring of Other Post-Employment Benefits (OPEB).
- Stabilizing pension costs by issuing Pension Obligation Bonds starting in 2009.
- Accelerating funding of unfunded pension liability and reducing the assumed rate of return on the pension fund.
- Realigning the share of health costs borne by employees and retirees.
- Enforcing employee health insurance and pension contributions.
- Reducing budgeted FTE staff by approximately 1,500 since 2000 (excluding DHHS areas that functionally transferred to state operations).
- Freezing salary step increases for employees.
- Reducing Milwaukee County's facilities footprint by 1.6 million square feet through the sale of under-utilized assets.
- Deferring maintenance.
- Adding the Vehicle Registration Fee.
- Increasing earned revenue in Parks and other departments.

Additionally, Milwaukee County continues to work on managing expenses by:

- Controlling overtime, sick leave, and other risk-type policies such as workers' compensation, to reduce payouts and liability accruals.
- Looking for new ways to deliver services.
- Working smarter, through the implementation of a new Enterprise Resource System to create efficiencies throughout Milwaukee County in financial and human resources management, as well as working toward the consolidation of multiple outdated IT systems to more efficient systems.
- Decreasing energy spending.

These and other practices have contributed to closing Milwaukee County's budget gap on an annual basis. These actions have also driven down Milwaukee County's cost-to-continue and structural deficit. For example, the five-year forecast prepared in 2016 for years 2017 to 2021 had projected a deficit of $102 million by 2021. More recent forecasts have projected somewhat lower deficits, in part due to actions listed above. Despite some gains, the structural deficit persists and will continue to be a challenge

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if revenue growth remains limited to 1 percent.

County Continues to Face Fiscal Challenges

The forecast shows that Milwaukee County has made progress in addressing its fiscal imbalance since the forecast model was introduced. However, unless the County can implement significant new revenue sources, expenditures are expected to continue rising more rapidly than revenues. While expenditure growth is reduced due to the changes described above, Milwaukee County will continue to face pressure to reduce costs due to this imbalance.

This situation requires continued examination of service delivery models, prudent use of one-time revenues, implementation of new revenue sources, and continual focus on reducing debt. Additionally, a thorough examination of rightsizing Milwaukee County's facilities is necessary to reduce future capital and maintenance costs. Milwaukee County must focus on bringing future needs in line with its ability to support capital funding. Therefore, Milwaukee County must prioritize its facilities and focus on those that deliver core services and those that operate in the most cost-efficient manner.

COVID-19 Impacts

COVID-19 has had severe impacts on Milwaukee County's budget. County businesses and operations rely on robust economic activity that has been impacted by closures and reduced activity, which has resulted in significant reductions in Milwaukee County revenue collections.

As of September 2020, the Office of the Comptroller has projected deficits in many of Milwaukee County's key revenue sources, including projected deficits of $10 million in sales tax, $3 million in property tax, $2.2 million in investment earnings, and $1.6 million in casino revenue (from Potawatomi Hotel & Casino).

Several Milwaukee County departments that rely on fee collections and direct service charges in their budget have also experienced significant revenue losses as a result of the pandemic. The Milwaukee County Zoo is projecting over $10 million in lost revenue in 2020 as a result of COVID-19 zoo closures and limitations on attendance. For similar reasons, Milwaukee County Parks revenues are projected to be $6.5 million below budget in 2020. House of Correction (HOC) revenues are $3.8 million below budget, largely due to fewer state inmates being placed at the HOC.

In 2020, these revenue losses have largely been offset by expenditure savings, including hiring freezes and spending limitations that were put in place via administrative order. Federal emergency revenues have also offset some of the deficits Milwaukee County has experienced in 2020.

During the 2021 budget process, the Office of Performance, Strategy and Budget projected a potential budget gap of $42.5 million for 2021. This estimate is significantly worse than the $19.3 million cost-to-continue gap projected by the Office of the Comptroller in last year's fiscal forecast. The difference is primarily due to COVID-19 economic impacts, including an expectation that several of Milwaukee County's revenue sources will continue to be impacted into 2021, including sales tax, investment revenues, property tax, and program revenues. The amount of future budget gaps and the structural deficit is subject to significant variation, dependent upon multiple factors including level of economic recovery that occurs in 2021 and beyond, as well as the level of federal emergency revenue that is provided to local governments to help offset negative impacts of the pandemic.

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The 2021 gross expenditure budget is $1,179,612,701, a decrease of $4,205,212 from the 2020 Adopted Budget.

2021 Expenditure Analysis

The 2021 gross expenditure budget is $1,179,612,701, a decrease of $4,205,212 (less than 1 percent) from the 2020 Adopted Budget. The 2021 expenditure budget includes $1.1 billion for departmental and non-departmental operations and debt service, and $80.2 million for capital projects. In comparison with the 2020 Adopted Budget, operating budget expenditures, including debt service and trust funds, increase by $7.2 million (or 0.7 percent), and capital budget expenditures decreases by $11.4 million (or about 14 percent).

Budget Narrative Appropriation Units	Included Budgetary Control Appropriation Units
Personal Services	Personal Services
Operation Costs	Operation Costs Other Charges
Debt & Depreciation	Debt & Depreciation
Capital Outlay	Capital Outlay Capital Contra
Interdeptmental Charges	Internal Service Charges Abatements

2021 Countywide Expenditure Highlights

As instituted in the 2018 budget, both active and legacy fringe benefit costs remain centralized. In 2021, these costs are only allocated out to those departments that are reimbursed by outside revenue sources. Additionally, changes made in 2018 related to charges apportioned to departmental budgets for covering the cost of provided interdepartmental services also remain centralized. These charges are represented in Non-Departmental Expenditure narrative, agency 1940.

2021 Expenditure Highlights by Category

Personal Services increase by $3.5 million (or about 0.7 percent) primarily related to employee salary increases. This includes funding for a mid-year 1 percent across the board increase, funding for equity adjustments based on race and gender, funding for building trades increases and funding for a potential Deputy Sheriff Association contract agreement.

Operation Costs decrease by $6.7 million (or about 3.6 percent). This decrease is largely due to a $3.3 reduction in airport operating costs and a $3.7 million dollar reduction in capital project operating costs.

Debt & Depreciation increases by $0.8 million from $116.3 million to $117.1 million (or less than 1 percent).

Capital Outlay (Capital & Operating) decreases $6 million (or 6.9 percent) from 2020. This is based on a reduction in planned capital related operating budget expenditures.

Internal Service Charges including the net total of abatements and cross charges between Milwaukee County departments decrease by approximately $4.7 million (or about 6.9 percent) in 2021.

2021 Expenditure Highlights by Functional Area

Below are summaries of major changes within most departments or organizational units by functional area for the operating budget. Please review the specific

CONTINUED

organizational or capital project narrative for more detailed information. If a department is not listed, it is because its expenditure budget did not change materially (less than 2 percent) from the 2020 Adopted Budget.

Legislative & Executive

The Milwaukee County **Office of Intergovernmental Relations** increases expenditures by $35,835 (or about 14.6 percent). This increase is due to moving the funding for the Wisconsin Counties Association membership from the Office of the County Clerk.

General Government

Expenditures in the **Office of the Register of Deeds** decrease by $381,969 (or 26.3 percent) due to a number of efficiencies, contract changes and position reductions.

Expenditures in the **Office of the County Treasurer** increase by $64,694 (or 5.4 percent) due to an increase in the department's advertising budget.

Election Commission expenditures decrease by $392,244 (or 40.5 percent) due to a decrease in the number of elections to be held in 2021.

The expenditures for the **Office of the County Clerk** decrease by $49,055 (or 5.4 percent). This is largely due to movement of the funding for the Wisconsin Counties Association membership to the Office of Intergovernmental Relations.

Administrative

In the **Department of Human Resources**, expenditures decrease by $50,813 (or about 1 percent) largely due to a reduction in Capital Outlay.

Expenditures decrease in the **Office of the Corporation Counsel** by $10,008 (or about 0.8 percent) due to a reduction in the computer software budget and a small reduction in personal services costs.

Expenditures increase in the **Office of African American Affairs** by $24,943 (or about 2.6 percent) to provide additional support for countywide racial equity training.

Expenditures in the DAS – Water Distribution System program area (Department of Administrative Services – Internal Service Funds) decrease by $58,991 (1.4 percent). This area remains relatively unchanged in 2021.

Public Safety

Expenditures in the **Office of the Sheriff** decrease by $1.3 million (or 2.7 percent) largely due to a reduction in the number of deputies budgeted.

Expenditures in the **House of Correction** decrease by $1.3 million (or 2.7 percent) largely due to a reduction in overtime expenses associated with adequate staffing levels of correctional officers.

Medical Examiner expenditures increase by $35,626 (or about 0.8 percent). This area remains unchanged in 2021.

Courts & Judiciary

Expenditures in **Combined Court Related Operations** decrease by $147,638 (or about 0.5 percent) primarily due to a decrease in legacy health and pension charges and a reduction in funds budgeted courtroom furniture replacement.

Department of Child Support Services expenditures decrease by $1.2 million (or about 6 percent) based on a reduction in personal services costs and reduced contract and commodity needs.

Courts Pre-Trial Services expenditures decrease by $5,811 (or about 0.1 percent). This area remains unchanged for 2021.

Transportation

Expenditures in the **Department of Transportation (DOT) Airport Division** decrease by $5.3 million (or about 5.5 percent) from 2020. This is related to a reduction in Capital Outlay budgeted as well as a reduction to Commodities and Services.

Expenditures in the **Fleet Management Division** increase by $1.1 million (or 7.7 percent) primarily due an increase in facility maintenance, parts and outside service expenses.

Expenditures in the **Highway Maintenance Division** increase by $10,956 (or 0.05 percent). The area remains the same in 2021.

Expenditures in the **Transit Division** increase by $2.6 million (or about 1.6 percent) due to increases in operating costs as well as increased cost for replacement parts used for repairs.

Health & Human Services

In the Milwaukee County Mental Health Board's **Behavioral Health Division (BHD)**, expenditures increase approximately $15.1 million (or 6.9 percent) largely due to increased spending of $16.2 million in BHD's Comprehensive Community Service (CCS) Adult and Children's program.

Milwaukee County **Department of Health & Human**

CONTINUED

Services (DHHS) expenditures decrease by $1.4 million (or 1 percent) related to personnel efficiencies in the integration of the Milwaukee County Department on Aging as a division moving within DHHS in 2021. This is part of the department's commitment to its "No Wrong Door" approach to customer service.

Parks, Recreation & Culture

In the **Department of Parks, Recreation & Culture**, expenditures decrease by $1.2 million (or about 3.3 percent) from 2020. The decrease is mainly due to a continuation of facility closures that began in 2020 and postponement of reopening indoor pools until fall of 2021. Anticipated reduction in hiring for 2021 also reduces personal service costs.

Expenditures increase for the **Zoological Department** by $168,208 (or about 1 percent), largely based on an increase in commodity and service spending.

The contribution to the **Marcus Center for the Performing Arts** decreases by $50,000 (or 6.7 percent) from $750,000 to $700,000 in 2021 as outlined in the contribution agreement.

Non-Departmental Expenditures

The **Appropriation for Contingencies** is decreased by $1,505,575 from $6.5 million to $5 million. Of the $5 million in contingency, the full amount is in the Counties unallocated contingency.

COMBINED CAPITAL & OPERATING EXPENDITURES BY FUNCTIONAL AREA

County Budget Expenditure Comparison (Capital & Operating)

Total Operating & Capital Expenditures by Functional Area	2018 Actual	2019 Actual	2020 Budget	2021 Budget	$ Change from 2020 Budget	% Change from 2020 Budget
Legislative & Executive	1,984,660	2,046,225	2,307,336	2,360,725	53,389	2.3%
Administration	93,355,198	92,080,769	105,508,865	96,945,471	(8,563,394)	(8.8%)
General Government	7,794,258	7,814,002	9,058,037	8,504,945	(553,092)	(6.5%)
Courts & Judiciary	49,713,474	50,003,177	54,533,582	53,190,477	(1,343,105)	(2.5%)
Public Safety	113,477,381	120,303,794	122,423,348	118,982,607	(3,440,741)	(2.9%)
Transportation & Public Works	266,425,157	279,160,378	308,946,373	304,835,888	(4,110,485)	(1.3%)
Health & Human Services	316,463,155	347,297,212	363,172,730	381,131,609	17,958,879	4.7%
Parks, Recreation & Culture	77,288,440	72,214,011	72,201,170	72,768,039	566,869	0.8%
Debt Service	94,746,263	61,260,213	47,374,095	47,565,840	191,745	0.4%
Non-Departmental Revenues	0	0	0	0	0	0%
Non-Departmental Expenditures[1]	330,180,674	211,910,438	97,159,655	93,006,469	(4,153,186)	(4.5%)
Trust Funds	1,051,109	1,738,805	1,132,722	1,234,270	101,548	8.2%
TOTAL	**1,352,479,769**	**1,245,829,025**	**1,183,817,913**	**1,180,526,340**	**(3,291,573)**	**(0.3%)**

1 The budgets for some Non-Departmental Expenditure organizations are technical in nature and do not have actual expenditures. These budgets include Offset to Internal Service Charges (1930) and Capital Outlay Depreciation Contra (1985).

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CAPITAL EXPENDITURES BY FUNCTIONAL AREA

County Budget Expenditure Comparison — Capital

Total Operating & Capital Expenditures by Functional Area	2018 Actual	2019 Actual	2020 Budget	2021 Budget	$ Change from 2020 Budget	% Change from 2020 Budget
Legislative & Executive	0	0	0	0	0	0%
Administration	23,031,851	24,109,929	32,827,254	22,614,229	(10,213,025)	(45.2%)
General Government	0	0	0	0	0	0%
Courts & Judiciary	0	0	0	0	0	0%
Public Safety	537,703	253,641	392,083	112,399	(279,684)	(248.8%)
Transportation & Public Works	30,085,185	33,019,950	45,758,212	40,052,526	(5,705,686)	(14.2%)
Health & Human Services	248,835	998,890	1,272,750	4,689,711	3,416,961	72.9%
Parks, Recreation & Culture	19,822,510	13,115,394	11,377,037	12,527,457	1,150,420	9.2%
Debt Service	0	0	0	0	0	0%
Non-Departmental Revenues	0	0	0	0	0	0%
Non-Departmental Expenditures[1]	0	0	0	0	0	0%
TOTAL	**73,726,084**	**71,497,804**	**91,627,336**	**79,996,322**	**(11,631,014)**	**(14.5%)**

1 The budgets for some Non-Departmental Expenditure organizations are technical in nature and do not have actual expenditures. These budgets include Offset to Internal Service Charges (1930) and Capital Outlay Depreciation Contra (1985).

OPERATING EXPENDITURES BY FUNCTIONAL AREA

County Budget Expenditure Comparison — Operating

Total Operating & Capital Expenditures by Functional Area	2018 Actual	2018 Actual	2020 Budget	2021 Budget	$ Change from 2020 Budget	% Change from 2020 Budget
Legislative & Executive	1,984,660	2,046,225	2,307,336	2,360,725	53,389	2.3%
Administration	70,323,347	67,970,840	72,681,611	74,331,242	1,649,631	2.2%
General Government	7,794,258	7,814,002	9,058,037	8,504,945	(553,092)	(6.5%)
Courts & Judiciary	49,713,474	50,003,177	54,533,582	53,190,477	(1,343,105)	(2.5%)
Public Safety	112,939,677	120,050,153	122,031,265	118,870,208	(3,161,057)	(2.7%)
Transportation & Public Works	236,339,972	246,140,428	263,188,161	264,783,362	1,595,201	0.6%
Health & Human Services	316,214,320	346,298,322	361,899,980	376,441,898	14,541,918	3.9%
Parks, Recreation & Culture	57,465,930	59,098,617	60,824,133	60,240,582	(583,551)	(1.0%)
Debt Service	94,746,263	$61,260,213	47,374,095	47,565,840	191,745	0.4%
Non-Departmental Revenues	0	0	0	0	0	0%
Non-Departmental Expenditures[1]	330,180,674	211,910,438	97,159,655	93,006,469	(4,153,186)	(4.5%)
Trust Funds	1,051,109	1,738,805	1,132,722	1,234,270	101,548	8.2%
TOTAL	**1,278,753,685**	**1,174,331,221**	**1,092,190,577**	**1,100,530,018**	**8,339,441**	**0.8%**

1 The budgets for some Non-Departmental Expenditure organizations are technical in nature and do not have actual expenditures. These budgets include Offset to Internal Service Charges (1930) and Capital Outlay Depreciation Contra (1985).

Property Tax Levy represents 26 percent of budgeted revenues in 2021 at $304 million.

2021 Revenue Analysis

Realistic, conservative and accurate revenue estimates are a key building block in developing a fiscally sound budget. Milwaukee County combines the following four projection methods based on Government Finance Officers Association (GFOA) best practices in order to responsibly forecast revenue:

- **Informed and Expert Judgment** (e.g., the advice of a department head).
- **Deterministic Technique** (e.g., formula based).
- **Time Series Technique** (e.g., trend analysis, rolling averages).
- **Estimates** from external sources or appropriated in adopted legislation (e.g., state and federal governments).

The GFOA's forecasting policy has adopted the following five-step process for conducting a revenue forecast:[1]

1. **Define** the problem.
2. **Gather** information.
3. **Conduct** a Preliminary/Exploratory Analysis.
4. **Select** methods.
5. **Implement** methods.

In forecasting revenue from the Vehicle Registration Fee, for example, the Office of Performance, Strategy & Budget (PSB) built a model that combined raw data from the State of Wisconsin's Department of Motor Vehicles with assumptions that attempted to predict what external factors may impact revenue. In doing this, PSB staff worked to first clarify what end result they would seek, researched methods, identified information sources, and followed the above outlined process for forecasting. Ultimately, PSB used a rolling average of data and elasticity measures.

As with the expenditure analysis, several revenue appropriation units are rolled into categories for illustration purposes in the departmental and non-departmental narratives. The combinations of major revenue types include the following:

Departmental Narrative Appropriation Unit	Revenue Appropriation Units
Indirect Revenues	Indirect Revenues
State & Federal Revenues	Federal Revenues State Shared Revenue Other State Revenues
Other Direct Revenues	Direct Revenue Bond Proceeds Sales Tax Prior Year Surplus Vehicle Registration Fee
Property Tax Levy	Property Tax Levy

Revenue Overview

The 2021 revenue budget is $1,180,526,340, a decrease of $3,291,573, or (0.28 percent) from the 2020 Adopted Budget. Revenue decreases are primarily driven by reduction in county sales tax revenue. Direct Revenue is $379 million, a decrease of 7 percent and represents 32 percent of total revenue in 2021. The 2021 budget includes $90 million (or 8 percent) in

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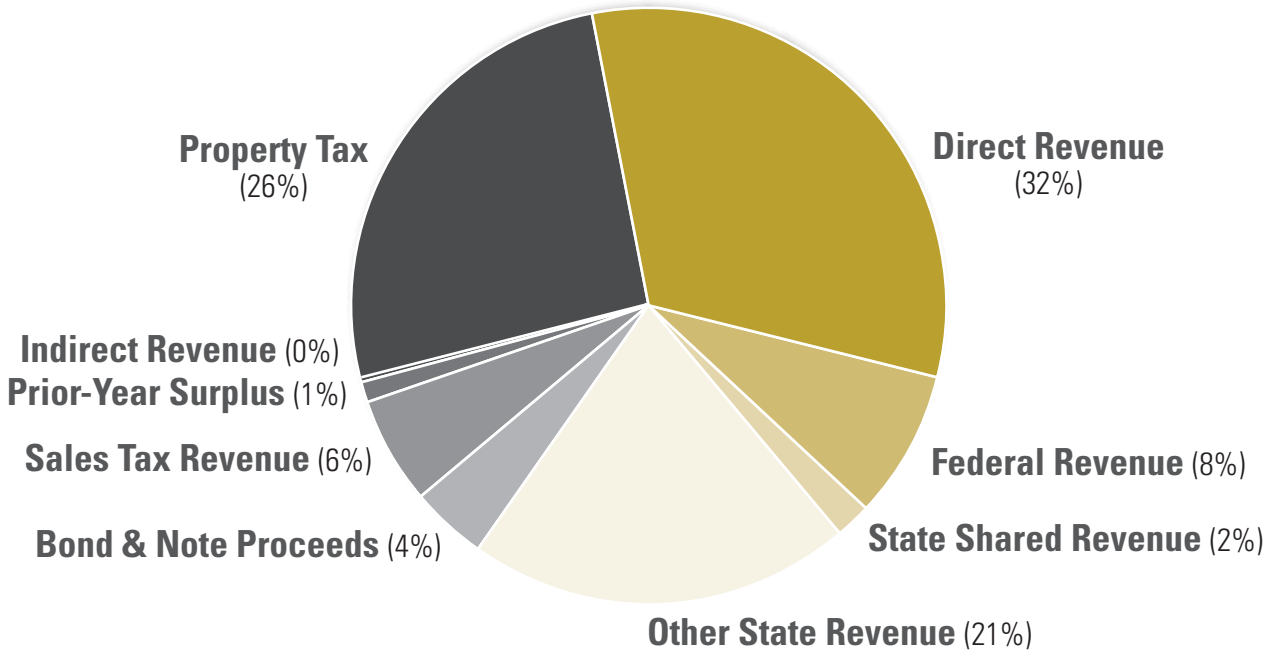
Composition of 2021 Budgeted Countywide Revenues



Federal Revenue, an increase of 26 percent or roughly $23.5 million from $66.6 million in the 2020 Adopted Budget. The increase is largely due to increased federal funding for airport and highway capital projects and one-time federal CARES funding for DOT–Transit operations.

Property Tax Levy represents 26 percent of budgeted revenues in 2021 at $304 million. State Aids, including Basic Community Aids, Youth Aids, General Transportation Aids, Transit Aids, airport funding, and other funding represent 21 percent of total revenues, or $251.8 million; State Shared Revenue is budgeted at $26.9 million (or 2 percent) and represents a slight decrease from the 2020 Adopted Budget. County sales tax revenue decreases $5.4 million in 2021 to $77 million and represents 7 percent. The remaining 4 percent, totaling $46 million, includes indirect revenues, and bond proceeds (see chart).

Wisconsin State Statute 341.35(1) allows local governments to establish and implement a Vehicle Registration Fee in addition to the regular annual state fee paid for a vehicle. The fee applies to vehicles kept in the municipality or county where the vehicle is registered. Revenues from this fee can only be used for transportation related activities like roads, bridges, trails and public transportation. Revenues of $16 million are budgeted within the Department of Transportation–Transit/Paratransit division and $1.1 million in Department of Transportation Highway Division.

A contribution of $5.7 million from the Debt Service Reserve is included in 2021. This represents an increase of $2.1 million from 2020. This level of contribution is required in order to overcome challenging year to year variations in structural balance. Use of Debt Reserve funds is allowed statutorily to protect Milwaukee County from unexpected one-time deficits.

Revenue Highlights by Category

Direct Revenue decreases by $26 million or 7 percent in 2021 to $379.4 million.

Sales Tax revenue decreases countywide by $5.4 million in 2021, from $82.5 million to $77 million due to decreased economic activity.

Federal Revenues increase by a total of $23.5 million or 26 percent in the 2021 budget.

State Revenue shows virtually no change from 2020. Combined revenue includes $30.9 million in State Shared Revenue, as well as $251.7 million in Other State Revenue.

Indirect Revenues include charges by Milwaukee County departments to other departments for services.

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Indirect Revenue includes employee contributions for pension, healthcare and other benefit premiums as well as other offsetting revenue. Detailed breakdowns of indirect revenues can be found in each appropriate department narrative, as well as in Org 1950. This category also includes the revenue portion of Milwaukee County interdepartmental charges, which offset services provided from one Milwaukee County unit to another.

Org 1930 includes an abatement for all **indirect revenues** to ensure that countywide revenues are not overstated. Due to the abatement, countywide indirect revenues total $0.

1 Kavanagh, S and Iglehart, C. 2012. Structuring the Revenue Forecasting Process. GFOA.

County Budget Revenue Comparison (Capital & Operating)

Source	2019 Actual	2020 Budget	2021 Adopted Budget	$ Change from 2020 Budget	% Change from 2020 Budget
Direct Revenue	597,002,032	405,736,632	379,442,804	(26,293,828)	(7%)
Federal Revenue	78,671,181	66,579,735	90,042,952	23,463,217	26%
State Shared Revenue	27,302,732	27,315,051	26,905,438	(409,613)	(2%)
Other State Revenue	249,097,681	250,652,705	251,818,797	1,166,092	0%
Bond & Note Proceeds	27,521,692	44,927,646	46,275,475	1,347,829	3%
County Sales Tax Revenue	79,226,314	82,496,808	77,072,095	(5,424,713)	(7%)
Prior-Year Surplus	0	5,000,000	5,000,000	0	0
Property Tax	292,851,109	301,109,336	303,968,779	2,859,443	1%
TOTAL	**1,351,672,742**	**1,183,817,913**	**1,180,526,340**	**(3,291,573)**	**(0.3%)**

Operating Budget Revenue Comparison

Source	2019 Actual	2020 Budget	2021 Adopted Budget	$ Change from 2020 Budget	% Change from 2020 Budget
Direct Revenue	594,897,313	373,648,843	367,411,703	(6,237,140)	(2%)
Federal Revenue	63,871,882	64,781,750	79,573,736	14,791,986	19%
State Shared Revenue	27,302,732	27,315,051	26,905,438	(409,613)	(2%)
Other State Revenue	245,170,062	249,438,883	247,854,851	(1,584,032)	(1%)
Bond & Note Proceeds	925,169	0	0	0	0%
County Sales Tax Revenue	74,381,696	75,142,024	69,815,511	(5,326,513)	(8%)
Prior-Year Surplus	0	5,000,000	5,000,000	0	0%
Property Tax	292,851,109	296,864,026	303,968,779	7,104,753	2%
TOTAL	**1,299,399,963**	**1,092,190,577**	**1,100,530,018**	**8,339,441**	**1%**

Capital Budget Revenue Comparison

Source	2019 Actual	2020 Budget	2021 Adopted Budget	$ Change from 2020 Budget	% Change from 2020 Budget
Direct Revenue	2,104,720	32,087,789	12,031,101	(20,056,688)	(167%)
Federal Revenue	14,799,299	1,797,985	10,469,216	8,671,231	83%
Other State Revenue	3,927,619	1,213,822	3,963,946	2,750,124	69%
Bond & Note Proceeds	26,596,523	44,927,646	46,275,475	1,347,829	3%
County Sales Tax Revenue	4,844,618	7,354,784	7,256,584	(98,200)	(1%)
TOTAL	**52,272,779**	**87,382,026**	**79,996,322**	**(7,385,704)**	**(9%)**

Comparison of Funded Full-Time Position Equivalents

BY FUNCTIONAL AREA

		2018	2019	2020	2021	2020-2021 Change
LEGISLATIVE & EXECUTIVE						
1000	County Board	10.0	11.0	11.0	9.0	(2.0)
1011	County Executive – General Office	9.0	8.0	9.0	9.0	0.0
1020	County Executive – Intergovernmental Relations	2.0	1.0	2.0	2.0	0.0
1021	County Executive – Veterans Service[3]	2.0	2.0	3.0	0.0	(3.0)
	Total Legislative & Executive	**23.0**	**22.0**	**25.0**	**20.0**	**(5.0)**
STAFF						
1090	Office on African American Affairs	6.0	6.0	7.0	7.0	0.0
1120	Personnel Review Board	3.00	3.0	3.0	3.0	0.0
1130	Corporation Counsel	23.0	23.0	23.0	25.0	2.0
1140	Department of Human Resources	58.0	62.0	63.0	64.0	1.0
1150	DAS – Risk Management	7.0	7.0	7.0	7.0	0.0
1151	DAS – General Fund	179.0	182.0	184.0	189.0	5.0
1160	DAS – Information Management Services	43.0	49.0	69.0	73.0	4.0
	Total Staff	**319.0**	**332.0**	**356.0**	**368.0**	**12.0**
COURTS & JUDICIARY						
2000	Combined Court Related Operations	292.5	293.5	293.5	293.5	0.0
2430	Department of Child Support Services	144.5	142.0	142.0	139.0	(3.0)
2900	Courts – Pre-Trial Services	2.0	2.0	3.0	3.0	0.0
	Total Courts & Judiciary	**439.0**	**437.5**	**438.5**	**435.5**	**(3.0)**
GENERAL GOVERNMENTAL SERVICES						
3010	Election Commission[1]	0.0	0.0	0.0	0.0	0.0
3090	County Treasurer	8.5	8.5	10.0	10.0	0.0
3270	County Clerk	16.0	16.0	16.0	18.5	2.5
3400	Register of Deeds	28.0	26.0	25.0	24.0	(1.0)
3700	Office of the Comptroller	61.0	62.0	61.0	62.0	1.0
	Total General Governmental Services	**113.5**	**112.5**	**112.0**	**114.5**	**2.5**
PUBLIC SAFETY						
4000	Office of the Sheriff	707.0	708.0	723.0	718.0	(5.0)
4300	House of Correction	363.0	363.0	363.0	359.0	(4.0)
4500	District Attorney	157.0	155.0	162.0	164.0	2.0
4800	Emergency Management	53.0	53.0	56.0	54.0	(2.0)
4900	Medical Examiner	32.0	33.0	33.0	33.0	0.0
	Total Public Safety	**1312.0**	**1312.0**	**1337.0**	**1328.0**	**(9.0)**

(CHART CONTINUES ON NEXT PAGE)

Comparison of Funded Full-Time Position Equivalents

BY FUNCTIONAL AREA

		2018	2019	2020	2021	2020-2021 Change
DEPARTMENT OF TRANSPORTATION						
5040	Airport	265.0	257.0	242.0	241.0	(1.0)
5090	Transportation Services[2]	0.0	12.0	12.0	12.0	0.0
5100	Highway Maintenance[2]	128.0	117.2	118.2	118.2	0.0
5300	Fleet Management	34.5	34.0	47.0	47.0	0.0
5800	Director's Office	8.0	8.0	7.0	7.0	0.0
	Total Transportation	**435.5**	**428.2**	**426.2**	**425.2**	**(1.0)**
HEALTH & HUMAN SERVICES						
6300	DHHS – Behavioral Health Division	504.5	485.6	476.6	488.9	12.3
7900	Department on Aging[3]	77.0	77.0	76.0	0.0	(76.0)
8000	Department of Health & Human Services[3]	330.0	325.5	325.5	406.5	81.0
	Total Health & Human Services	**911.5**	**888.1**	**878.1**	**895.4**	**17.3**
PARKS, RECREATION & CULTURE						
9000[7]	Parks Division	230.0	247.0	249.0	254.0	5.0
9500	Zoological Department	128.6	151.5	151.5	151.5	0.0
9910	University Extension	0.75	0.75	0.75	0.75	0.0
	Total Parks, Recreation & Culture	**359.3**	**399.3**	**401.3**	**406.3**	**5.0**
TOTAL — ALL OPERATING DEPARTMENTS		**3912.8**	**3931.6**	**3974.1**	**3992.9**	**18.8**

** In previous years, all Budgeted FTE numbers included Vacancy & Turnover (VANDT) & Overtime (OT). For the 2021 budget all FTE figures exclude Vacancy & Turnover (VANDT) & Overtime (OT) to provide a better picture of actual full-time positions budgeted.*

1 FTEs for the Election Commission are included in the count for the County Clerk.

2 Transportation Services (5090) was previously a part of the Highway Maintenance Department. In 2019, Transportation Services was seperated into its own agency.

3 The 2021 budget combined the Department of Health and Human Services, the Department on Aging and the Office of Veterans Services into one department. All FTEs for these areas are moved under the Department of Health and Human Services beginning in 2021.

Legislative & Executive Function

- County Board of Supervisors
- County Executive General Office
- Office of Government Affairs

DEPARTMENTAL NARRATIVES

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BUDGET SUMMARY

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures					
Personnel Costs	$1,002,640	$1,045,085	$1,072,675	$998,670	($74,005)
Operation Costs	$109,089	$38,204	$131,762	$215,204	$84,442
Debt & Depreciation	$0	$0	$0	$0	$ 0
Capital Outlay	$0	$0	$0	$0	$ 0
Interdepartmental. Charges	$0	$0	$0	$0	$ 0
Total Expenditures	**$1,111,729**	**$1,083,289**	**$1,204,437**	**$1,215,874**	**$11,437**
Revenues					
Direct Revenue	$1,041	$	$0	$0	$ 0
Intergovernmental Revenue	$0	$	$0	$0	$ 0
Indirect Revenue	$0	$	$0	$0	$ 0
Total Revenues	**$1,041**	**$2,166,578**	**$ 0**	**$ 0**	**$ 0**
Tax Levy	**$1,110,688**	**($1,083,289)**	**$1,204,437**	**$1,215,874**	**$11,437**
Personnel					
Full-Time Pos. (FTE)	10.0	11.0	11.0	9.0	(2.0)
Elected Supervisors	18.0	18.0	18.0	18.0	0.0
Seasonal/Hourly/Pool $	$22,801	$19,501	$28,388	$28,416	$ 28
Overtime $	$66	$0	$0	$0	$0

Department Mission:
The Board shares the County's mission, “We enhance the quality of life in Milwaukee County through great public service.” The Board also is committed to Milwaukee County's vision that “By achieving racial equity, Milwaukee becomes the healthiest county in Wisconsin.”

To advance the policy of equal opportunity for all our citizens, the Board initiated the creation of the Office on African American Affairs, declared racism a public health crisis, adopted an ordinance to achieve racial equity, and established a separate committee to provide oversight of these initiatives.

Department Description:
The Board consists of 18 elected Supervisors who serve in the legislative branch of Milwaukee County and represent our diverse constituencies.

Each elected official is responsible for the administration of their own district office. To support legislative goals and the delivery of responsive constituent services, the department also organizes and coordinates training opportunities for district offices. This collaborative governance model, and sharing of resources, empowers district offices to lead.

Compensation of elected Supervisors and departmental expenditures are subject to the limits of 2013 Wisconsin Act 14 and the conforming local ordinances. These state-imposed stipulations mandate several elements of the structure

and responsibilities of the County Board, including a tax levy cap on this department's annual budget of no more than 0.4 percent of the total tax levy with limited exceptions. Due to the increase in the total County levy, which is capped by Wisconsin State Statute, the 2021 budget includes a tax levy increase of $14,334 for the County Board.

The Board's budget includes the full impact of the 2020 cost-of-living-adjustment provided to employees, and automatic salary increases for supervisors that took effect with the 2020-2022 term.

Strategic Program Area 1: County Board

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018* Actual**	**2019* Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$1,121,854	$1,083,289	$1,204,437	$1,215,874	$11,437
Revenues	$1,041	$0	$0	$0	$ 0
Tax Levy	$1,120,813	$1,083,289	$1,204,437	$1,215,874	$11,437
FTE Positions	10.0	11.0	11.0	9.0	(2.0)

**These figures represent the actual expenditures pursuant to 2013 Wisconsin Act 14.*

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
The Board is a diverse legislative body comprised of 18 different County officials elected into office for a two-year term. Each Supervisor represents a district with about 53,000 County residents.				

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
The Board is a diverse legislative body comprised of 18 different County officials elected into office for a two-year term. Each Supervisor represents a district with about 53,000 County residents.				

Strategic Overview:
The April 2020 spring election was held during an international pandemic. The 2020-2022 term of the Milwaukee County Board started on April 20, 2020, with the Organizational Meeting. After all elected Supervisors were sworn into office on April 24, the Board elected from the body a Chairperson and a First and Second Vice-Chair.

Supervisors work together with internal and external partners to maintain and build policies, programs, and infrastructures that provide residents with economic opportunity and quality of life services that enhance the lives of Milwaukee County residents.

Strategic Implementation:
The Milwaukee County Board of Supervisors is the legislative branch of Milwaukee County government. Among the Board's most important means of establishing policy is the adoption of the annual County Budget. The Board additionally adopts countywide policies through resolutions and ordinances. Legislative oversight of and recommendations on County policies are made with transparency and through public meetings of standing committees, commissions and task forces.

The current culture creates urgency for all elected officials to respond in a proactive manner, and the following County values guide the Board: "We work with and for others"; "We do the right thing;" and "We never stop improving."

Using a racial equity lens and with high civic engagement, the Board is committed to forwarding innovative ideas that encompass our strong democratic values to allow all in the County to thrive.

One position each of Legislative Assistant 3 and Public Information Manager are transferred from the County Board of Supervisors to the County Clerk.

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BUDGET SUMMARY

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures					
Personnel Costs	$733,726	$763,523	$843,733	$850,730	$6,997
Operation Costs	$9,735	$10,753	$12,964	$12,084	($ 880)
Debt & Depreciation	$0	$0	$0	$0	$ 0
Capital Outlay	$0	$0	$0	$0	$ 0
Interdepartmental. Charges	($314)	$0	$185	$185	$ 0
Total Expenditures	**$743,147**	**$774,770**	**$856,882**	**$862,999**	**$6,117**
Revenues					
Direct Revenue	$0	$0	$0	$0	$ 0
Intergovernmental Revenue	$0	$0	$0	$0	$ 0
Indirect Revenue	$0	$0	$0	$0	$ 0
Total Revenues	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Tax Levy	**$743,147**	**$774,770**	**$856,882**	**$862,999**	**$6,117**
Personnel					
Full-Time Pos. (FTE)	9.0	9.0	9.0	9.0	0.0
Seasonal/Hourly/Pool $	$0	$0	$0	$0	$ 0
Overtime $	$0	$0	$0	$0	$ 0

Department Mission:
The Milwaukee County Executive works to create a safe, enjoyable and prosperous community for all people in Milwaukee County by providing leadership, guidance, and vision, and by managing and directing high-quality, responsive and cost-effective government services. The County Executive is committed to using a racial equity lens to examine the policies and practices of Milwaukee County so that everyone can thrive.

Department Description:

The County Executive is the elected chief executive officer for Milwaukee County. The County Executive has the following duties and responsibilities: coordinate and direct all administrative and management functions of County government; appoint, supervise, and direct all department heads and members of boards and commissions; recommend annually a County budget to the County Board.

Strategic Program Area 1: General Office

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$743,147	$774,770	$856,882	$862,999	$6,117
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$743,147	$774,770	$856,882	$862,999	$6,117
FTE Positions	9.0	9.0	9.0	9.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Total Executive Branch Staff	2,631	2,650	2,670	2,687
Departments Managed	13	13	13	12

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
To Be Determined	0	0	0	0

Strategic Overview:
The Office of the County Executive supports the County vision and mission.

Vision: By achieving racial equity, Milwaukee is the healthiest County in Wisconsin.

Mission: We enhance the quality of life in Milwaukee County through great public service.

Strategic Implementation:
In 2019, Milwaukee County become the first jurisdiction in the nation to declare racism a public health crisis. This declaration set the stage for a focused effort to become the healthiest county in Wisconsin by achieving racial equity. Milwaukee County is currently ranked 71st out of 72 healthiest counties in the state. Several studies done in the last decade have shown that these differences in health outcomes are a direct result of social determinants of health, such as income level, educational attainment and neighborhood safety. Social determinants of health play a tremendous role in life expectancy and most health status measures. Government has had a significant impact on these health outcomes, and not always for the better. For generations, racist policies and practices of governments at all levels have unequally distributed health care access, opportunities for high wage jobs, and education access. Milwaukee County is no exception.

With this in mind, Milwaukee County has launched its first strategic plan in 20 years to focus on achieving health and racial equity. The plan includes three strategic focus areas:

1) Create Intentional Inclusion – Every level of Milwaukee County government will reflect the full diversity of the County; and the County will create and nurture an inclusive culture throughout the organization.

2) Bridge the Gap – Milwaukee County will determine what, where and how services are delivered based on the resolution of health disparities; break down silos across County government to maximize access and quality of services offered; and apply a racial equity lens to all decisions.

3) Invest in Equity – Milwaukee County will invest upstream to address the root causes of health disparities; enhance the County's fiscal health and sustainability; and dismantle barriers to achieving diverse and inclusive communities.

Eight staff positions are provided in 2021 to assist the County Executive in day-to-day administrative oversight and management of Milwaukee County. Over the next year, the County Executive's Office will engage partners, elected officials and community members to further define and advance the strategic plan, and continue to coordinate the County's response to the COVID-19 pandemic. The County Executive's Office will also work with partners toward a sustainable funding solution for Milwaukee County.

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BUDGET SUMMARY

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures					
Personnel Costs	$85,943	$178,786	$191,818	$189,828	($1,990)
Operation Costs	$43,841	$14,877	$54,199	$92,024	$37,825
Debt & Depreciation	$0	$0	$0	$0	$ 0
Capital Outlay	$0	$0	$0	$0	$ 0
Interdepartmental. Charges	$0	($5,497)	$0	$0	$ 0
Total Expenditures	**$129,784**	**$188,166**	**$246,017**	**$281,852**	**$35,835**
Revenues					
Direct Revenue	$0	$0	$0	$0	$ 0
Intergovernmental Revenue	$0	$0	$0	$0	$ 0
Indirect Revenue	$0	$0	$0	$0	$ 0
Total Revenues	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Tax Levy	**$129,784**	**$188,166**	**$246,017**	**$281,852**	**$35,835**
Personnel					
Full-Time Pos. (FTE)	2.0	1.0	2.0	2.0	0.0
Seasonal/Hourly/Pool $	$0	$0	$0	$0	$ 0
Overtime $	$0	$0	$0	$0	$0

Department Mission:
The mission of the Office of Government Affairs is to represent the interests of Milwaukee County before Local, State, and Federal governments. The Office will also build productive relationships with other governmental units, non-profit agencies, and the private sector in order to identify areas where services can be shared, consolidated, or otherwise cooperatively enhanced in order to improve service and reduce costs to taxpayers.

Department Description:
The Office includes two full-time positions who work to fulfill its mission of representing the County's interests while building partnerships across governmental jurisdictions.

Strategic Program Area 1: Government Affairs

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$129,784	$188,166	$246,017	$281,852	$35,835
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$129,784	$188,166	$246,017	$281,852	$35,835
FTE Positions	2.0	1.0	2.0	2.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Activity Data is not available for this area	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Measures are not available for this area	0	0	0	0

Strategic Overview:
The Office of Government Affairs seeks to represent the interests of Milwaukee County, including seeking increased state and federal funding for County services.

Strategic Implementation:
Funding is provided for two full-time positions to represent the County's interests before other units and levels of government. Expenditures increase due to moving the funding for the Wisconsin Counties Association membership from the Office of the County Clerk

The appropriation of $35,835 earmarked for Wisconsin Counties Association (WCA) membership dues is contained within an allocated contingency account. The funds shall remain in the allocated contingency account until information is received from the WCA on the following conditions of continued membership:

- Adoption of racial equity principles and a collaborative engagement as outlined in File No. 20-576.
- Modifications to WCA's organizational structure with the intent of creating equity, such as increasing the number of diversity appointments.
- Development of a plan to promote diversity within WCA, such as attraction and retention of diverse staff, and racial equity training opportunities led by Black, Indigenous, and people of color (BIPOC).
- Consider lowering the WCA reserves to pay a dividend or reduce dues to counties which are struggling financially
- Initiation of steps to avoid real or perceived conflicts of interest between counties and the WCA:

- Increased transparency for WCA Members on matters relating to the WCA budget, staff salaries, outside non-county government funding, and records.
- Hire in-house legal counsel and/or establishment of internal processes for the retention of outside counsel.
- Competitive bidding processes for legal, insurance, financial, and other services.

An appropriation transfer approved by the County Board of Supervisors will be required to allocate the funds after the response from WCA is received and reviewed by the appropriate standing committee.

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General Government Function

- Office of the County Treasurer
- Office of the County Clerk
  (including Election Commission)
- Office of the Register of Deeds
- Office of the Comptroller

DEPARTMENTAL NARRATIVES

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BUDGET SUMMARY

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures					
Personnel Costs	$472,310	$507,141	$598,633	$594,152	($4,481)
Operation Costs	$392,495	$536,869	$604,052	$673,227	$69,175
Debt & Depreciation	$0	$0	$0	$0	$ 0
Capital Outlay	$11,995	$0	$0	$0	$ 0
Interdepartmental. Charges	$0	$0	$0	$0	$ 0
Total Expenditures	**$876,800**	**$1,044,010**	**$1,202,685**	**$1,267,379**	**$64,694**
Revenues					
Direct Revenue	$6,825,867	$9,081,852	$8,323,340	$4,767,320	($3,556,020)
Intergovernmental Revenue	$0	$0	$0	$0	$ 0
Indirect Revenue	$0	$0	$0	$0	$ 0
Total Revenues	**$6,825,867**	**$9,081,852**	**$8,323,340**	**$4,767,320**	**($3,556,020)**
Tax Levy	**($5,949,067)**	**($8,037,842)**	**($7,120,655)**	**($3,499,941)**	**$3,620,714**
Personnel					
Full-Time Pos. (FTE)	8.5	8.5	10.0	10.0	0.0
Seasonal/Hourly/Pool $	$0	$0	$0	$0	$ 0
Overtime $	$0	$6	$0	$0	$ 0

Department Mission:

The Milwaukee County Treasurer's Office will provide prompt, high-quality services to sustain the overall operation of County government for the benefit of its citizens by efficiently carrying out the functions of cash receipt and disbursement, property tax services, and investment.

Department Description:

The Office of the Treasurer has five distinct functions:

- Banking Services – Responsible for county wide banking functions, internet banking access, bank account and money management, and account reconciliation.
- Cash Receipting and Check distribution – Responsible for check printing, processing, and distribution. Also included in this area are certifying retirement check issues, processing check replacements for lost, stolen and voided items, and the publication of unclaimed monies.
- Accounts Receivable - Responsible for county-wide accounts receivable. This new department was created in 2020 as a result of a recommendation by the executive sponsor of the countywide Enterprise Resource Planning (ERP) system to accommodate a new centralized accounts receivable function for Milwaukee County. The

Office of the Treasurer agreed to house this function due to the similarities between accounts receivable functions and operational duties currently being performed by this office.

- Property Tax Collection - Responsible for the collection of delinquent property taxes for 18 municipalities throughout the County. The County purchases delinquent tax receivables from municipalities, then collects outstanding balances and administers foreclosure proceedings.
- Investment Management – Responsible for the long and short-term investment of operating funds not needed for immediate use. To maximize investment revenue, the County sets the investment policy and independent contracted investment advisors directly manage the funds.

Major Changes in FY 2021

Revenues for investment earnings are budgeted at $2,737,320. This reflects a reduction of approximately $3.2 million or compared to 2020. Due to the covid-19 pandemic and its effect on the economy, county advisors project a lower return on investments in 2021 than in previous years.

Strategic Program Area 1: Banking Services & Delinquent Property Tax Collection

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$588,097	$750,535	$902,685	$967,379	$64,694
Revenues	$2,236,691	$2,173,859	$2,388,884	$2,030,000	($358,884)
Tax Levy	($1,648,594)	($1,423,324)	($1,486,199)	($1,062,621)	$423,578
FTE Positions	8.5	8.5	10.0	10.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Checks Issued	67,337	69,655	70,000	70,000
Delinquent Tax Notices Processed	12,631	13,336	13,500	12,000
Unpaid Property Tax Parcels Submitted	1,408	1,440	1,400	1,400

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
To Be Determined	0	0	0	0

Strategic Overview:

The Accounts Receivable Department was created in 2020 to provide a new centralized accounts receivable function for Milwaukee County.

Strategic Implementation:

Ten full-time employees are provided in this service area to oversee banking services, cash receipting, accounts receivable, check distribution, property tax collection, and investment management functions.

Strategic Program Area 2: Investment Management

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$288,704	$293,475	$300,000	$300,000	$ 0
Revenues	$4,589,176	$6,907,993	$5,934,456	$2,737,320	($3,197,136)
Tax Levy	($4,300,472)	($6,614,518)	($5,634,456)	($2,437,320)	$3,197,136
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
To Be Determined	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Return on Investment	1.47%	2.15%	2.43%	0.98%
Investment Income per dollar spent on Investment Advisory Services	$18.00	$32.17	$19.78	$8.29

Strategic Overview:

Strategic Implementation:

Revenues for investment earnings are budgeted at $2,737,320. This amount is lower than previous years and is based on projections provided by Milwaukee County investment advisors. Due to the coronavirus pandemic and its affect on the economy, county advisors projected a lower return on investments in 2021 than in previous years. The expenditure for investment advisor fees for 2021 remains unchanged from 2020 at $300,000.

The 2021 Budget does not include a budget amount for the allocation of earnings on general obligation bonds & notes. There are estimates included for airport debt and capital funds. Based on the actual investment earnings and unspent bond amounts in individual capital projects, the Office of the Comptroller will perform an administrative appropriation transfer that will adjust both the Earnings on Investments Budget and the individual capital projects.

Statistical Reporting Data	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**
Earnings on all Funds (Net of Mark-to-Market)	$6,908,239	$6,770,509	$5,934,456	$2,737,320
Earnings on Trust Fund Reserves and other Deferred Interest Liabilities	($38,675)	($1 575 822)	($194,626)	($322,460)
Earnings on Bonds Allocated to Capital Fund and Debt Service Fund	($1,672,461)	($1,137,728)	($1,301,710)	($140,540)
General Fund Earnings	$5,197,103	$4,056,959	$4,438,120	$2,274,320

BUDGET SUMMARY

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures					
Personnel Costs	$972,441	$984,087	$1,046,178	$1,188,962	$142,784
Operation Costs	$477,816	$374,284	$822,661	$341,580	($481,081)
Debt & Depreciation	$0	$0	$0	$0	$ 0
Capital Outlay	$0	$0	$0	$0	$ 0
Interdepartmental. Charges	$2,745	$1,448	$0	$0	$ 0
Total Expenditures	**$1,453,002**	**$1,359,819**	**$1,868,839**	**$1,530,542**	**($338,297)**
Revenues					
Direct Revenue	$616,471	$570,896	$628,446	$569,102	($59,344)
Intergovernmental Revenue	$0	$0	$0	$0	$ 0
Indirect Revenue	$0	$0	$0	$0	$ 0
Total Revenues	**$616,471**	**$570,896**	**$628,446**	**$569,102**	**($59,344)**
Tax Levy	**$836,531**	**$788,923**	**$1,240,393**	**$961,440**	**($278,953)**
Personnel					
Full-Time Pos. (FTE)	16.0	16.0	16.0	18.5	2.5
Seasonal/Hourly/Pool $	$48,086	$21,092	$62,342	$31,970	($30,372)
Overtime $	$645	$443	$0	$0	$ 0

Department Mission:

To support the activities of the Milwaukee County Board of Supervisors, the election activities of the Milwaukee County Election Commission, the general operations of County government, and to provide the highest quality services to the public at the lowest cost to the taxpayers.

Department Description:

The independently elected County Clerk administers and records the proceedings of the County Board of Supervisors, maintains all legislative files, staffs County Board meetings and committees, updates existing ordinances and publishes new ordinances online. The County Clerk's Office runs and maintains the legislative workflow software Legistar, its public-facing counterpart the Milwaukee County Legislative Information Center (CLIC) and all the hardware and software that accompanies it. The County Clerk issues marriage licenses and domestic partnership terminations registers all lobbyists and lobbying principals, and reports lobbying registrations and expenditures to the County Board, County Executive, and the public. The Office of the County Clerk serves as an information clearing house by: receiving and processing claims, court summons and complaints naming Milwaukee County; maintaining the central file of county deeds, contracts, insurance policies, agreements, leases, easements, and certificates of title for all county-owned vehicles; administering oaths of office and maintaining record of such oaths; receiving and publicly opening all sealed bids for County public improvement projects; and maintaining a file of qualified public improvement contractors. The County Clerk accepts and processes passport applications, sells Milwaukee County Transit System tickets and

Wisconsin Department of Natural Resources licenses and permits; processes lien notices and actions against contractors performing County public improvements; serves as Executive Director of the Milwaukee County Election Commission; and provides support services to the Election Commission (Org Unit 3010).

The Milwaukee County Election Commission administers elections under the direction and guidance of the Wisconsin Elections Commission and maintains cooperative working relationships with State election administrators and the 19 municipal clerks to efficiently administer elections in Milwaukee County.

Major Changes in FY 2021

The Milwaukee County Clerk's Office will continue to adjust its operations in 2021 due to the Covid-19 pandemic. It will continue to provide the highest quality service at the lowest cost possible. It will seek ways to maximize efficiency in every area of service it provides. A decline in revenue is anticipated as the office expects a drop in the number of passports and marriage licenses issued. The Clerk’s office will continue to advertise its services to the public in order to increase revenue.

Expenses decrease in the County Clerk’s budget due to moving funding for the Wisconsin Counties Association membership to Government Affairs. Expenses are reduced in the Election Commission budget due to fewer elections planned for 2021.

Strategic Program Area 1: County Clerk

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$837,099	$885,225	$901,193	$955,140	($53,947)
Revenues	$538,839	$520,126	$547,696	$523,352	($24,344)
Tax Levy	$298,260	$365,099	$353,497	$431,788	$78,291
FTE Positions	13.0	13.0	13.0	15.0	2.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Marriage Licenses Issued	5,300	4630	4,800	4630
Marriage License Waivers	400	379	300	400
Domestic Partnership Declarations Issued	25	N/A	N/A	N/A
County Board Files Maintained	900	925	1000	950
County Ordinances Published	22	8	15	12
County Board Proceedings Published	14	11	14	15
Contractor Lien Notices/Vendor Levies	16	15	20	15
Claims Processed	250	251	250	260
Summons and Complaints Processed	160	56	160	70
Lobbying Registrations	50	11	20	15
Oaths of Office Administered	60	56	65	70
Wisconsin DNR Licenses Sold	200	0	40	10
Passport Applications Processed	2,000	1,713	1,700	1,730
Documents Notarized	5,800	5,128	5,300	5,200

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Customer Satisfaction Survey Rating	99%	99%	99%	99%

Strategic Overview:

The County Clerk's Office strives to provide the highest level of service at the lowest cost to the taxpayers.

One position each of Legislative Assistant 3 and Public Information Manager are transferred from the County Board of Supervisors to the County Clerk.

Strategic Implementation:

As it continues to adjust to changes brought on by the Covid-19 pandemic, the County Clerk's office will still strive to perform at the existing high level of efficiency, expediency and above all quality. The County Clerk's Office interacts with members of the public daily and each customer is encouraged to complete a customer satisfaction survey. Most customers do, and our performance ratings have been consistently exceptional and are reflected in the Performance Measures Table.

Strategic Program Area 2: Election Commission

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$615,903	$343,068	$967,646	$575,402	($392,244)
Revenues	$77,631	$50,770	$80,750	$45,750	($35,000)
Tax Levy	$538,272	$292,298	$886,896	$529,652	($357,244)
FTE Positions	3.0	3.0	3.0	3.5	0.5

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Elections	4	2	4	2
Special Elections	1	0	0	0
Recounts	0	0	0	0
State/City/Muni/School Board Referendum	4	5	4	4
Campaign Finance Statements	140	60	150	60
Nomination Papers	35	0	50	0

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Customer Satisfaction Survey Rating with Election Stakeholders	90% Excellent	94% Excellent	94% Excellent	95% Excellent

Strategic Overview:

The Milwaukee County Election Commission exists to administer federal, state, and local elections in a manner that fosters public trust in the accuracy, efficiency, and fairness of elections and develops public confidence in the democratic process.

Strategic Implementation:

The scheduled 2021 elections include:

Spring Primary - February 16, 2021
Spring Election - April 7, 2021

An amount of $15,000 is appropriated for the Election Commission to continue with the opt-in program that will notify citizens, through text-messaging and/or e-mail, of upcoming elections. The Election Commission will continue its relationship with Granicus, formerly known as GovDelivery.

The Election Commission will concentrate on improving the process of programming the elections to ensure that elections are conducted in a secure, efficient, and effective manner. This will occur by implementing processes that will ensure a greater continuity of service. The Election Commission will continue working to improve the process of conducting the canvass. This will include conducting voluntary audits after each election.

BUDGET SUMMARY

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures					
Personnel Costs	$1,199,836	$1,036,832	$1,201,334	$1,014,114	($187,220)
Operation Costs	$205,396	$187,656	$253,549	$58,800	($194,749)
Debt & Depreciation	$0	$0	$0	$0	$ 0
Capital Outlay	$0	$5,763	$0	$0	$ 0
Interdepartmental. Charges	$68	$633	$0	$0	$ 0
Total Expenditures	**$1,405,300**	**$1,230,884**	**$1,454,883**	**$1,072,914**	**($381,969)**
Revenues					
Direct Revenue	$4,724,988	$5,135,578	$4,586,500	$4,554,500	($32,000)
Intergovernmental Revenue	$0	$0	$0	$0	$ 0
Indirect Revenue	$67,826	$0	$0	$0	$ 0
Total Revenues	**$4,792,814**	**$5,135,578**	**$4,586,500**	**$4,554,500**	**($32,000)**
Tax Levy	**($3,387,514)**	**($3,904,694)**	**($3,131,617)**	**($3,481,586)**	**($349,969)**
Personnel					
Full-Time Pos. (FTE)	28.0	26.0	25.0	24.0	(1.0)
Seasonal/Hourly/Pool $	$0	$0	$0	$0	$0
Overtime $	$43,265	$36,919	$42,168	$0	($42,168)

Department Mission:

To provide timely, secure, accurate, archival accessible, and cost-effective record systems and services that are delivered in a prompt and courteous manner. The 1848 Wisconsin Constitution established the Register of Deeds (ROD) as a permanent element of the county-level governmental structure. Each county in Wisconsin has a Register of Deeds. The Register of Deeds files, records, and issues instruments and documents of significance both to the community as a whole and to its individual citizens. Vital records document the span of our lives from birth to death. Land records documenting title in Wisconsin are maintained. The filing or recording of other documents with the ROD is a way of putting the world on notice that something important has happened or will happen. The time of the act or transaction is often an important element in rights or relationships. The ROD records the time when, in effect, the public record is established.

Department Description:

The Register of Deeds includes the program areas of Administration, Real Estate Services, Vital Statistics, Document Examining and Tax Listing Services. The Register of Deeds office operates under WI State Statute 59.43 (Register of deeds; duties, fees, deputies) and WI State Statutes 69.05 and 69.07 (Duties of register of deeds).

Major Changes in FY 2021

- 1.0 FTE Document Examiner is abolished.
- The budget for overtime decreases from $42,168 to $0.
- Changed credit card vendor resulting in $10,000 per year savings
- The Book Binding Project ($60,000) is not funded in 2021 and delayed until 2022.
- Revenue increases $85,000 for indexed data no longer being held as credit by vendor
- Telephone expenses increase $1,500 for additional language line services to assist customers whose primary language is not English.

Strategic Program Area 1: Administration

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$315,735	$321,717	$343,841	$280,984	($62,857)
Revenues	$95	$35	$0	$0	$ 0
Tax Levy	$315,640	$321,682	$343,841	$280,984	($62,857)
FTE Positions	4.0	4.0	4.0	4.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
How we compare to other offices?				
*Much Better	N/A	26%	35%	40%
*Better	N/A	22%	30%	30%
*Same	N/A	12%	5%	0%
*No Opinion	N/A	40%	30%	30%
Population served in person				
*Black	N/A	39%		
*White	N/A	39%		
*Latinx	N/A	10%		
*Other	N/A	12%		

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Level of Customer Service - Excellent	N/A	80%	90%	90%
Overall experience with service - Satisfied; met expectations	N/A	97%	100%	100%
How long was the wait? Not too long (5-10 minutes)	N/A	77%	85%	90%

Strategic Overview:

The administration program area provides leadership and oversight for the operations of the Register of Deeds Office. Staffing levels for this program area remain unchanged.

Strategic Implementation:

Our goal is to achieve excellence in customer service. In October 2019, the Register of Deeds Office established a customer service survey program. Being helpful, responsive, and friendly to county residents and our industry partners are ROD's goals.

Strategic Program Area 2: Real Estate Services

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$385,874	$328,165	$378,528	$177,804	($200,724)
Revenues	$4,385,462	$4,790,493	$4,286,000	$4,254,000	($32,000)
Tax Levy	($3,999,588)	($4,462,328)	($3,907,472)	($4,076,196)	($168,724)
FTE Positions	6.0	5.0	5.0	5.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Requester:				
Individuals	264	235	240	200
Law Firms	95	67	110	70
Financial Institutions	47	70	60	65
Title Insurers/Researchers	160	246	170	250
Others (Utilities, outside govt)	14	19	20	20
Total Mail/Phone Searches	580	637	600	605
Follow up Required from Requester	37	7	40	20
Document Types Requested				
Mortgage	57	92	75	90
Deed	465	586	400	500
Assignments	20	24	60	50
Releases	64	79	80	80
LisPendens	38	29	30	30
*Other	138	255	100	200
Total Documents	782	1065	745	950

*Other is defined as Easements, Plats, Weatherization Compliance, Affidavits, Leases, Certified Survey Maps, Federal Tax Liens, Land Contracts, Judgements, Resolutions, Articles of Incorporation, and UCC Forms

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Percent of time recorded paper documents are scanned into the imaging system within 2 business days after recorded date	100%	100%	100%	100%
Percent of document data INDEXED within 4 business days after the recorded date	86.5%	94%	100%	100%
Percent of indexed data VERIFIED within 10 business days after the indexed date	96%	97%	97%	98%

Strategic Overview:

Real Estate Services is responsible for compliance with State Statutes (SS 59.43) regarding the indexing and scanning of all public real estate indices.

- Digitizing document images into the database
- Scanning of plats
- Digitizing of microfilm images when needed to improve quality
- Printing a document image from film for a customer
- Auditing Indexed Data
- Assisting the public who visit Room G-6 with their inquiries for information about recorded documents and plat maps. Assist in showing them how to use the public access computer system
- Responding to phone calls, email and mail inquiries regarding documents, and plat maps, etc.
- Selling copies of documents to the public
- Communicating and quality control with the indexing vendor performing Day Forward indexing of real estate documents
- Creating and selling real estate data reports to the public and industry partners

Strategic Implementation:

The Register of Deeds indexes key fields of information found in real estate documents, such as grantor, grantee, legal description, parcel ID number, associated doc number, etc. Indexed data is necessary to allow title searchers and the general public to successfully search for a recorded document. Staff may then audit the indexed documents. This is the process whereby the staff corrects any indexing errors.

Strategic Program Area 3: Vital Statistics

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$344,027	$260,228	$276,308	$256,614	($19,694)
Revenues	$402,113	$340,428	$296,000	$296,000	$ 0
Tax Levy	($58,086)	($80,200)	($19,692)	($39,386)	($19,694)
FTE Positions	7.0	7.0	6.0	6.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Vital Records Placed on File	30,966	28,620	26,000	26,000
Cert Copies: Birth, Death, Marriage Records	75,219	75,216	58,000	65,000
Vital Records Correction, No Fee	6,805	2,095	5,000	5,000
Vital Records No Fee – Veterans Office Use Only	270	431	300	300
Marriage Registration	4,592	4,220	2,000	3,000
Genealogy – Records Reviewed	249	212	50	150

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Percent of death records and marriage records examined and processed within 1 business	100%	100%	100%	100%
Percent of mail requests for the purchase of vital records sent out within 2 business days of receipt	100%	100%	100%	100%

Strategic Overview:

Vital Statistics maintains files on birth, death and marriage records, declarations of domestic partnerships, and change of name orders according to State Statute 69.05 and 69.07. Records are updated and changed at the request of County residents and/or Court Orders and the Judicial System

Strategic Implementation:

Certified copies of vital records are sold to the general public. Genealogical Research - the public may research birth records from the 1850's to present, death records from 1872 to present, and marriage records from the 1830's to present.

Strategic Program Area 4: Document Examination & Cashier Services

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$230,004	$196,028	$312,576	$209,360	($103,216)
Revenues	$210	($600)	$0	$0	$ 0
Tax Levy	$229,794	$196,628	$312,576	$209,360	($103,216)
FTE Positions	7.0	7.0	7.0	6.0	(1.0)

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Recordings	97,437	101,165	90,000	90,000
Transfer Tax Collected	16,705	16,678	13,000	13,000

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Percent of electronic documents recorded within 2 business days of receipt (1 day for	100%	100%	100%	100%
Percent of paper documents recorded within 2 business days of receipt	80%	97%	90%	97%

Strategic Overview:

Document Examining & Cashier Services is responsible for receiving all monies as required by the ROD office and is responsible for determining if real estate documents submitted for recording meet statutory requirements (SS 59.43); This area reviews Wisconsin Department of Revenue Real Estate Transfer data; provides written and verbal explanations to title companies, lawyers and the general public as to why documents are rejected for recording, and processes documents submitted electronically.

Strategic Implementation:

Document examiners are required to record electronic documents within a 24-hour period and paper/mailed documents within a 48-hour period. Notice of rejected documents is provided the same day.

Strategic Program Area 5: Tax Listing

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$129,659	$125,585	$143,630	$148,152	$4,522
Revenues	$4,934	$5,222	$4,500	$4,500	$ 0
Tax Levy	$124,725	$120,363	$139,130	$143,652	$4,522
FTE Positions	3.0	3.0	3.0	3.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
To Be Determined	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Number of times when previous month's assessor information sent to each municipality by the 25th of each month (20 days in for 2018)	All 12 months	All 12 months	All 12 months	All 12 months

Strategic Overview:

Tax Listing Services is responsible for reviewing tax descriptions; assigning new tax key numbers due to real estate boundary changes; maintaining plat books and property records; assisting in preparation of petitions for foreclosure action; and providing copies of real estate document recordings to local assessors. Staffing in this program area remains unchanged.

Strategic Implementation:

To provide timely tax listings to municipalities and local tax assessors. Respond to inquiries from municipalities, local tax assessors, and Milwaukee County residents

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BUDGET SUMMARY

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures					
Personnel Costs	$3,539,224	$3,593,845	$3,927,107	$3,947,356	$20,249
Operation Costs	$564,320	$768,459	$652,123	$779,114	$126,991
Debt & Depreciation	$0	$	$0	$0	$ 0
Capital Outlay	$0	$	$0	$0	$ 0
Interdepartmental. Charges	($44,386)	($51,490)	($47,600)	($92,360)	($44,760)
Total Expenditures	**$4,059,158**	**$4,310,814**	**$4,531,630**	**$4,634,110**	**$102,480**
Revenues					
Direct Revenue	$224,895	$317,027	$143,000	$143,000	$ 0
Intergovernmental Revenue	$0	$0	$0	$0	$ 0
Indirect Revenue	$0	$0	$184,180	$0	($184,180)
Total Revenues	**$224,895**	**$317,027**	**$327,180**	**$143,000**	**($184,180)**
Tax Levy	**$3,834,263**	**$3,993,787**	**$4,204,450**	**$4,491,110**	**$286,660**
Personnel					
Full-Time Pos. (FTE)	61.0	62.0	61.0	62.0	1.0
Seasonal/Hourly/Pool $	$0	$0	$0	$0	$0
Overtime $	$3,771	$14,467	$0	$0	$0

Department Mission:

The Office of 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 government agencies, and analyzes proposals for the use of County funds. The Office works to ensure that fiscal decisions are made based on sound financial information.

Department Description:

The Office of the Comptroller is made up of seven service areas:

1. Administration/Fiscal Services provides management of the Office, reviews fiscal notes and contracts, and conducts fiscal projections and special studies.
2. Central Accounting prepares countywide monthly financial reports, publishes the Comprehensive Annual Financial Report, and maintains various accounting systems.
3. Central Payables establishes countywide vendor payment procedures.
4. Central Capital issues debt and monitors departmental capital programs financed with debt.
5. Central Payroll is responsible for countywide payroll procedures and payroll processing.

6. Audit Services conducts performance audits of Milwaukee County programs, operations, contractors, and vendors; maintains a hotline function to receive and investigate allegations of fraud, waste, and abuse in County government; and performs monthly bank reconciliations for departments across Milwaukee County.
7. Research Services provides research and analysis, drafts resolutions and ordinances, and provides independent and nonpartisan research services for the County Board and the County Executive at their request.

Major Changes in FY 2021

The Comptroller's Office has a slight increase in its 2021 tax levy compared to 2020. In order to defray the loss of $184,180 in revenue from the Enterprise Resource Planning Capital Project (WO60201), vacancy and turnover has increased by $52,136 from the 2020 Adopted Budget. The Comptroller has a critical need to maintain its current staffing in 2021 due to anticipated launch of the ERP.

In order to help the County achieve its racial equity goals, the Comptroller will appoint interested staff to lead racial equity initiatives in the department. This team can engage managers in meaningful opportunities to understand and learn about inclusive leadership and provide opportunities for managers and team leads to explore best practices for creating an inclusive workplace culture. The Comptroller will hold managers accountable for the retention and advancement of Black, Indigenous, and People of Color (BIPOC), as well as for designing articulated plans and development opportunities including high-visibility assignments.

Strategic Program Area 1: Administration/Fiscal Services

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$501,302	$516,593	$571,131	$769,705	$198,574
Revenues	$0	$0	$184,180	$0	($184,180)
Tax Levy	$501,302	$516,593	$386,951	$769,705	$382,754
FTE Positions	6.0	6.0	6.0	7.0	1.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Provide fiscal projections to County Board & County Executive	12	12	12	12
Provide monthly summaries of contract notifications	12	12	12	12
Review contracts as to funds available	Approx. 1,500	Approx. 1,300	1,300	1,300
Implement Purchase Card, Travel Card, and Payment Plus Programs, resulting in revenue	$206,315	$296,642	$125,000	$125,000

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
GFOA Award for Excellence in Financial Reporting	1	1	1	1
Unqualified Audit Opinion	1	1	1	1
Maintain or improve Bond Rating:				
Standard & Poor's	AA Stable	AA Stable	AA Stable	AA Stable
Moody's	Aa2 Stable	Aa2 Stable	Aa2 Stable	Aa2 Stable
Fitch	AA+ Stable	AA Stable	AA Stable	AA Stable

Strategic Overview:

The Administration Section houses the elected County Comptroller and the Office's Financial Services Section. Per Wisconsin Statutes §59.255, the Comptroller is responsible for administering the financial affairs of the County,

reviewing contracts, providing fiscal notes and fiscal analyses of all matters requested, and providing a five-year fiscal forecast.

Strategic Implementation:
In this section, $184,180 in revenue for Comptroller staffing of the ERP project is no longer available in 2021. Costs increase in 2021 to fund staffing and temporary staffing in part related to the ERP system, including the creation of 1.0 FTE Business Systems Analyst

Strategic Program Area 2: Central Accounting

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$394,737	$458336	$516,364	$ 492,422	($23,942)
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$394,737	$458,336	$516,364	$492,422	($23,942)
FTE Positions	7.0	8.0	8.0	8.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Produce the Annual CAFR and single Audit Report	1	1	1	1
Close financial system on annual basis	1	1	1	1
Prepare countywide financial reports	12	12	12	12

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
No Performance Measures available for this area				

Strategic Overview:

The Central Accounting Section is responsible for preparing the County's Comprehensive Annual Financial Report pursuant to Wisconsin Statutes and GAAP. This unit also prepares countywide monthly financial reports and maintains the County's various accounting systems.

Strategic Implementation:

This Section will help the County continue to transition to the ERP system in 2021.

Strategic Program Area 3: Central Payables

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$494,368	$496,546	$465,078	$ 436,138	($28,940)
Revenues	$206,315	$ 296,642	$125,000	$ 125,000	$ 0
Tax Levy	$288,053	$199,904	$340,078	$311,138	($28,940)
FTE Positions	10.0	10.0	10.0	10.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Services and commodities funds processed	$426 million	$441 million	$470 million	$498 million

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
No Performance Measures available for this area				

Strategic Overview:

The Central Payables Section is responsible for ensuring accurate and timely payment to the thousands of County vendors. It also establishes countywide vendor payment procedures.

Strategic Implementation:

This Section will continue to transition to the ERP System in 2021. The County receives rebates from US Bank under the Western States Contracting Alliance agreement. This revenue has been decreasing since vendors prefer to be paid electronically rather than through the Payment Plus program. Payment Plus revenue decreases to $0 in 2021 due to ERP, while Purchase Card revenue increases, resulting in no net change in revenue.

Strategic Program Area 4: Central Capital

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$225,952	$232,570	$234,482	$227,866	($6,616)
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$225,952	$232,570	$234,482	$227,866	($6,616)
FTE Positions	2.0	2.0	2.0	2.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**
Debt Issuances	6	9	4	4
Monitor Capital Program	ongoing	ongoing	ongoing	ongoing
Provide Carryover Report	1	1	1	1

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
No Performance Measures available for this area				

Strategic Overview:

Pursuant to Wisconsin Statutes §59.255(2)(a), the Central Capital Section is responsible for overseeing the County's debt, including issuance of debt and monitoring debt-finance capital programs.

Strategic Implementation:

This Section will continue transitioning to the ERP system in 2021.

Strategic Program Area 5: Central Payroll

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$649,951	$656,031	$585,980	$ 566,762	($19,218)
Revenues	$18,580	$ 20,384	$18,000	$ 18,000	$ 0
Tax Levy	$631,371	$635,647	$567,980	$548,762	($19,218)
FTE Positions	12.0	12.0	11.0	11.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Process payroll	26	26	26	26
Issue W-2s	1	1	1	1
Oversee Travel Cards	No activity	No activity	Approx. 75	Approx. 75

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
No Performance Measures available for this area				

Strategic Overview:

Pursuant to Milwaukee General Ordinances, the Central Payroll Section is responsible for countywide payroll processing. This Unit also is responsible for administering the County's payroll and time reporting system.

Strategic Implementation:

This Section will continue implementation of Ceridian's payroll product in 2021, as well as providing ongoing support for the implementation of the ERP system's payroll and human resource functions.

Strategic Program Area 6: Audit Services

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$1,534,100	$1,656,624	$1,854,797	$ 1,845,797	($95,728)
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$1,534,100	$1,656,624	$1,854,797	$1,845,797	($95,728)
FTE Positions	20.0	20.0	20.0	20.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**
Process Fraud, Waste, and Abuse Allegations	91	111	111	111
Perform Bank Reconciliations	767	757	748	757

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
No Performance Measures available for this area				

Strategic Overview:

Pursuant to Wisconsin Statutes §59.255(2)(i), the Audit Services Division (ASD) is responsible for performing all audit functions related to County government. These functions are all to be performed in accordance with government auditing standards issued by the Comptroller General of the United States.

Strategic Implementation:

In 2015, ASD entered into a Professional Service Agreement for Baker Tilly Virchow Krause, LLP, to assist the Office of the Comptroller in the compilation and completion of the Comprehensive Annual Financial Report (CAFR) and to provide other financial assistance. This Agreement was subsequently extended and amended four times. The contract amount was not increased due to the fiscal situation in 2020, so the total contract amount remains at $115,000. ASD is authorized to enter into a Fifth Amendment extending the Agreement through December 31, 2021, or to enter into a new 2021 Professional Services Agreement in an amount not to exceed $22,000 for CAFR and other financial assistance to be provided by a potential successor firm on the audit of the basic financial statements for the year ending December 31, 2020.

ASD is conducting a Request for Proposals process to select a contractor to audit the County's basic financial statements including during 2021 for the year ending December 31, 2020, and to provide a final audit report as part of an anticipated 2021 Professional Service Agreement. ASD has established a Targeted Business Enterprise goal of 17% for this Agreement.

ASD normally cross charges the Airport and Transit for external Certified Public Accountant Services performed each year under the Professional Service Agreement to audit the County's basic financial statements. This year, ASD will

also cross charge the Behavioral Health Division's Wraparound Program for the external auditor to certify Wraparound's financial statement.

Strategic Program Area 7: Research Services

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$258,749	$294,113	$303,798	$ 295,228	($8,570)
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$258,749	$294,113	$303,798	$295,228	($8,570)
FTE Positions	4.0	4.0	4.0	4.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**
Produce Annual Budget Overview	1	1	1	1
Prepare/review resolutions and ordinances for elected officials and departmental staff	63	57	70	70
Prepare amendments	75	110	110	110
Provide professional administrative staff for legislative meetings	101	102	110	115

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
No Performance Measures available for this area				

Strategic Overview:

Pursuant to Wisconsin Statutes §59.52(32), the Research Services Section was created by the County Board to provide independent and nonpartisan research services for the County Board and the County Executive.

Strategic Implementation:

There are no major changes in 2021.

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Administrative Function

- Office on African American Affairs
- Personnel Review Board,
  Civil Service Commission & Ethics Board
- Corporation Counsel
- Department of Human Resources
- Department of Administrative Services

DEPARTMENTAL NARRATIVES

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BUDGET SUMMARY

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures					
Personnel Costs	$255,900	$424,266	$552,965	$547,988	($4,977)
Operation Costs	$103,523	$364,161	$410,433	$440,353	$29,920
Debt & Depreciation	$0	$0	$0	$0	$ 0
Capital Outlay	$74,183	$22,396	$0	$0	$ 0
Interdepartmental. Charges	$325	$644	$325	$325	$ 0
Total Expenditures	**$433,931**	**$811,466**	**$963,723**	**$988,666**	**$24,943**
Revenues					
Direct Revenue	$605	$0	$0	$0	$ 0
Intergovernmental Revenue	$0	$0	$0	$0	$ 0
Indirect Revenue	$0	$0	$0	$0	$ 0
Total Revenues	**$ 605**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Tax Levy	**$433,326**	**$811,466**	**$963,723**	**$938,666**	**$24,943**
Personnel					
Full-Time Pos. (FTE)	6.0	6.0	7.0	7.0	0.0
Seasonal/Hourly/Pool $	$0	$0	$0	$0	$0
Overtime $	$5	$0	$0	$0	$0

Department Mission:
Through strategic partnerships and collaboration with County leaders and community organizations, the Office on African American Affairs (OAAA) will serve an integral role in recognizing and resolving the County's racial inequities for the benefit of all of its citizenry and for the region to achieve its full potential.

Department Description:
The Office on African American Affairs will empower the community to achieve positive, long-term, sustainable outcomes through employing a multifaceted racial equity model that will convene county and community partners to systematically address racial inequities, and to assist the County in making its vision 'by achieving racial equity, Milwaukee is the healthiest county in Wisconsin' a reality. To achieve this vision, the Office on African American Affairs provides advice, guidance, education, research and technical assistance.

In April 2020, the Milwaukee County Board of Supervisors unanimously passed an ordinance creating Chapter 108 "Achieving Racial Equity and Health" of the Milwaukee County Code of General Ordinances, which resolved that by achieving racial equity, the County will eliminate health and opportunity gaps along racial lines, and will increase the success of all groups by distributing resources justly across all communities. The adoption of the ordinance, commits Milwaukee County to support the Office on African American Affairs (OAAA) by ensuring it is strategically positioned within County government to assist with the development and institutionalization of racial equity tools, to collaborate

with departments to assess and transform policies, procedures, practices and power structures to help the County become a place where all citizens can thrive.

To ensure that Racial Equity is at the forefront of Milwaukee County government, the Office on African American Affairs will continue its collective impact approach. This approach entails offering guidance to County Departments and coordinating with community stakeholders to support the vision and strategic planning priorities to develop a common agenda, shared measurement systems, mutually reinforcing activities, and continuous engagement and enhanced communication.

Specific activities that the Office will continue to support include, but are not limited to:

- Promoting racial equity throughout Milwaukee County through outreach, advocacy and community engagement (File 20-174).
- Providing guidance, advice and information to departments and divisions to facilitate community engagement to increase the success of all groups by distributing resources justly to all communities with specific attention to those who are burdened and those who will benefit (File 16-636 and 20-174);
- Advising the Milwaukee County Executive, Milwaukee County Board of Supervisors, Milwaukee County Department Directors, and general public on the views and needs of African American communities concerning inequality of: health metrics, education, food deserts, unemployment, youth reengagement, affordable housing, the disproportionate numbers of African Americans in the prison system, and small business creation (File 16-636)
- Supporting enterprise-wide equity initiatives that address racial bias in decision making through the implementation and use of racial equity tools to evaluate the impact on Black and Brown communities for enterprise-wide areas, including the budget, processes, policies, and procedures (File 20-174);
- Offering trainings and evidenced-based models to support racial equity work at all employee levels (File 20-174);
- Tracking improvements in racial equity awareness and practice through employee surveys and other vehicles (File 20-174);
- Maintaining a liaison between African American Communities and governmental entities, while encouraging African American representation at all levels of County government, including county boards and commissions (File 16-636);
- Devising strategies to address the public policy concerns of the African American community through its partnerships with County departments, State agencies, corporations and foundations (File 16-636); and
- Serving as a conduit for programs, grants, research, and policy advice for State and local organizations in addressing concerns that are unique to the African American community of the County (File 16-636)

OAAA will support the organization's equity work in support of the countywide vision while driving the transformation of the organization's culture (implementing the use of an equity tool and health and equity framework, by all staff). OAAA aims to support improving racial equity in operations, fiscal appropriations, IT systems, data & analysis management, policies and programs, legislation, workforce, organizational culture and community engagement.

Major Changes in FY 2021

OAAA's essential responsibilities remain providing guidance, education, research and technical assistance and supporting the County vision and strategic planning priorities through training, community engagement and evaluating the impacts on communities of color. There is no change from 2020 in OAAA's responsibilities.

Strategic Program Area 1: Office on African American Affairs

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$433,930	$811,466	$963,723	$988,666	$24,943
Revenues	$605	$ 0	$ 0	$ 0	$ 0
Tax Levy	$433,325	$811,466	$963,723	$988,666	$24,943
FTE Positions	6.0	6.0	7.0	7.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Number of Racial Equity Trainings Provided	8	55	35	20
Number of Racial Equity Ambassador Meetings Held	N/A	12	10	10
Number of Community Engagement Events/Meetings Attended	100	150	250	350
Grants Supported and Submitted (Internal/ External)	2/3	2/2	3/3	3/3
Number of requests for support with racial equity initiatives and concerns	15	30	50	50

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Percentage of Milwaukee County employees who were assigned racial equity training and participated in at least one racial equity training	2%	95%	90%	95%
Number of Racial Equity Ambassadors who participated in Program and Learning Community	N/A	78	50	50
Alliance Development – Number of Community Organization Partners	60	75	150	250

Strategic Overview:
The Office on African American Affairs will provide countywide strategic leadership on all racial equity aspects of the organization; providing guidance to other County offices and local municipalities/stakeholders on racial equity development.

Strategic Implementation:
In 2021, the Office on African American Affairs will play a critical role in Milwaukee County's strategic efforts to advance racial equity. In addition, OAAA will sustain racial equity trainings (for all staff) and expand on the development of racial equity tools and resource guides. OAAA will also work across county departments to improve operations (budgetary tools, communications and hiring/promotion practices). Alongside OAAA's internal efforts to prioritize racial equity, the office will continue to expand its partnerships in the community; helping improve connections to other County departments and municipalities – those which align to OAAA's 8 Pillars of Focus (Housing, Education, Economic Growth (Workforce/Entrepreneurs), Health Metrics, Transportation, Food Deserts, Social Justice Initiatives, and Youth Re-Engagement.

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PERSONNEL REVIEW BOARD, CIVIL SERVICE COMMISSION, ETHICS BOARD (1120) BUDGET

UNIT NO. **1120**
FUND: **General — 0001**

Department: **Personnel Review Board, Civil Service Commission, Ethics Board**

BUDGET SUMMARY

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures					
Personnel Costs	$198,253	$175,435	$201,299	$199,328	($1,971)
Operation Costs	$39,593	$5,565	$69,062	$64,223	($4,839)
Debt & Depreciation	$0	$0	$0	$0	$ 0
Capital Outlay	$0	$0	$0	$0	$ 0
Interdepartmental. Charges	($541)	$0	$45	$45	$ 0
Total Expenditures	**$237,305**	**$181,099**	**$270,406**	**$263,596**	**($6,810)**
Revenues					
Direct Revenue	$37	$151	$0	$0	$ 0
Intergovernmental Revenue	$0	$	$0	$0	$ 0
Indirect Revenue	$0	$	$0	$0	$ 0
Total Revenues	**$ 37**	**$151**	**$ 0**	**$ 0**	**$0**
Tax Levy	**$237,268**	**$180,948**	**$270,406**	**$263,596**	**($6,810)**
Personnel					
Full-Time Pos. (FTE)	3.0	3.0	3.0	3.0	0.0
Seasonal/Hourly/Pool $	$27,038	$27,444	$27,934	$25,320	($2,614)
Overtime $	$105	$21	$0	$0	$0

Department Mission:

To promote and enforce merit-based personnel practices to support a high-quality County workforce and public trust in effective County government. To ensure public confidence that the Milwaukee County government acts with the highest integrity and in the public interest. The department strives to assure fair and impartial due process hearings for the suspension, demotion, or discharge of County employees in the classified service as provided by law.

Department Description:

Personnel Review Board and Civil Service Commission Description: Chapter 63 of the Wisconsin State Statutes establishes Milwaukee County's Civil Service System, which is carried out by the Civil Service Commission ("Commission") and the Personnel Review Board ("PRB"). The Commission and the PRB are separate, quasi-independent entities that each consist of five citizen members who are appointed by the County Executive and confirmed by the County Board of Supervisors.

Ethics Board Description: The Milwaukee County Ethics Board is the primary source of interpretation of the Milwaukee County Ethics Code, and it is supported by three staff members who also support the Personnel Review Board and Civil Service Commission. The Ethics Board provides advisory opinions; assesses potential ethical issues; provides periodic government ethics education; and enforces the Ethics Code through investigation, hearings, and resolution processes.

Major Changes in FY 2021

The Ethics Board is working with IMSD to create an online filing system for Statements of Economic Interests (SEI's) for use soon. The intent is to make the filing process easier for required filers and utilizing a digital database going forward.

Strategic Program Area 1: Personnel Review Board

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$214,319	$168,583	$252,006	$245,546	($6,460)
Revenues	$37	$151	$0	$0	$ 0
Tax Levy	$214,282	$168,432	$252,006	$245,546	($6,460)
FTE Positions	3.0	3.0	3.0	3.0	0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Number of Meetings	23	25	26	26
Number of Cases Filed	72	94	80	76
Cases Closed	65	103	78	74
Number of Cases Heard by the PRB	9	16	13	13
Written Decisions Issued During the Year	10	16	12	12
Number of Determinations Appealed	1	1	0	0
Number of Pending Court Cases	2	1	0	0

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Average Number of Days to Resolve a Case	47	35	35	35
Cases Closed in 90 Days	59 (98%)	87 (96%)	97%	98%
Days Between Hearing and Written Decision	23	24	25	25

Strategic Overview:

Chapter 33 of the Milwaukee County General Ordinances delegates certain statutory duties of the Civil Service Commission to the PRB. The PRB provides a quasi-judicial forum in which to hear disciplinary suspensions, demotions, or discharges from a classified County service; to review grievance appeals under Chapter 17.205 of the Milwaukee County Ordinances; and to ensure the proper execution of County civil service rules, policies, and procedures.

Strategic Implementation:

The 2021 Budget reflects the relative consistency in volume of charges for employee disciplinary matters and continued levels of service, training, and outreach. The 2021 Budget for the Personnel Review Board maintains its 5 part-time non-County employee Board members as well as its high level of service.

Strategic Program Area 2: Civil Service Commission

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$10,955	$12,517	$9,750	$5,250	($4,500)
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$10,955	$12,517	$9,750	$5,250	($4,500)
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Number of Commission Meetings	4	6	6	6
Number of BHD Hearing Examiner Meetings	7	2	5	5
Number of BHD Disciplinary Cases Filed	10	8	5	5
Number of Disciplinary Cases Heard by the Commission	3	1	5	5
Requests to Transfer Positions from Classified to Unclassified	1	7	3	2
Merit System and Other Non-Disciplinary Appeals	0	0	0	0
Changes to Civil Service Rules	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Average Number of Days to Resolve a Case	100	61	84	75
Cases Closed in 90 Days	4 (45%)	7 (100%)	100%	100%
Days Between Hearing and Written Decision	114	53	70	70

Strategic Overview:

The 2021 Civil Service Commission is comprised of five members. Appointments are made based on recognized and demonstrated interest in and knowledge of the problems of civil service. The Commission meets bimonthly to hear the Hearing Examiner's recommendation, if any, concerning the suspension, demotion, or discharge of County employees and to make its determination. The Commission also hears requests to move certain positions within the County from classified to unclassified status (and vice versa) as well as requests concerning changes to the Civil Service System.

Strategic Implementation:

The Civil Service Commission primarily conducts hearings on merit system violations by BHD employees and exercises administrative control over the merit system, including promulgation of the Civil Service Rules. Since 2014, BHD has been governed by an independent Mental Health Board, and suspensions and/or discharges of BHD employees are now heard before the Commission instead of the PRB. Most of the budget is devoted to legal fees for outside counsel and hearing examiners.

Strategic Program Area 3: Ethics Board

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$12,030	$0	$8,650	$12,800	$4,150
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$12,030	$ 0	$8,650	$12,800	$4,150
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Meetings	6	5	4	4
Written Opinions	12	33	18	25
Investigation Requests/Verified Complaints Filed	2	3	1	1
Open Records Requests	6	10	8	8

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Average Number of Days to Issue Advisory	21	14	21	21
Average Number of Days to resolve Investigation Request/Complaint	110	126	90	90
Statement of Economic Interests Filings	97%	98%	99%	98%

Strategic Overview:

The Ethics Board is comprised of six members, each from a different nominating authority leading a longstanding, broad-based Milwaukee County entity interested in good government and institutional integrity. The Board meets on a quarterly basis (more often if needed) to interpret the Ethics Code, provide formal advice via Advisory Opinions, develop educational materials, and investigate ethics complaints.

Strategic Implementation:

The 2021 Budget allows increased levels of service, training, and outreach to the County employees, officials, and the public due to streamlined operations.

BUDGET SUMMARY

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures					
Personnel Costs	$1,800,469	$1,895,883	$2,139,282	$2,328,213	$188,931
Operation Costs	$116,723	$182,960	$123,226	$107,534	($15,692)
Debt & Depreciation	$0	$0	$0	$0	$ 0
Capital Outlay	$0	$0	$0	$0	$ 0
Interdepartmental. Charges	($1,365,866)	($833,145)	($949,387)	($904,050)	$45,337
Total Expenditures	**$551,326**	**$1,245,698**	**$1,313,121**	**$1,531,697**	**$218,576**
Revenues					
Direct Revenue	$242,928	$205,924	$200,000	$200,000	$ 0
Intergovernmental Revenue	$0	$0	$0	$0	$ 0
Indirect Revenue	$0	$0	$0	$0	$ 0
Total Revenues	**$242,928**	**$205,924**	**$200,000**	**$200,000**	**$ 0**
Tax Levy	**$308,398**	**$1,039,774**	**$1,113,121**	**$1,331,697**	**$218,576**
Personnel					
Full-Time Pos. (FTE)	23.0	23.0	23.0	25.0	2.0
Seasonal/Hourly/Pool $$	$0	$0	$0	$0	$0
Overtime $	$18,027	$8,687	$0	$0	$ 0

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

Department Description:
The Office of the Corporation Counsel (OCC) serves as chief legal counsel to all Milwaukee County departments and elected officials. Its main functions are:

- Providing general legal advice to reduce risk and avoid costly litigation.
- Providing quasi-prosecutorial functions in mental health, guardianship and protective placement, open records requests, and public meetings.
- Providing litigation defense services that are billed to the Wisconsin County Mutual Insurance Corporation, the OCC's sole revenue source.
- By County ordinance, this office also serves as chief legal counsel to the Milwaukee County Employees Retirement System.

Major Changes in FY 2021
OCC is budgeted with a full staffing model of highly qualified attorneys and support staff, with skill sets applicable to a wide variety of legal practice areas. In 2021, OCC will implement the second phase of its legal practice management system, using an existing tool, OnBase, that will allow the OCC to:

- Provide its clients with the level of service they need and demand by using database tools, a centralized legal opinion library, and analytics to demonstrate efficacy.
    - Manage documents by uploading, classifying and sharing information, and having the ability to search for specific materials related to any ongoing matters.
    - Eliminate reliance on an internal drive that has security risks and capacity limitations and get rid of a backlog of over 20,000 paper files to electronic, that will now be saved to a secure, cloud-based server.
    - Beginning in 2021, the Office of Corporation Counsel will collaborate with the Department of Administrative Services Office of Risk Management to produce a report to the County Board by October 1 detailing by County department:
        - Annual legal settlements and judgements pertaining to that department for the prior year and as much of the current year.
        - A summary of that department's liability insurance premiums and a narrative which explains any changes in insurance costs.
    - The Office of Corporation Counsel, in conjunction with Risk Management staff, will draft an ordinance as soon as practicable for the County Board of Supervisors to review which will codify the reporting requirement outlined above.
- One position each of Paralegal and Assistant Corporation Counsel are created at a cost of $145,702 in salary and social security. The creation of these two positions will help provide adequate staffing to address the large number of guardianship and mental health cases assigned to the office. These positions will also provide staff resources to help maintain legal counsel services to county departments and elected officials.

Strategic Program Area 1: Corporation Counsel

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$551,326	$1,245,698	$1,313,121	$1,531,697	$218,576
Revenues	$242,928	$205,924	$200,000	$200,000	$0
Tax Levy	$129,794	$1,039,774	$1,113,121	$1,331,697	$218,576
FTE Positions	23.0	23.0	23.0	25.0	2.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
To Be Determined	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
To Be Determined	0	0	0	0

Strategic Overview:
The Office of the Corporation Counsel serves as chief legal counsel to all Milwaukee County departments and elected officials.

Strategic Implementation:
OCC is a high functioning law department that represents the County and all its agencies and departments on myriad complex subjects. OCC is in the midst of launching a legal practice management system that accurately tracks team's work hours to produce metrics that will drive resource allocation, and assist with managing budget targets; aids the department in providing clients with the highest level of service by using self-service tools, service level agreements (SLAs), and analytics to demonstrate efficacy.

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BUDGET SUMMARY

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures					
Personnel Costs	$4,214,405	$4,633,156	$4,325,891	$4,311,938	($13,953)
Operation Costs	$822,543	$729,757	$687,747	$732,381	$44,634
Debt & Depreciation	$0	$0	$0	$0	$ 0
Capital Outlay	$889	$0	$81,000	$0	($81,000)
Interdepartmental. Charges	$323,636	$151,658	($129,333)	($129,827)	($ 494)
Total Expenditures	**$5,361,473**	**$5,514,571**	**$4,965,305**	**$4,914,492**	**($50,813)**
Revenues					
Direct Revenue	$7,256	$6,639	$6,200	$6,200	$ 0
Intergovernmental Revenue	$0	$0	$0	$0	$ 0
Indirect Revenue	$0	$0	$0	$0	$ 0
Total Revenues	**$7,256**	**$6,639**	**$6,200**	**$6,200**	**$ 0**
Tax Levy	**$5,354,217**	**$5,507,932**	**$4,959,105**	$4,908,292	**($50,813)**
Personnel					
Full-Time Pos. (FTE)	58.0	62.0	63.0	64.0	1.0
Seasonal/Hourly/Pool $	0.0	0.0	0.0	0.0	0.0
Overtime $	$35,350	$0	$0	$0	$0

Department Mission:

We are determined to make Milwaukee County a leading employer with a high-performing, engaged workforce that meets and exceeds business objectives within a supportive and diverse workplace. This includes developing programs and practices that establish competitive compensation practices, cost-effective yet competitive employee and retiree benefits plans, encourage a healthy work-life balance, support career development, improve internal communications, and reward employees for their results and service. HR will also build management and leadership competency across the County through learning and development division initiatives, to ensure leaders have both the skills and the tools necessary to effectively lead employees to success. HR maintains a balance between employee and management rights and strives to build a culture of accountability for leaders and employees. HR maintains the County's total rewards strategy which includes pay, career progression, benefits, retirement programs and employee wellbeing.

Department Description:

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

Major Changes in FY 2021

There are no major changes in the 2021 Budget. 1.0 FTE Receptionist position is abolished and Retirement Plan Services FTEs increase by 2.0 FTE to reflect current year actions approved by the County Board in 2020 for a net increase of 1.0 FTE.

Strategic Program Area 1: Directors Office

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures	$486,488	$428,857	$292,118	$267,065	($25,053)
Revenues	$7,256	$6,639	$6,200	$6,200	$ 0
Tax Levy	$479,232	$422,218	$285,918	$260,865	($25,053)
FTE Positions	2.0	3.0	3.0	3.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Ratio of Countywide interview teams with racial and gender diversity.	No Data	No Data	15%	40%

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
New Procedures Documented	1	7	5	5

Strategic Overview:

The Director's Office develops and drives the overall long-term vision for Human Resources, while ensuring effective execution of all HR service areas on a day-to-day basis. Other duties include administering human resources programs, leading key County initiatives, and developing & launching the County's diversity & inclusion strategies and programming. This office partners with executive leaders on developing human capital solutions for Milwaukee County, including overall workforce planning and talent management. In addition, this office is responsible for the HR staff's achievement of goals, professional development, and overall service to the County.

Strategic Implementation:

Expenditures decrease due to moving a portion of the Vacancy and Turnover adjustment from other program areas to the Director's Office

The Director's Office will focus on establishing interview panel criteria to help ensure interview teams across Milwaukee County are balanced by gender and race. In 2021, HR will continue documenting procedures to ensure that all internal and external processes can be examined with a racial equity lens.

Strategic Program Area 2: Compensation & HRIS

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$309,089	$340,417	$408,758	$329,740	($79,018)
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$309,089	$340,417	$408,758	$329,740	($79,018)
FTE Positions	6.0	5.0	5.0	5.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Positions Reclassed/Reallocated	365	858	725	2,000
Position Action Forms Processed	3,446	3,389	3,000	3,000

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Unique Position Titles	980	979	970	920
Unique Salary Ranges	270	269	260	240

Strategic Overview:

In support of HR's Total Rewards strategy, this division is responsible for developing, managing, and administering competitive, equitable, and innovative and consistent compensation programs designed to attract, hire, and retain employees within the budgeting constraints faced by Milwaukee County.

The goal of this division is to administer equitable and market-appropriate compensation strategies that support a high-performing workforce across Milwaukee County within the parameters established by Milwaukee County Government. This division also manages employee data within HR Systems.

Strategic Implementation:

Expenses decrease due to an increase in Vacancy and Turnover adjustments in 2021. The Compensation/HRIS Division will be working to implement a new HRIS system in 2021. In order to simplify the County's Compensation structure and provide more clear guidance to customers, the Compensation division will recommend consolidation of job titles and pay ranges in 2021.

Strategic Program Area 3: Employee Relations

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$1,084,726	$1,181,150	$1,235,599	$1,112,274	($123,325)
Revenues	$0	$0	$0	$0.00	$ 0
Tax Levy	$1,084,726	$1,181,150	$1,235,599	$1,112,274	($123,325)
FTE Positions	19.0	19.0	20.0	20.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Number of Employment Investigations	37	42	42	40

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Employees surveyed as “Fully Engaged”	No Data	7%	12%	17%
% of written charges for discharge submitted to PRB affirmed	No Data	No Data	90%	90%

Strategic Overview:

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

Key functions include coaching managers on employee matters, conducting investigations, providing developmental tools and resources to employees and managers, consulting on employee and manager performance management, addressing workplace conflicts or concerns, collaborating with Corporation Counsel on legal matters, and connecting employees and managers to a wide array of HR services. This area is also responsible for collective bargaining.

Strategic Implementation:

The Division will assist all employees in developing a thorough understanding of Milwaukee County’s employee relations policies and procedures through submissions to the County’s Administrative Manual of Procedures. The Employee Relations Division will work to achieve a better workplace culture, increased employee engagement and a proactive approach to managing employees to improve business performance.

Strategic Program Area 4: HR Operations and Talent Acquisition

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures	$880,448	$914,087	$998,489	$1,029,552	$31,063
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$880,448	$914,087	$998,489	$1,029,552	$31,063
FTE Positions	8.0	10.0	10.0	9.0	(1.0)

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Job Requisitions	427	466	460	400
Applications Processed	32,330	32,185	30,000	40,000
New Employees Oriented	766	791	750	650
New Employee Orientation Sessions	26	26	26	12
Background Checks	1,562	1,473	1,700	1,200
Pre-Employment Health Screens/Drug Tests	554	735	650	550
Open Records Requests	274	331	425	400

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Cycle Time*	20.6 Days	17.6 Days	18 Days	17 Days
Racial Diversity in Manager Applicant Pools	No Data	29%	No Target	35%
Turnover Rate**	24.9%	29.0%	No Target	20%

*Time from manager requesting to fill position to applicant list provided to manager
**Non-Retirement separations divided by employee count

Strategic Overview:

Through strategic partnerships and collaboration with our Hiring Managers, the Talent and Operations teams identifies, engages, supports and onboards the needed talent to envision Milwaukee County's mission of public service. The Talent Acquisition team is focused on creating and building a comprehensive outreach plan that will develop relationships with and secure for hire the best possible talent to serve our community and carry out the services provided by Milwaukee County. This effort includes sourcing candidates, attending recruitment events, posting job vacancies, assessing applicant qualifications, developing and administering applicant performance tests, and providing qualified candidates to department heads and hiring managers. The HR Operations team provides key strategic functions that serve the workforce of Milwaukee County. HR Operations coordinates and proctors the New Employee Orientation program, which is a critical step in onboarding new employees. Other workforce operations include pre-employment activities, managing the public and County staff walk-ins, processing, and responding to Open Record Requests.

Strategic Implementation:

1.0 FTE Receptionist is abolished in 2021. Additional expenditures decrease due to a reduction in professional services contracting, medical service fees and advertising. Contractual Services increase $71,641 while 1.0 FTE Receptionist is abolished and advertising fees decrease for a net expenditure increase of $31,063. DHR Learning and Development division will in-source subject matter experts (SME) for the management development program (MDP) vs. contracting with outside vendors; DHR Operations division will decrease spend for Occupational Health Screen (pre-employment & annual) due to reduced hiring;

Expenditures for job advertisements decrease in 2021. There are several concurrent initiatives promoting internal mobility which results in fewer vacant positions being recruited externally. Additionally, HR is increasing posting on social media platforms, larger job aggregators and affinity posting sites, which decreases the overall need for job advertisement spending.

Strategic Program Area 5: Learning, Development, and Diversity

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$560,867	$455,407	$513,449	$510,793	($2,656)
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$560,867	$455,407	$513,449	$510,793	($2,656)
FTE Positions	4.0	4.0	4.0	4.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Training Sessions Completed – Instructor Led	66	68	41	73
Training Sessions Completed – Online	26,874	27,412	25,224	27,242
Training Participants – Instructor Led	1,122	1,295	820	885
Training Participants – Online	38,281	39,727	59,205	63,940
Racial Diversity – Leadership Excellence / Management Development Programs	No Data	33%	No Target	35%

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Overall Program Satisfaction Leadership Excellence	90.4%	89%	94%	>94%
Overall Program Satisfaction Management Development Program	90.2%	92.5%	94%	>94%
Mandatory Training Compliance	No Data	93.2%	95%	95%

Strategic Overview:

Through strategic partnerships and collaboration, Learning & Development identifies, develops, supports and delivers high quality learning while fostering a work environment of employee engagement and excellence. Learning & Development is committed to sustaining a learning environment at Milwaukee County that creates career growth, engagement and opportunity by encouraging employees and leaders to develop their skills and abilities.

This area develops, coordinates and facilitates a variety of employee learning opportunities, through online learning, classroom sessions, certification programs, and ad hoc training opportunities. This team administers the Learning Management System, which maintains hundreds of learning sessions available to employees.

Strategic Implementation:

There are no major changes in 2021.

Strategic Program Area 6: Benefits and HR Metrics

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$423,506	$456,033	$500,252	$499,624	($ 628)
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$423,506	$456,033	$500,252	$499,624	($ 628)
FTE Positions	6.0	6.0	6.0	6.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Life Status Events Processed	1,304	2,087	1,000	1,500
Customer Service Calls	7,228	7,719	7,500	7,500
Customer Service Emails	2,050	2,872	2,000	2,600

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Wellness Participation	67%	61%	65%	70%
Response to initial Benefit inquiries within 1 business day	96%	98%	96%	98%

Strategic Overview:

The Benefits & HR Metrics Division is responsible for administration, enrollment, and ongoing employee support for all non-pension benefit plans, including active and retiree medical and life insurance, dental, supplemental disability, and wellness. The Benefits Division develops plan design and benefit options, makes recommendations as a part of the County's overall Total Rewards strategy, executes ongoing audits to maintain the integrity of the enrollment data, and ensures compliance with all regulations governing benefit plans. The fiscal impact of the activities of the Employee Benefits Division is generally observed in organization 1950 - Employee Fringe Benefits. The HR metrics area is responsible for developing and analyzing HR data to support County leaders in identifying and planning for potential issues and making strategic decisions.

Strategic Implementation:

There are no major changes in 2021.

Strategic Program Area 7: Retirement Plan Services

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$1,703,344	$1,738,599	$1,016,640	$1,165,444	$148,804
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$1,703,344	$1,738,599	$1,016,640	$1,165,444	$148,804
FTE Positions	13.0	15.0	15.0	17.0	2.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Number of retirees receiving benefits	8,037	8,001	8,125	8,125
New retirees receiving benefits	323	208	330	330
Individual Member Counseling	233	215	255	250
Group Education Events & Sessions	3	7	11	8
Member Contacts	N/A	11,070	12,000	13,000
% of Active Members attending a presentation	11.4%	9.1%	5.0%	12.0%

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Turnaround time for Pension Estimates (Peer average = 12 days)	63 days	43 days	30 days	21 days
% of calls answered and completed (Peer average = 96.3%)	No Data	No Data	95%	97%

Strategic Overview:

The Retirement Plan Services Division ("RPS") administers Milwaukee County's two defined benefit pension plans under the supervision of the 10 member Milwaukee County Pension Board. The two pension systems are The Employees' Retirement System ("ERS") and The Omnibus Budget Reconciliation Act 1990 Retirement System ("OBRA").

In order to serve the needs of the 20,000 members of ERS and OBRA, the RPS team includes an information technology and systems function, a customer service function, a fiscal function, an auditing function, and a communications function.

The team has the following responsibilities:

- Pension plan recordkeeping and administration
- Issuing payments such as: pension contribution withdrawals and monthly pension payments
- Member communication and education, including individual retirement counseling, group education sessions, and newsletter circulation
- Customer service support by phone, walk-in, fax, email, and mail
- Perform pension benefit calculations and initiate pension payments
- Compliance reporting, internal auditing, and policy/procedure documentation
- Individual member accounting and investment accounting
- Financial and tax reporting
- Maintaining a pension administration system that houses data, stores electronic images, records customer service contacts, completes benefit calculations
- Maintaining a member self-service site for active and retired members to collect forms and complete calculations
- Pension Board trustee and meeting support
- Engaging technical experts to provide actuarial and investment consulting services, as well as pension benchmarking, governance, compliance, and legal/regulatory services

Strategic Implementation:

RPS is completing a 2019–2020 two-year strategic plan, that seeks to achieve objectives in benefits administration, financial governance, member services, and organizational learning and development. The strategic plan and annual pension administration benchmarking inform business improvement projects and constitute a roadmap towards becoming a high-performing public pension plan.

To assist with the completion of the 2019-2020 strategic plan and support operational improvements in 2021, RPS includes an increase of 2.0 FTE, - one compliance analyst and one developer.

The 2021 and 2022 Strategic Plan will be developed by the RPS team in the fourth quarter of 2020 based around four objective areas: benefits administration, financial governance, member services, and organizational learning and development.

BUDGET SUMMARY

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures					
Personnel Costs	$16,959,395	$17,722,853	$21,177,453	$21,267,690	$90,237
Operation Costs	$41,461,406	$38,894,808	$40,550,734	$41,608,868	$1,058,134
Debt & Depreciation	$1,524,617	$1,676,351	$2,636,885	$3,481,120	$844,235
Capital Outlay	$2,290,128	$1,610,805	$1,969,010	$1,756,548	($212,462)
Interdepartmental. Charges	$1,503,766	$313,187	($1,165,026)	($1,481,435)	($316,409)
Total Expenditures	**$63,739,312**	**$60,218,004**	**$65,169,056**	**$66,632,791**	**$1,463,735**
Revenues					
Direct Revenue	$10,984,445	$10,271,944	$11,846,153	$11,938,829	$92,676
Intergovernmental Revenue	$836,078	$567,822	$623,100	$530,358	($92,742)
Indirect Revenue	$5,378,843	$5,571,165	$5,393,050	$5,437,360	$44,310
Total Revenues	**$17,199,366**	**$16,410,931**	**$17,862,303**	**$17,906,047**	**$43,744**
Tax Levy	**$46,539,946**	**$43,807,073**	**$47,306,753**	**$48,726,744**	**$1,419,991**
Personnel					
Full-Time Pos. (FTE)	229.0	238.0	260.0	269.0	9.0
Seasonal/Hourly/Pool $	$44,226	$80,474	$122,734	$105,634	($17,100)
Overtime $	$271,084	$508,683	$299,208	$308,544	$9,336

Department Mission:

The Department of Administrative Services (DAS) supports customer 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.

DAS has a critical role in supporting the County's mission to provide great customer service and vision to achieve racial equity. Some examples of these activities across DAS divisions include:

- Facilities Management, including the Architecture, Engineering and Environmental Services (A&E) Division, is working with County departments to apply an equity lens to determine and develop capital infrastructure projects.
- The Office of Performance, Strategy and Budget (PSB) played a key role in development of the Racial Equity Budget Tool which provides a structured racial equity lens for departments to use to critically assess impacts of budget decisions on communities of color.
- Community Business Development Partners (CBDP) provides support to Targeted Business Enterprises (TBE) including Small and Disadvantaged Business Enterprise (DBE) programs.

- The Economic Development division has worked with partners to develop grant programs which prioritize individuals and businesses of color, women- and veteran- owned businesses and other enterprises in historically under-served places with limited access to flexible, affordable capital.

Department Description:

DAS provides a wide variety of support to County Departments in achieving their Strategic Outcomes, as well as many services to the public. The Department includes the following divisions:

- Office for Persons with Disabilities (OPD) strives to assure that people with disabilities share equally in programs, services and facilities of the County. The Office provides high quality, responsive services that enhance self-sufficiency, personal safety, economic opportunity and quality of life for all people with disabilities.
- Community Business Development Partners (CBDP) works to increase overall economic viability for targeted and disadvantaged businesses (TBEs and DBEs) in Milwaukee County.
- Performance, Strategy & Budget coordinates countywide financial planning, manages development of the annual operating and capital budgets, supports performance management systems, and provides program evaluation and policy analysis services.
- Risk Management provides a comprehensive risk management program that minimizes liabilities to the County and that ensures the health and safety of our employees, residents, and guests utilizing County services and facilities.
- Central Business Office (CBO) serves as the knowledge base and general support for accounting, budgeting, contract processing, human resources, emergency planning, work rules and records management for the Department of Administrative Services, Office of Emergency Management, Office on African American Affairs and Department of Human Resources.
- Procurement obtains goods and services for Milwaukee County departments, agencies and institutions in a manner that enhances the quality of life in Milwaukee County and fully utilizes all segments of the business community.
- Information Management Services Division (IMSD) collaboratively develops and provides secure, cost effective technology solutions that meets the needs of Milwaukee County government and its citizens.
- Economic Development / Real Estate Services provides high-quality, efficient, and responsive services to enhance economic opportunity and quality of life for all of the people in Milwaukee County.
- Facilities Management (including Facilities Maintenance, Architecture, Engineering & Environmental Services (AE&ES), Land Information Office (LIO), Sustainability, Utilities): provides asset management and preservation of County-owned assets and property, and ensures that all County-owned buildings are clean, safe, user-friendly, and meet the needs of all tenants, employees and the general public as well as provide technical services to plan, design, construct, manage, operate and preserve Milwaukee County's natural resources and public facilities, in a sustainable and energy efficient manner.

Strategic Program Area 1: DAS

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$318,749	$275,423	$551,409	$191,233	($360,176)
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$318,749	$275,423	$551,409	$191,233	($360,176)
FTE Positions	3.0	3.0	4.0	3.0	(1.0)

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
To Be Determined	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
To Be Determined	0	0	0	0

Strategic Overview:

This program area provides overall management and guidance for the nine divisions of the Department of Administrative Services (DAS).

Strategic Implementation:

Expenditures decrease in 2021 due to a decrease in Personal Services. A vacancy and turnover reduction of $146k is included in this program area. 1.0 FTE Special Project Manager is unfunded. The position was created in 2019 to manage the correctional healthcare self-operation project. The County's policy has changed to maintain a contracted vendor for correctional health, so the position is not currently needed.

Strategic Program Area 2: DAS Central Business Office

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures	$756,409	$781,125	$808,452	$872,003	$63,551
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$756,409	$781,125	$808,452	$872,003	$63,551
FTE Positions	11.0	11.0	11.0	12.0	1.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Climb Maturity Scale	2	2	3	3

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
No. of Procedures (Intra & Inter Departmental) Developed and Trained On	0	4	3	3
Percent of Monthly Fiscal Reporting Completed Timely	N/A	93.3%	95%	96%

Strategic Overview:

The Central Business Office (CBO) provides centralized financial support for the Department of Administrative Services, Office of Emergency Management, Office on African American Affairs, Human Resources and countywide support for the development of administrative procedures and graphic support services. Financial support includes budgeting, accounting, accounts receivable and financial analysis. The CBO is also responsible for day-to-day administration of the Administrative Manual of Operating Procedures (AMOP) and the Department's legislative process. Graphic support services include staffing the Communications & Branding Workgroup, assisting in the development of countywide graphics and communications standards, and supporting the design and maintenance of content on the County's website.

Strategic Implementation:

The Central Business Office will achieve its strategic goals by climbing the maturity scale from Level 2 - "Improvement" to Level 3 - "Systematic" through the continued development of inter- and intra-departmental processes. 1.0 FTE Accountant is created to support the Enterprise Resource Platform project.

Strategic Program Area 3: DAS Procurement

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$580,166	$594,117	$616,006	$786,404	$170,398
Revenues	$507	$640	$0	$0	$ 0
Tax Levy	$579,659	$593,477	$616,006	$786,404	$170,398
FTE Positions	8.0	8.0	8.0	8.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Price Agreements – With Budget Year Start Date	180	225	180	150
Requisitions Processed to Purchase Order Annually	17,775	21,491	28,000	28,500
Sealed Public Bids	70	75	60	60
Request For Proposals – Procurement Administered	40	46	45	45

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Spend Under Management (Aberdeen Benchmark1)	55%	27%	40%	30%
Cycle Time (Requisition to Purchase Order) – Percentage One Day or Less	75.0%	66.8%	50%	40%
Sealed Bid Responses (Average Responses/Bid)	4.0	3.37	4.0	4.5
MarketPlace Central2 Use – Unique Users/ Month Peak (ERP 2020)	450	392	100	120

Strategic Overview:

Under Milwaukee County Ordinance Chapter 32.22, the Procurement Division is responsible for the development and implementation of procurement related administrative procedures. The Procurement Division provides leadership, support and services to all Milwaukee County agencies regarding public procurement and contracting. In addition, the Division is responsible for maintaining ethical standards to ensure fair and open procurements.

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1 A benchmark developed by the Aberdeen Group, a technology and services company that provides sales and marketing analytics to customers.

2 Milwaukee County's eProcurement software tool.

Strategic Implementation:

Procurement will continue to manage the transition from Marketplace Central to an Enterprise wide contracting module in 2021. All competitive acquisitions will remain on technology platforms that permit visibility and include a broader base of potential participants in Milwaukee County contracting, ERP or alternative processes. Migration of all departments (DHHS, A&E) to the use ERP Contracting module will be a critical element of ERP success to enable approvals, tracking and associated payments made under contract.

Additionally, Procurement will continue implementation of Chapter 42 Targeted Business Enterprise (TBE) strategies, in partnership with Community Business Development Partners, to identify and increase participation in contracting opportunities for these businesses, inclusive of new authority for TBE set asides. FY2019 saw an award rate by outreach of 22% of Bids awarded to TBE's.

Procurement's goal is to achieve 'model government' status. As such, in 2019, Procurement started formal credentialing of all staff by the Universal Public Procurement Certification Council (UPPCC) with minimum of each attaining Certified Professional Public Buyer (CPPB) certification. 40% of buyers and contract managers have obtained this goal in 2019, with balance to be achieved with May 2020 testing.

Organizational development to achieve American Bar Association Procurement Model. A centralized procurement can take many forms, yet yield the same desired outcome which includes a fair, open and transparent contracting process, yielding more opportunities for broader community, ensuring the protection of county interest, monitoring of all contracts for compliance and delivery, enhanced procurement methods for cost reduction/savings and value. While significant strides have been made, this item presents a significant opportunity.

Expenses increase in 2021 to build an inventory of personal protective equipment once federal pandemic support ends.

One position each of Business Success Manager and Analyst Business Systems are created at a salary and social security cost of $156,548 completely offset with increased vacancy and turnover for no tax levy impact. These positions will be responsible for helping configure and deploy the Enterprise Platform Modernization project as well as train end users. An appropriation transfer will be submitted to the County Board to allocate funding for the positions, which may be provided by cash appropriations contained in Capital Improvement Project WO64701 – Enterprise Platform Modernization.

Strategic Program Area 4: Community Business Development Partners

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$524,271	$355,789	$523,156	$554,116	$30,960
Revenues	$7,655	$0	$0	$0	$ 0
Tax Levy	$516,616	$355,789	$523,156	$554,116	$30,960
FTE Positions	7.0	7.0	7.0	7.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Total Number of DBE Firms Certified	N/A	562[1]	580	600
Committed Contract Value to Targeted Businesses	N/A	32.46%[2]	25%	25%

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Total Number of DBE Firms Newly Certified	N/A	29	32	36

[1] Represents the anticipated number of firms certified by Milwaukee County only. Prior year's numbers were a representation of all firms certified by all members of the Wisconsin Unified Certification Program (WiUCP), and not solely those certified by Milwaukee County.

[2] Metric changed from a dollar amount to a percentage. Not knowing the value of future contracts makes it difficult to tie an accurate dollar value to this measurable.

Strategic Overview:

The Community Business Development Partners (CBDP) Division is responsible for designing, implementing, monitoring and enforcing Milwaukee County Targeted Business Enterprise (TBE), Small and Disadvantaged Business Enterprise (DBE) programs in compliance with County Ordinances and Federal Regulations.

The CBDP Division is responsible for the certification of minority and women owned businesses under the DBE program. In addition, the CBDP Division is responsible for the monitoring of contracts to ensure that DBE participation goals of 17 percent and 25 percent for professional services and construction, respectively, are in compliance.

The CBDP Division submits routine reports to the Milwaukee County Board of Supervisors, the Federal Aviation Administration (FAA), and the Federal Transportation Administration (FTA) on DBE and TBE participation associated with Federal and Milwaukee County spend.

The CBDP Division promotes utilization of small businesses through community outreach efforts and participates in small business development and technical assistance initiatives. One example is the administration of a revolving loan program that provides short-term financial assistance to qualifying DBE companies working on Milwaukee County contracts. The CBDP Division participates in small business seminars on effective business operations and contracting practices for the

goal of increasing the overall economic viability of targeted, small and disadvantaged businesses throughout Milwaukee County and the region.

Strategic Implementation:

To better serve Milwaukee County departments and the small business community, the CBDP Division has created an operational approach to meet demands of both Milwaukee County departments and Disadvantaged/Targeted businesses. The CBDP Division has three business units: Contract Compliance, Certification Compliance, and Strategy & Analysis. The Contract and Certification Compliance business units have a dual function. They are responsible for certifying eligible firms and monitoring contracts for their business sectors. The Strategy and Analysis business unit compiles all data related to small businesses, evaluates the data, and reports on goals, goal setting and achievement.

The implementation of Business 2 Government Now (B2G Now) online certification and contract payment system is key for monitoring payments to DBE and TBE companies. The tracking of payments to Disadvantaged and Targeted Business companies will give an accurate report of participation related to the goals established by the CBDP Division.

Strategic Program Area 5: Performance, Strategy & Budget

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$587,799	$761,875	$853,504	$842,904	($10,600)
Revenues	$0		$0	$0	$ 0
Tax Levy	$587,799	$761,875	$853,504	$842,904	($10,600)
FTE Positions	8.0	9.0	10.0	10.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
# of Budgets Produced	2	2	2	2
Organizational Budgets	82	82	82	82
Total Expenditure Budget	$1,352,479,769	$1,245,829,025	$1,188,577,674	TBD

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Bond Agency Rating	Fitch IBCA: AA+ Moody's: Aa2 S&P: AA	Fitch IBCA: AA+ Moody's: Aa2 S&P: AA	Fitch IBCA: AA Moody's: Aa2 S&P: AA	Fitch IBCA: AA Moody's: Aa2 S&P: AA
GFOA Distinguished Budget Presentation Award	Awarded	Awarded	Awarded	Awarded

Strategic Overview:

The Division of Performance, Strategy and Budget (PSB) supports the County's efforts toward long-term financial sustainability. The Division leads the development and implementation of the County's annual operating and capital budgets and supports long-term strategic and financial planning process and performance measurement systems.

Strategic Implementation:

As a component of the County's fiscal health goal, PSB is working to expand upon the use of long-term financial planning in Milwaukee County's budget process. This includes development of a long-range financial model which combines financial forecasting with strategic planning. The model projects revenues and expenditures over a long-term period, using assumptions about economic conditions, spending trends, and other relevant factors. Long-term financial planning combines forecasting with strategizing to identify future challenges and opportunities, causes of fiscal imbalances for further analysis, and strategies to secure long-term sustainability.

PSB will continue to assist towards the development of countywide Enterprise Resource Planning (ERP). The project mission is to identify the future business systems environment that will support County staff in delivery of services and activities, establish best practices and significantly improve the efficiency and effectiveness of the County's service

delivery and business process. Other participants in the ERP project include the Office of the Comptroller, Department of Administrative Services, Human Resources, and any user departments or stakeholders determined to be beneficial in successfully achieving the project's outcome.

Beginning in 2021, the Office of Performance, Strategy and Budget shall communicate to department heads and fiscal staff a new policy requiring departments to report to the County Board as soon as its overtime expenditures are projected to exceed either $1 million or 100 percent of the department's annual overtime appropriation. Departments that have not exceeded their budgeted overtime by 100 percent in two of the four previous fiscal years are exempt from this reporting requirement. DAS-PSB shall develop a proposed ordinance to codify this fiscal reporting policy, similar to the reporting requirement for revenue shortfalls greater than $75,000 in MCGO Section 56.02, for review and approval by the County Board no later than the April 2021 meeting cycle.

Strategic Program Area 6: Reimbursement

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$380	$ 0	$ 0	$0	$ 0
Revenues	$0	$ 0	$ 0	$0	$ 0
Tax Levy	$ 380	$ 0	$ 0	$ 0	$ 0
FTE Positions	0	0	0	0	0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
N/A	N/A	N/A	N/A	N/A

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
N/A	N/A	N/A	N/A	N/A

Strategic Overview:

This program area was discontinued in 2018.

Strategic Program Area 7: Project Management, Execution and Governance (IMSD)

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$1,564,909	$1,613,113	$1,801,423	$1,978,040	$176,617
Revenues	$1,671	$498	$1,500	$1,500	$ 0
Tax Levy	$1,563,238	$1,612,615	$1,799,923	$1,976,540	$176,617
FTE Positions	12.0	14.0	17.0	18.0	1.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
# of New IT Projects Requested	40	37	29	55
# of IT Projects Managed	44	29	TBD	45
# of Contracts Managed	138	157	164	172
# of Contracts Negotiated	35	65	57	70

* Number of contracts negotiated based upon work performed from January 1, 2020, to June 18, 2020.

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Actual**	**2021 Target**
% of Projects Completed per Approved Schedule*	90%	91%	85%	85%
% of IMSD Negotiated IT Contracts Conformance to County Contract Standards and Ordinances	100%	100%	100%	TBD
Project Manager: Contractor Ratio – # of Contractors (C) Versus County Workforce (FTE) Ratio	63% C 15: FTE 9	69% C 22: FTE 10	61% C 19: FTE 12	50% C 15: FTE 15
IT Maturity Score	2.6	2.6	2-**	2+**

**Metric is calculated between project initiation and go-live with a 2-week grace period. Project dates can be changed if project change request is approved.*

*** Gartner changed IT Maturity score survey questions and criteria after 2019 survey. Metrics and score have been reset per new methodology.*

Strategic Overview:

The Project Management, Execution and Governance Strategic Program Area is responsible for Countywide Information Technology strategy, technology governance and administration, as well as project portfolio management. This Strategic Program Area provides the framework and expertise to manage IT projects, business development analysis, contracts and financial and other administrative responsibilities.

Strategic Implementation:

The Governance Team will continue to lead the IT maturity initiative to optimize Department of Administrative Services (DAS) – Information Management Services Division's (IMSD) business and technical processes leading to consistent, quality IT services, risk mitigation and on-time, on budget project delivery. The Governance Team tracks IT Maturity through metrics in the following areas:

- Infrastructure and Operations;
- Project and Portfolio Management;
- Application Strategy and Delivery;
- Information Security and Risk Management; and
- Executive View.

In addition to the above, the Governance Team will continue to work with Office of Corporation Counsel, Risk Management, Community Development Business Partners and Procurement to develop, document and deploy sound strategies for IT vendor management and contract development, negotiation, execution and management. The overall goal is to not only comply with County standards and ordinances but also to reduce contract costs, increase level of services from vendors and mitigate risks. The Governance Team will also work with DAS-Central Business Office and DAS-Performance, Strategy and Planning and Budget Office for making strategies for better financial management of IT budget of County.

The Project Management Office will continue to manage the portfolio of Information Technology projects including continuation of Enterprise Resource Planning (ERP) program, Payroll upgrade, Learning Management System and Recruiting Platform Implementation, Phone and Voicemail Replacement, Case Management Software, Computer Aided Dispatch integration and other County department and division initiatives. DAS-IMSD's project management office is also working with County leadership on how to train non-IMSD County employees on project management principles.

The Program Management Office also houses DAS-IMSD's Business Solutions team. The Business Solutions Team collaborates with County departments and external partners on IT strategy and execution. This team supports IMSD's goal of becoming a trusted business partner by driving cost effective solutions that are in alignment with both daily departmental operating needs and futuristic growth.

Strategic Program Area 8: Applications Development (IMSD)

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$982,278	$836,715	$2,519,093	$2,098,291	($420,802)
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$982,278	$836,715	$2,519,093	$2,098,291	($420,802)
FTE Positions	14.0	16.0	29.0	31.0	2.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Number of Service Hours Performed (Project and Support)	38,714 hours	55,154 hours	55,000 hours	64,480 hours
Applications Supported	605	599	590	590
Documents Managed – (Electronic Content Management)	9,809,132	10,862,812	12,000,000	13,000,000

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Tier III (Application-Related) Support Tickets Received and Addressed	2,941	2,753	5,000	3,000
Applications Development Team Service Hours Percentage of Project vs Support Time by Employees and Contractors	68% Project / 32% Support	72% Project / 28% Support	80% Project / 20% Support	80% Project / 20% Support
Applications Development Team Service Hours Percentage of Project vs Support Time by Employees Only	35% Project / 65% Support	35% Project / 65% Support	49% Project / 51% Support	49% Project / 51% Support
Application Contractor Ratio – # of Contractors (C) versus County Workforce (FTE) Ratio	53% FTE 13: C 10	24% FTE 26: C 8	24% FTE 29: C 9	23% FTE 31: C 7
IT Maturity Score - Gartner Applications Development	2.0	-3	-3	3

Strategic Overview:

The Application Development Strategic Program Area is responsible for the lifecycle management (governance, development, and maintenance) of multi-platform Countywide and departmental automated application systems. These systems provide services that enable departments and divisions to efficiently manage day to day operations, collect revenues, lower costs, enable transparency, and provide services to the constituency of the County.

Lifecycle management encompasses software architecture, computer programming, software testing, software maintenance, change management, continuous integration, and application release management of the County's 611 applications in use by the various County departments and divisions. This Program Area is also responsible for the development, integration, and the alignment of all new technology application deployments across the County technology and user landscape.

Data management services are provided by this strategic program area. Data management encompasses master data management, data governance, data analytics, business intelligence, measurement and analysis capabilities, and data architecture. As Milwaukee County strives to achieve the Baldridge Performance Excellence designation and COVID-19 recovery, this strategic area will assist in collecting data and analytics for performance measurement.

1 FTE Analyst Applications System IT to be cross charged to DHHS for development as well as ongoing administration and product support for the Case Management application suite.

StrategicImplementation:

No funds shall be expended in 2021 for the operation of the Office of the Sheriff's Mobile App hosted by MobilePD. Milwaukee County is exploring the development and implementation of a new consolidated mobile app to serve multiple departments.

The Applications Development Strategic Program Area will:

- Develop an easily accessible online "suggestions form" pertaining to COVID-19, allowing for County employees and the general public to anonymously make suggestions for returning to work safely and reporting violations of the County's COVID-19 policies;
- Increase development and support capacity by improving administrative processes, implementing proven frameworks and best practices in delivering IT services and applications. The increased capacity will enable the area to provide more project implementation services;
- Continue to leverage Gartner IT Maturity assessments to improve organizational maturity, operational reliability and excellence. (The format of the scoring changes from 2018 to 2019.)
    - Gartner's government ratings average for applications is -3 for 2019/2020. Milwaukee County will raise their rating in applications from -3 to 3 during fiscal year 2021.
    - Gartner's government ratings average for data and analytics requires evaluation. Milwaukee County will strive for a rating of 2 during fiscal year 2021.
- Make organizational adjustments where needed to maximize support of Milwaukee County's technology footprint;
- Decrease the County's technology application footprint where practical and transition from legacy, non-supported technology applications to modern technology applications;
- Lead the County's Enterprise Resource Planning implementation to support the full Human Resources recruitment, payroll, financial, budgeting and procurement business processes;
- Decommission Advantage Financial System and SciQuest, and archive data from these systems into Milwaukee County's Data Management system;
- Support, maintain and optimize the~600 applications enabling Milwaukee County operations;
- Provide support and expertise for maintaining and governing of the Cityworks work order system;
- Integrate Milwaukee County's Enterprise Content Management system with new Enterprise Resource Planning system resulting in securely managed and easily retrievable documents;
- Provide enterprise data management, data archiving, master data management, data architecture, and professional data analytical technical services.
- Maximize Milwaukee County's potential to harness data-dependent capabilities through the implementation of business intelligence - measurement and analysis using Information Builders Inc. (IBI) Web-Focus and Omni-Gen tool and a defined data management framework. We will also embrace Microsoft PowerBI and ArcGIS to provide multiple presentation software to adapt to the unique needs of each Milwaukee County department/division. This will result in self-service data analytics, trusted data, and enhanced data analysis capabilities for Milwaukee County.

Strategic Program Area 9: Data Center Services (IMSD)

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$6,085,010	$5,802,127	$7,127,026	$7,736,813	$609,787
Revenues	$129,047	($301,160)	$140,000	$45,258	($94,742)
Tax Levy	$5,955,963	$6,103,287	$6,987,026	$7,691,555	$704,529
FTE Positions	10.0	10.0	12.0	12.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Storage Capacity (Tera Byte) On-Prem/Cloud	120/140	51/230	50/220	37/300
Number of Virtual Servers in Operation	310	280	285	285
Local Physical Servers Decommissioned/Total Servers	15/14	23/7	2/6	7/7
Server patching compliance including antivirus	98%	96%	99%	99%
Workstation patching compliance including antivirus	NA	75%	90%	80%
Number of Switches Maintained	395	417	425	430
Number of Ports Maintained	N/A	22,350	13,997	25,000
Number of Routers Maintained	41	44	44	45
Number of Firewalls Maintained	4	4	4	4
Number of Wireless Access Points	351	422	430	475
Number of Phones	6,250	6,325	6,350	6,350
Number of Call Managers	10	8	2	2
Number of Voicemail Servers	5	2	2	1

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Web Services Availability	99.8%	100%	99.9%	100%
Datacenter Uptime	99.6%	100%	99.9%	100%
Backup Success	N/A	99%	99.9%	99.9%
Office 365 Uptime	99.6%	99.9%	99.9%	99.9%
IT Maturity Score – Infrastructure and Operations	2.0	2.4	2.5	2.6
Firewall Uptime	99.9%	100%	99.9%	100%
Router Uptime	99.8%	95%	99.9%	99.9%
Switch Uptime	98.5%	98%	99.9%	99.9%
Network Core Uptime	N/A	100%	100%	100%

Strategic Overview:

The Data Center Services Program Area provides research, acquisition, installation, maintenance, and support services for County-wide data center infrastructure including servers, storage, backup, networking and Office 365 environments. Its primary focus areas include:

- Administration, maintenance and support of County servers, storage and backup infrastructure;
- Management of vendor that hosts servers in the County's private cloud data center;
- Control and oversight of the architecture, design, planning, configuration and provisioning of the County's wide-area network to/from County's private hosted cloud vendor;
- Provision and maintenance core infrastructure hardware/software;
- Oversight of backup and disaster recovery programs within County;
- Management and responsibility of Office 365 cloud environment for email, Microsoft Office products, SharePoint, and OneDrive. Administration of the County's voice and data communications systems;
- Manage vendors that provide cabling, hardware, software and technical support for County's voice and data networks;
- Control and oversight of the architecture, design, planning, configuration and provisioning of the County's Wide Area Network and Local Area Network (WAN/LAN);
- Provision and maintenance of Wi-Fi and internet services;
- Provision of voice, video, and conferencing services.

Strategic Implementation:

In 2021, the Infrastructure Services Strategic Program Area - Department of Administrative Services – Information Management Services Division (IMSD) will continue to strive to become a sustainable IT services organization through maturity and continuous improvement.

One key component of this goal for the Data Center Services Team is to reduce hardware in both on-premise data centers by consolidation and decommissioning of physical storage and server devices that can otherwise be virtualized. This will reduce complexity, device count, maintenance/support costs, and create efficiencies in both datacenters. This goal will be accomplished by moving server and application workloads to a Managed Services Provider (third party managed private cloud; and public cloud services) enabling IMSD to focus resources on initiatives that increase infrastructure and operational maturity, reduce technical debt, and reduce the County's IT security risk exposure. Through the managed service migration, IMSD has been able to consolidate and decommission aged infrastructure,

create a Disaster Recovery plan and create a more proactive approach for maintaining and administering information technology services. Workloads that are still maintained onsite at Milwaukee County are backed up through Backup as a Service (BaaS) which replicates data to the County private cloud. This role will focus on keeping our systems updated with the latest security defense mechanisms to keep our environment protected from such threats as Ransomware.

Another key component of the goal for the Data Center Services Team is to build out a robust wired and wireless network. Covid19 has moved the County workforce to adopt more of a mobile platform like laptops and tablets. The additional laptops will require a robust wireless network so employees can have a user experience throughout the County just as they do while at their desks.

Redundancy and security continue to be focus areas of the data center services team to ensure County operations continue in the event of a disaster or physical hardware failure. Continued self-evaluation of security hardening of infrastructure helps to maintain safety within Milwaukee County.

The Voice over Internet Protocol (VOIP) technology will continue to be rolled out to remaining County sites through the Telephone and Voicemail replacement capital project. This initiative is expected to complete in early 2021 and will drastically reduce the County's risk of telephone system failure, enable 'work from anywhere' functionality for County departments, and improve IMSD's ability to support phones while reducing future cost of ownership.

Throughout 2021, IMSD will continue to extend the footprint of County's computer network to outlying locations, other underserved County locations and the relocation of County employees from the BHD hospital complex. IMSD will also focus on the reduction of devices that are no longer needed in both the Network and Telecommunications aspect. Network and Security teams will continue to innovate and strengthen the County's Security portfolio by increasing the intervals in which Network equipment is upgraded or maintained.

Strategic Program Area 10: Support Services Organization (IMSD)

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$1,141,931	$1,013,242	$1,224,269	$997,205	($227,064)
Revenues	$0	($178)	$0	$0	$ 0
Tax Levy	$1,141,931	$1,013,420	$1,224,269	$997,205	($227,064)
FTE Positions	6.0	7.0	8.0	9.0	1.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Service Tickets Opened	32,259	34,032	35,000	35,500
Number of Service Desk Technicians	3	3.1	3.5	4
Windows Computing Devices Managed*	3,326	3,404	3,700	4,100
Mobile Devices Managed**	2,841	3,089	3,470	3,500
Unique End Users Serviced	4256	4,299	4,500	4,200

** Comprised of PCs, laptops and tablets*
***Comprised of laptops, tablets, mobile phones and pagers. Computing devices and mobile devices have unique support requirements.*

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
% of Service Desk Tickets Resolved within Service Level Target	91%	92%	99.5%	94%
Mean Time to Resolve (Hours)***	12.6%	64	8.85	20
IT Maturity Score – Infrastructure and Operations	2.1	2.4	2.3	2.6

**** Industry average Mean Time to Resolve (MTTR) is 8.85 hours.*

Strategic Overview:

The Support Services Strategic Program Area contributes to the sustainability of Department of Administrative Services – Information Management Services Division (IMSD) by providing a central point of contact between County's computer using staff and the Information Technology Support Services Team. The IMSD Support Services Team uses the Information Technology Infrastructure Library (ITIL) best practices to handle incidents, service requests, computer replacements/additions, software management (license management and electronic software distribution), and mobile technology administration.

Strategic Implementation:

In 2021, the Support Services Strategic Program Area will continue to work on improving with the following actions and initiatives:

- Continued implementation of the ITIL framework, an industry standard as well as adopting portions of the new ITIL V4 library;
- Improved asset management of end user devices including phones, laptops, desktops and tablets;
- Continuous improvement of Knowledge Management and documentation processes;
- Making appropriate investments in people, process, and technology.

Strategic Program Area 11: Mainframe (IMSD)

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$2,124,432	$1,856,981	$731,535	$840,670	$109,135
Revenues	$183,400	$238,800	$257,100	$257,100	$ 0
Tax Levy	$1,941,032	$1,618,181	$474,435	$583,570	$109,135
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Mainframe IDs Maintained	150	224	150	150
Applications on Mainframe	1	1	1	1

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
CJIS Availability	100%	N/A	N/A	N/A
Advantage Availability	99%	99%	99%	99%

Strategic Overview:

The Mainframe Strategic Program Area oversees and maintains the CGI Advantage financial application. Leveraging hosted services, industry best practice and increased automation, this Strategic Program area drives sustainability, operational maturity and continuous improvement in delivering system availability, financial reporting and ease of use.

Strategic Implementation:

The Mainframe Strategic Program Area will continue to support and maintain the operation of County's legacy financial system, CGI Advantage, thru Mainframe as a Service (MfaaS) model enabling:

- Continued operations of the critical CGI Advantage Financial System application;
- Web based reporting;
- A modernized Mainframe Disaster Recovery protocol that ensures the availability of the mainframe at 99% or better;
- 24/7 support of required mainframe functions.

The mainframe application Advantage will be decommissioned with the implementation of the ERP system in 2021. The mainframe will be discontinued when all data has been verified off the system and the business units agree to shut it down. Additional contractual services funding is included in 2021 to maintain the mainframe during delays in the new ERP system implementation.

Strategic Program Area 12: Managed Print Services (IMSD)

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$444,172	$463,660	$517,311	$527,064	$9,753
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$444,172	$463,660	$517,311	$527,064	$9,753
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
# Copiers and Printers Managed	515	544	500	475
Total Color Prints	2,725,627	4,010,232	2,100,000	2,500,000
Total Black & White Prints	19,058,710	24,801,188	18,500,000	22,000,000
Total Prints	21,784,337	28,811,420	20,600,000	24,500,000

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
% of Page Reduction	-3%	-25%	5%	6%
% of Color Print Reduction	-18%	-33%	5%	38%
Annual Program Budget	$480,456	$533,704	$442,000	$400,000

Strategic Overview:

The Managed Print Services Strategic Program Area will continue with the goal of maximizing cost savings and improving workflow by:

- Fleet optimization/right-sizing;
- Increasing security compliance;
- Deployment of a print awareness tool providing education to employees and visibility into individual print habits;
- Educating users on digitized printing alternatives;
- Device assessment and optimization;
- Safeguarding information;
- Job tracking to control costs;
- The development of formal metric reporting systems with corrective actions.

Additionally, the MPS program will implement a security program to manage the printing of sensitive documents. Those printers enrolled in the security program will require a user to enter a security code or present a security FOB to retrieve

a printout. This reduces risk to the County by eliminating sensitive documents being printed and laying near or on the printer for all employees to see until the print job is collected.

Strategic Program Area 13: Technology Purchase Management (IMSD)

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$7,623,637	$6,720,765	$5,326,978	$6,076,280	$749,302
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$7,623,637	$6,720,765	$5,326,978	$6,076,280	$749,302
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
# of County departments supported	30	43	43	43

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
This area has no performance measures				

Strategic Overview:

The Technology Purchase Management Strategic Program Area provides Department of Administrative Services (DAS) – Information Management Services Division (IMSD) with centralized oversight over the IT demands of various County departments and divisions and to effectively meet this demand by:

- Optimizing costs through leveraging existing information technology assets,
- Consolidating and leveraging agreements with vendor partners,
- Maximizing procurement and sourcing opportunities
- Focusing on investment in new technologies that advance a sustainable countywide IT model.

Additionally, this area supports IMSD's goal of becoming a trusted business partner by ensuring cost efficiency, alignment of IMSD IT strategy with Department business strategy and transparency into County's IT Central Spend budget. It also establishes a more robust operationalized cost for IT hardware to ensure critical IT hardware is properly maintained to support the countywide and department specific daily needs.

Strategic Implementation:

The Technology Purchase Management Strategic Program Area budget has been adjusted to include:

- Enterprise Resource Planning subscription costs paid for by the capital project in 2020

- Enhance a system life cycle management analysis for ongoing maintenance and upgrade costs of Information Technology (IT) hardware that has been previously funded through prior year capital requests or Department operating.

Strategic initiatives for Central Spend include:

- Develop a more timely and transparent reporting process for departments to understand their status of Central Spend purchase activity, including optimization activity.
- Centralize management of IT purchases through Central Spend budget in order to:
    - Consolidate negotiations with vendor partners to mitigate risks, enhance customer service, and reduce pricing;
    - Align business needs in a strategic and cost-effective manner;
    - Mitigate risk of obsolete technology; and
    - Equip County for the digital future.

There are no dedicated full-time resources in this Program Area. This Strategic Program Area is managed through a combination of IMSD's Project Management Office, the IMSD Governance Team and Department of Administrative Service's Central Business Office.

No funds shall be expended in 2021 for the operation of the Office of the Sheriff's Mobile App hosted by MobilePD. Milwaukee County is exploring the development and implementation of a new consolidated mobile app to serve multiple departments.

Strategic Program Area 14: Cybersecurity (IMSD)

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$539,402	$710,977	$856,557	$1,173,553	$316,996
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$539,402	$710,977	$856,557	$1,173,553	$316,996
FTE Positions	1.0	2.0	3.0	3.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Number of Devices Monitored for Suspicious Activity & Cyber Threats	8,300	8,500	9,500	9,500
Number of Cyber Security Incidents Detected	NA	933	900	900
% of Cyber Security Incidents Resolved	NA	100%	100%	100%
Quarterly average of vulnerabilities detected	N/A	772	650	500

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Mean time to resolve security incident tickets	N/A	17 hrs.	8 hrs.	7 hrs.
IT Maturity Score – Information Security	2.7	2.7	3.0	3.1

Strategic Overview:

The Cybersecurity Strategic Program Area is responsible for protecting County assets from cyber threats and defending the numerous attack surfaces with due diligence, intelligent risk decisions and by developing and adopting a robust Information Security Management Program (ISMP). A mature ISMP facilitates a flexible risk posture that adjusts to changes in the threat landscape. IMSD utilizes the Gartner Maturity Assessment for cybersecurity to gauge maturity of the ISMP in order to set goals for the maturity of this program. The Cybersecurity Strategic Program Area will continue to expand and evolve in the out years as technology continuously changes and new threat vectors emerge.

Strategic Implementation:

This strategic area will continue to develop and adopt a robust ISMP based on the NIST cybersecurity framework and NIST security publications. In support of the ISMP goals, the Program Area will strive to attain the following objectives:

- Engage security and data governance and sponsorship across County departments;

- Document the link between security solutions and business requirements;
- Provide risk assessments of systems, data, and human behavior;
- Formulate baseline data and measurement criteria based on risk;
- Implement a layered security approach to reduce attack surface and prevent roaming;
- Design cybersecurity requirements into business and IT projects;
- Establish documentation of shared responsibility with vendors and cloud providers;
- Continuously improve and evolve the program as the threat landscape changes.
- Continue to chair the Milwaukee County Information Security Council (MC-ISC) established in 2018 that provides oversight and governance over ISMP security decisions and actions that affect County employees and services;

Goals include the following:

- Continue to develop the ISMP, the county-wide security program with standardized security practices, data protection requirements, and improved employee awareness;
- Implement an Identity and Access Management platform for monitoring administrative type accounts
- Develop and deliver cyber security training to County employees via LMS and IMSD conducted email phishing and educational campaigns;
- Research, identify and periodically review critical applications for relevancy;
- Implementing multifactor authentication for all IMSD administrator type accounts
- Incorporating controls from the CIS Top 20 Guidelines for enterprise security

Strategic Program Area 15: Facilities Management Director's Office

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$129,930	($3,787)	($1,595)	($0	$1,595
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$129,930	($3,787)	($1,595)	$ 0	$1,595
FTE Positions	2.0	1.0	1.0	1.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
County-wide Building Footprint (gross square feet)	13,011,392	13,069,857	12,745,592	12,745,592
County-wide Building Plant Replacement Value ($)	$2,225,882,603	$2,348,577,462	$2,287,863,098	$2,287,863,098

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
County-wide Facility Condition Index (FCI*)	0.16	0.13	0.12	0.12

** Facility Condition Index. FCI is an industry-standard index that objectively measures the current condition of a facility, allowing comparison both within and among institutions. To determine FCI for any given set of Assets, the total cost of remedying deferred maintenance Requirements is divided by the current replacement value. Generally, the higher the FCI, the poorer the condition of the facility. (Source: VFA Assessment Software)*

Strategic Overview:

The Director's Office provides overall management and oversight of the Facilities Management Division (FMD). The Division functions include facilities planning and development, operations and maintenance, architecture and engineering, environmental services, condition assessment and sustainability.

In addition, the Director's Office also co-manages the County-wide Facilities Planning Steering Committee (CFPSC) with the Economic Development Division, and in close coordination with all County departments.

Strategic Implementation:

The FMD will focus on total lifecycle and asset management of the County's real property. There is an emphasis on effective County-wide facilities planning, improved project delivery, maintenance best practices and sustainable facilities management. Progress continues in reducing facility footprint and improving Facility Condition Index (FCI), primarily through the mothballing and disposal of functionally obsolete buildings, but also through careful management of repair and replacement needs within budget constraints. The 2021 budget for FMD assumes extraordinary costs related to pandemic response (incurred in 2020) will be covered through other non-County funding sources. As such, no additional resources for pandemic response are included in the FMD 2021 budget.

In 2019, a major initiative on Workforce Planning was started and should continue through 2021 with programs to improve recruitment/retention, leadership development, succession planning, racial equity, and employee engagement.

The Director's Office will be implementing plans to achieve a more diverse team of qualified staff and leaders, that more closely reflects and is representative of our constituency base – the citizens of Milwaukee County.

The Director's Office expenditures (totaling $198,381 for 2021) are fully cross charged to other organizational units within the DAS-FMD enterprise.

Strategic Program Area 16: Architecture & Engineering

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$3,015,189	$3,315,636	$3,802,850	$3,902,757	$99,907
Revenues	$4,236,970	$4,404,115	$5,045,350	$4,846,010	($199,340)
Tax Levy	($1,221,781)	($1,088,479)	($1,242,500)	($943,253)	$299,247
FTE Positions	39.0	39.0	41.0	41.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
# of Capital Projects Managed	132 c/o; 29 new*	119 c/o; 35 new*	125 c/o; 69 new*	TBD
County Facilities Planning Capital Projects Forwarded	68	108	84	TBD

** "c/o" indicates active projects carried over from the previous year; "new" projects reflect those that are adopted through the annual capital improvement budget process and/or established through current year action.*

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
At least 80% of Capital Projects Completed within 36 months**)	86%	108	85%	85%

***IRS regulations require the expenditure of bond proceeds within 18 - 24 months of issuance.*

Strategic Overview:

The Architecture & Engineering (A&E) program area 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 Architectural Services unit provides planning, design and construction management services for projects including building maintenance, remodeling, improvements, additions, and new construction for all County departments.
- The Airport Engineering unit provides planning, design and construction management services for all major maintenance and capital projects at General Mitchell International and Lawrence J Timmerman Airports.
- The Civil Engineering and Site Development unit provides planning, design and construction management services for implementation of civil engineering public works projects and land surveying services. The unit also provides technical assistance for real estate and land planning legal documents through its surveying and drafting services.
- The Facilities Condition Assessment Program unit provides building systems condition assessment inspection services for County-owned facilities and administers a software-based asset management system that is a repository for all the building condition data and building system deficiencies (this database provides the basis for major maintenance and capital improvement project requests).

- The Planning & Development unit provides strategic planning, capital planning, and project development services for enterprise-level planning efforts that are not yet at the design or construction phase. These efforts are focused on cost savings and avoidance initiatives that efficiently manage the County's footprint. The unit also provides space planning, furniture management and move management expertise for County Departments to efficiently use their existing space(s) and plan for future needs.

Strategic Implementation:

A continuing robust local construction market has proven to add challenges, cost and time to the delivery of major capital projects. The goal remains to complete as many projects as possible within the 36-month window. While 2020 shows a slight increase in carrying projects over into the current year, in 2021, A&E will continue to develop alternative means and methods to improve project delivery services. More specifically, to provide value engineering during project planning/design and bidding and investigating alternate project delivery methods (within the constraints of State-mandated bidding regulations).

Strategic Program Area 17: Environmental Services

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$885,112	$645,001	$635,431	$627,232	($8,199)
Revenues	$395,601	$463,811	$251,530	$386,000	$134,470
Tax Levy	$489,511	$181,190	$383,901	$241,232	($142,669)
FTE Positions	5.0	5.0	5.0	5.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
# of Capital and Major Maintenance Projects Reviewed for Energy Efficiency and Sustainability	This activity replaced by item below starting with the 2018 Adopted Budget	N/A	N/A	N/A
# of Mandated County Environmental Plans and Reports in Compliance	23 Compliance Requirements	23 Compliance Requirements	23 Compliance Requirements	23 Compliance Requirements

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Review 98% of Capital and Major Maintenance Projects with the objective of Improving Efficiency and Sustainability	This measure replaced by activity below starting with the 2018 Adopted Budget	N/A	N/A	N/A
Ensure 100% of mandated County environmental plans and reports are submitted in compliance with the established due date	100%	100%	100%	100%

Strategic Overview:

The Environmental Services unit program area provides technical guidance, management, and development of sustainability functions for the County's building and infrastructure assets and assists in coordinating county-wide sustainability efforts. This program area provides technical and managerial services concerning environmental issues including sustainability to all County departments. Environmental issues addressed include the incorporation of green building concepts, environmental due diligence for property acquisition and disposal, procurement of grant funding, storm water management and hazardous substance control (asbestos, lead, PCBs, mercury, pesticides/herbicides, etc.). Environmental Services assists departments county-wide to monitor underground storage tanks, landfills, air quality, recycling, solid waste, water quality and brownfields properties regarding compliance with local, state and

federal regulations. Environmental Services also serves as the Milwaukee County Land Conservation agent, working with grants from State Department of Agriculture, Trade and Consumer Protection to reduce soil erosion, improve management of nutrients and minimize pollution of surface and ground water.

Strategic Implementation:

Prior to 2017, the Environmental Services Unit had reviewed 100% of requested Capital and Major Maintenance public works projects with the objective of improving energy efficiency and sustainability. Based on the outcome of those reviews, it appears the architects and engineers preparing the construction cost estimates now regularly consider incorporating energy efficient and sustainable materials and equipment into their designed scope of work. Since 2018, the Environmental Services Unit has focused its resources more on working with County Departments to ensure 100% of County environmental plans and reports mandated by federal, state and local agencies are submitted in compliance with the established due dates. In 2021, this successful initiative continues.

Strategic Program Area 18: Office of Sustainability

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$93,180	$132,693	$184,528	$188,460	$3,932
Revenues	$1,084	$0	$0	$0	$ 0
Tax Levy	$92,096	$132,693	$184,528	$188,460	$3,932
FTE Positions	1.0	2.0	2.0	2.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
[1] County employees, elected officials, and residents who participate with the Office of Sustainability programs	644	N/A	N/A	N/A
[1] Number of County energy accounts managed with Energy CAP software	891	N/A	N/A	N/A
Cost savings/avoidance from Office of Sustainability initiative	$328,876	$425,662	$350,000	TBD

[1] Measurement no longer used.

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
County-wide energy use reduction vs. 2014 baseline	11%	14%	18%	16%
% Office of Sustainability tax levy offset by cost saving/avoidance initiatives	357%	214%	198%	TBD

Strategic Overview:

The Office of Sustainability (OS) supports and leads initiatives to improve Milwaukee County's operational efficiency and effectiveness, protect and restore natural resources, and enhance the quality of life for County residents. OS works to integrate environmental sustainability into County operations, infrastructure, and services, and is responsible for coordinating the County-wide sustainability program.

Our focus areas include:

- Reducing waste, energy and water consumption,
- Managing natural resources responsibly and effectively, and
- Promoting environmental awareness, stewardship, and community service.

StrategicImplementation:

During 2021, the OS will coordinate projects to decrease the County's energy cost and greenhouse gas emissions, improve its solid waste tracking and diversion rate, and promote sustainable design and construction. The Office will continue to oversee Milwaukee County's energy bill management system, manage Countywide natural gas procurement, and lead energy assessments for County facilities. Finally, the OS will lead the development of a climate action plan for County operations.

Strategic Program Area 19: Facilities Operations & Maintenance

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$18,086,812	$18,457,566	$19,084,191	$18,835,536	($248,655)
Revenues	$6,023,874	$5,458,931	$5,116,701	$5,340,337	$223,636
Tax Levy	$12,062,938	$12,998,635	$13,967,490	$13,495,199	($472,291)
FTE Positions	84.0	85.0	83.0	83.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Building Footprint Managed (sq. Feet)*	2,684,603	2,169,047	2,194,395	2,300,378
Building Plant Replacement Value	$695,033,639	$657,138,066	$642,805,176	$683,573,076
# of Emergency Work Orders	500	9763 [1]	9000	8000
# of Requested Work Orders	6,000	7518 [1]	7,000	7000
# of Preventative Maintenance Work Orders	1,000	1037 [1]	1200	1300

** The square footage increases over time due to the inactive/mothballed building inventory being centrally managed by the Facilities Management Division prior to disposition. The active/occupied square footage is actually decreasing. Information above excludes decommissioned buildings still owned by Milwaukee County. With the full implementation of CityWorks CMMS in late 2018, tracking of service requests and work orders has become more accurate. The previous CMMS, E-Maintenance, did not offer accurate reporting due to the limited capabilities of the system. Emergency work orders include vandalism that occur within FMD operated facilities not counted prior to 2019.*

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Facilities Operations and Maintenance Cost Per Square Foot	$7.73	$9.17	$8.55	$8.41
FMD-O&M Facility Condition Index (FCI)*	0.08	0.08	0.08	0.08
Preventative Maintenance: Corrective Maintenance Ratio (%)	17%	10%	22%	25%
% of Work Orders Completed	100%	98%	95%	100%

** Comparison both within and among institutions. To determine FCI for any given set of Assets, the total cost of remedying deferred maintenance Requirements is divided by the current replacement value. Generally, the higher the FCI, the poorer the condition of the facility. FCI of .04 without the inclusion of the Public Safety Building. (Source: VFA Assessment Software.*

Strategic Overview:

Facilities Operations & Maintenance (Facilities) provides a full suite of facility services to County-owned properties including: The Courthouse, Safety Building, Criminal Justice Facility, Medical Examiner, Marcia P. Coggs Human Services Center, Vel R. Phillips Youth and Family Justice Center, Facilities West and five Senior Centers (McGovern, Clinton Rose, Kelly, Washington and Wilson). Services include corrective and preventative maintenance, major repairs

and replacements, capital planning, property management, tenant services, housekeeping, security services (where not provided by the Milwaukee County Sheriff's Office), refuse and recycling, grounds maintenance and snow removal, as well as many other facility operations tasks. Facilities is the steward of the County Grounds potable water, sanitary sewer and storm water systems (for additional detail, see Strategic Program Area 21: Water Distribution System). Lastly, Facilities provides various supportive services to the Wil-O-Way Centers.

Strategic Implementation:

The focus of efforts include: maintaining exceptional customer service to our tenants, providing sufficient resources to our staff to succeed in their mission, expanded use of the enterprise-wide computerized maintenance management system, CityWorks, and holding vendors accountable for their contracts including continued monitoring of Targeted Business Enterprises (TBE) and residency contract requirements.

Strategic Program Area 20: GIS & Land Information Office

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$840,112	$720,788	$892,821	$842,821	($50,000)
Revenues	$841,288	$859,434	$892,821	$842,821	($50,000)
Tax Levy	($1,176)	($138,646)	$ 0	$ 0	$ 0
FTE Positions	4.0	5.0	5.0	5.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
MCLIO Web Site Visits	84,515,083	75,600,000	84,892,500	85,000,000

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Open Data Download Site (Self-Service)	26,937 73/day	14,588 40/day	10,000 27/day	15,000 41/day
Data Requests (Manually Filled)	34	36	30	30
GIS Project Requests	27 Ad Hoc Projects	53 Ad Hoc Projects	20 Ad Hoc Projects	30 Ad Hoc Projects

Strategic Overview:

The Land Information Office (LIO) manages the County's Geographic Information System (GIS) web application and records related to land for multiple internal and external stakeholders. Pursuant to Section 59.72 of the Wisconsin Statutes and County Board Resolution File 90-707(a), the Land Information Office may, "design, develop and implement a land information system integrating property and ownership records with U.S. Public Land Survey information; prepare boundary-referenced parcel property maps suitable for producing accurate land title or survey boundary line information; and prepare maps suitable for local planning."

Strategic Implementation:

The LIO will continue to collaborate with internal and external stakeholders in the modernization of the County's GIS web presence and in the dissemination of data related to real property. The LIO administers the GIS backbone to the County asset management system, Cityworks, which is the County's work order management system. The LIO will continue to support GIS-based County initiatives in 2021 including master space planning, utility management, and FMD sustainable facilities. The LIO provides the technical standards, governance and application support for all GIS program initiatives.

Strategic Program Area 21: Water Distribution System

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$3,767,009	$3,714,578	$4,198,401	$4,139,410	($58,991)
Revenues	$3,030,169	$3,487,194	$4,198,401	$4,139,410	($58,991)
Tax Levy	$736,840	$227,384	$ 0	$ 0	$ 0
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Actual**	**2021 Target**
Cubic Feet of Water Service*	35,211,535	26,195,057	36,000,000	34,000,000
Cubic Feet of Sewer Service*	26,747,133	19,832,339	27,468,000	27,000,000
Cubic Feet of Storm Water Service*	35,211,535	26,195,057	36,000,000	34,000,000

** Consumption by volume.*

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual[3]**	**2020 Target**	**2021 Target**
Operation Cost per 1,000/CF of Water Service	$50.29	$52.69	$56.45	At Cost
Operation Cost per 1,000/CF of Sewer Service	$20.81	$17.54	$20.65	At Cost
Operation Cost per 1,000/CF of Storm Water Service	$1.15	$4.03	$2.05	At Cost

Strategic Overview:

The Water Distribution System provides water, sewer, storm and fire protection services to County and non-County entities located on the County Grounds. Currently, Milwaukee County has entered into a management agreement with MRMC Water for the operation and maintenance of the water and sewer assets located in the SE Quadrant. The expenses of the Water Distribution System are fully funded by revenue from users. MRMC members are now billed by MRMC Water based on a cost-plus basis which still results in a break-even to Milwaukee County. Non-MRMC customers are assessed based on their individual consumption. The System is metered for water, sewer, and storm water consumption.

Strategic Implementation:

As part of on-going negotiations with Milwaukee Regional Medical Center and the City of Wauwatosa, it is anticipated that the water system will be sold and transferred to those entities sometime between 4th QTR 2020 and 1st QTR 2021. As a result, the 2021 budget includes expenditures and offsetting revenues to account for County system operations pending the final sale and transfer of the system.

The Fire protection charge will continue to be budgeted in the Water Distribution System and charged out to all County Grounds users of the water system.[3] However, payment from some non-County users of the water system has been challenging and resulted in uncollectable payments. Although the County will continue to pursue payment for these charges, the budget also includes an uncollectable revenue amount of $905,071 that is budgeted in Agency 190 (Non-Departmental Revenues), Org 1986 (Fire Charge – Uncollectable).

[3] As part of the 2012 Adopted Budget, fire protection charges were transferred from the DAS-Facilities Management Division to the Water Utility in order to more accurately allocate this charge to all user-tenants located on the County Grounds. Fire protection charges for 2021 are estimated at $1.51 million. Approximately $1.48 million of this cost is charged to non-county water system users with the balance, an estimated $33,000 charged to County users.

Strategic Program Area 22: DAS Risk Management

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$11,241,413	$9,301,158	$10,237,776	$10,394,523	$156,747
Revenues	$89,356	($1,376)	$0	$0	$ 0
Tax Levy	$11,152,057	$9,302,534	$10,237,776	$10,394,523	$156,747
FTE Positions	7.0	7.0	7.0	7.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Actual**	**2021 Target**
Total hours of documented Risk Management Training	14,089 hours	14,250 hours	15,000 hours	15,000 hours

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How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Reduce Frequency and Severity of Workers' Compensation Claims to Reach an Experience Modification Number of 1 or Below.	*1.16	**0.94	0.95	0.95

**2018 (2014, 2015, 2016), **2019 (2015, 2016, 2017) - Underdeveloped*

Division Mission:

The mission of Risk Management is to provide a comprehensive risk management program that minimizes liabilities to the County and ensures the health and safety of our employees, residents, and guests utilizing County services and facilities. Risk Management envisions a safe, self-sufficient, and quality environment for everyone in Milwaukee County, achieved and supported through an innovative and model risk management program.

Division Description:

Risk Management includes four service areas: Claims Administration, Loss Control and Safety, Property and Casualty Insurance Procurement, and Contractual Risk Transfer. These program areas coordinate liability reduction services to allow for the fusion of data, resources, and staff to sustain a healthy and productive environment within our County operations.

Strategic Overview:

Milwaukee County experienced a significant reduction in frequency and severity measures of new workers' compensation claims from 2015 through the present when compared to the previous five-year historical averages. The reductions are attributed to the implementation of initiatives such as the Milwaukee County nurse triage line, the Vehicle Accident Review Committee, job safety and OSHA training, as well as a focus on return-to-work programs for injured workers, which Risk Management is committed to continuing into 2021. Workers' compensation claims numbers are a performance measure for Risk Management as tracked through the experience modification number, a benchmark that compares the County's workers' compensation losses to the industry loss rates. The experience modification for a given

year measures actual losses over expected losses for three prior years, skipping the most recent year because it is underdeveloped. The measure 1.0 is the industry average.

Strategic Implementation:

In 2021, Risk Management will continue to support and protect our departments, employees, and guests using our services and facilities. Among the highlights:

- Risk Management continues to move towards a centralized safety management and loss control model to leverage internal and external resources, provide consistency in programs, and implement data driven risk mitigation efforts. Continuing into 2021, Risk's Safety and Loss Control team will focus on assisting Departments in implementing OSHA mandated programs for Milwaukee County employees through the rollout of the Milwaukee County Safety Manual.
- Risk Management will utilize its Health and Safety Committee and Vehicle Accident Review Committee (VARC), which have adopted a quarterly Open Meetings model, to collaborate and disseminate risk mitigation initiatives based on loss data and pressing issues brought by committee members. VARC will continue to track and monitor vehicle accidents and make recommendations on preventability measures to keep our operators and the public safe. In 2021, Risk will move towards incorporating accident specific training for drivers involved in preventable accidents.
- 2021 will mark the sixth year Milwaukee County will renew its property and casualty insurance program through the assistance of a broker. Risk Management will focus efforts on reducing projected property premium costs caused largely by the pandemic and the resulting economic downturn. Additionally, Risk will focus on working with departments on identifying exposures, eliminating exposure gaps in the insurance program, and will continue to test the market on increasing cyber liability coverage limits, adding medical malpractice, and excess workers' compensation policies where fiscally feasible to do so.
- Risk Management is pushing subrogation efforts for all lines of claims in 2021 through the formalization of a subrogation process and aggressively recovering all third-party monies owed to the County as a result of accidents, claims, and losses.
- In 2021, Risk Management will target a reduction in open workers' compensation claims liabilities by furthering a claims closure project initiated in 2019. The project identified groups of claims by specific indicators and will require the continued development of strategies to deploy various resources towards closing the identified groups of claims, thereby closing reserves tied to those claims.
- Costs increase in 2021 due to industry-wide premium increases for areas such as auto property insurance, airport operations liability insurance, and general property insurance. Costs increases in these areas are partially offset by significant savings in the frequency and severity of workers' compensation claims.

- Beginning in 2021, the Office of Corporation Counsel will collaborate with the Department of Administrative Services Office of Risk Management to produce a report to the County Board by October 1 detailing by County department:
    - Annual legal settlements and judgements pertaining to that department for the prior year and as much of the current year.
    - A summary of that department's liability insurance premiums and a narrative which explains any changes in insurance costs.
- The Office of Corporation Counsel, in conjunction with Risk Management staff, shall draft an ordinance as soon as practicable for the County Board of Supervisors to review which will codify the reporting requirement outlined above.

Strategic Program Area 23: DAS Economic Development / Real Estate Services

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$1,751,918	$1,539,849	$1,997,430	$1,984,638	($12,792)
Revenues	$2,101,722	$1,637,661	$1,802,400	$1,887,900	$85,500
Tax Levy	($349,804)	($97,812)	$195,030	$96,738	($98,292)
FTE Positions	5.0	5.0	5.0	5.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Actual**	**2021 Target**
Develop and increase lease revenue from parking lot and cell tower locations	$1,452,896	$1,444,909	$1,400,000	$1,500,000

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Complete Real Estate Transactions to create a Center for Forensic Science including space for the Medical Examiner and Office of Emergency Management	Term Sheets	Advance Funding	Land Sale and Reserve Site	Finalize Contracts and Begin Construction
Vacate County Grounds to reduce operatoinal burdens, allow implementation of the Life Science District Master Plan and maximize value to Milwaukee County	Term Sheets	Option Agreements	Closing	Close Water System and Ancillary Properties

Division Mission:

The Economic Development Division (DAS-ED) fosters collaborations and provides high quality real estate services to support the economic development of Milwaukee County and its customer departments.

Strategic Overview:

DAS-ED serves as Milwaukee County's real estate division while also leveraging the County's functions for economic growth. In serving its real estate function, DAS-ED manages the County's tax foreclosure inventory and surplus properties which includes the preparation, repair, marketing, and sale of properties. The Division also represents County Departments in lease transactions whether as the landlord or the tenant, negotiates contracts in collaboration with customer departments, drafts contracts, and monitors lease agreements. DAS-ED also helps lead the County Facilities Plan Steering Committee which guides real estate decision making with a focus on total lifecycle costs. DAS-ED manages parking lot leases including those lots under I-794 and the 6th and State lot in Downtown Milwaukee. DAS-ED also manages cell tower revenues on various county properties.

The centralization of building and property leasing activity is considered a best practice for the management of government real estate by the US General Services Administration. DAS-ED, in its role as Milwaukee County's real estate services division, has begun instituting a process wherein all leases are standardized, catalogued, and negotiated

in collaboration with the customer department. Obligations of lease agreements, which include tracking payments, receipt of insurance certificates, and development of maintenance reserve funds, are monitored in collaboration with other DAS divisions and customer departments.

Certain projects managed by DAS-ED such the sale and redevelopment of the Park East corridor and Milwaukee Regional Medical Center have successfully leveraged County real estate opportunities for regional economic growth in areas as diverse as increasing transit usage to creating construction and ongoing employment opportunities. DAS-ED has developed a role in regional coordination between the nineteen municipalities and various economic development efforts within the County and with neighboring Counties and the State, such as workforce, economic development, access, and marketing. DAS-ED focuses on cooperative efforts to encourage economic growth as well as serving on the Joint Review Boards of all active Tax Incremental Financing Districts in the County.

Strategic Implementation:

Due to budget constraints, the division refocuses its efforts on core economic development initiatives. In 2021, DAS-ED will advance in the maturity of lease administration and property disposition which will enable the office to strengthen its focus on true economic development initiatives. Specific efforts to strengthen the regional economy include:

- Continue to negotiate for the Office of the Medical Examiner and the Office of Emergency Management in those offices' search for new facilities, leveraging the County's functions for the creation of a center of forensic science and protective medicine.
- Complete property transactions associated with the Milwaukee Regional Medical Center including disposition of the County owned water system.
- Monitor partnership programs – Small Business Loan Program (MEDC), and Near West Side Partners Economic Development Grant program.
- Monitor compliance on real estate and redevelopment projects including City Campus, St. Anthony's supportive housing, the Couture, Park East redevelopments, Innovation Campus and others to ensure compliance with development agreements and community benefits plans.
- Connect job training and workforce development efforts with County services such as the Housing Division's Section 8 Homeownership program.

Included in this division's budget are the following memberships and funding for economic development agencies that support its work and mission: East Wisconsin RR Co. ($25,000), Visit Milwaukee ($25,000), Milwaukee Workforce Funding Alliance ($10,000), Milwaukee 7 ($10,000), IEDC ($2,000), WEDA ($2,000), and UEDA ($350). These memberships are critical to the function of the Economic Development Division and the constituencies it serves.

Strategic Program Area 24: Office for Persons with Disabilities

Service Provision: **Mandated / Discretionary**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$644,984	$611,117	$680,504	$667,838	($12,666)
Revenues	$154,421	$159,319	$156,500	$159,711	$3,211
Tax Levy	$490,563	$451,798	$524,004	$508,127	($15,877)
FTE Positions	2.0	2.0	2.0	2.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Actual**	**2021 Target**
Wil-O-Way Rentals	130	116	140	130
Sign Language Interpreter Work Orders	71	98	60	60

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Self-Sufficiency Ratio for Wil-O-Way Facilities	93.41%	91.01%	90%	90%

Division Mission:

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

Division Description:

OPD performs several functions; ADA Compliance, Accessibility, Disability Recreation, Wil-O-Way Facilities Management, and Information Distribution / Referral.

Strategic Overview:

ADA Compliance (ADA Coordinator, ADA Grievance, Provision of Sign Language Interpreters and Assistive Listening Devices, Departmental Assistance / Consultation, ADA Procedures, ADA Webpage)

Accessibility (Architectural Plan Reviews, Site Surveys / Reviews, Capital Improvement Projects, Accessibility Guides Webpage, On-Line Deficit Reporting Form)

Disability Recreation Opportunities (Contract Management for Programming and Summer Camp, Community Programming, Rec on Deck Newsletter, Rec Room Webpage, Recreation Text Blasts)

Wil-O-Way Facilities Management (Weekday Leases with Goodwill and Adult Day Services, Weekend Rentals to the Public, Weeknight Recreation Programming and Daytime Summer Camp, Sunday Church Services, Weeknight Meetings, Special Events, Etc.)

Information Distribution / Referral (Handy News & Notes Newsletter, Social Media, Website, General News Text Blasts, Etc.)

Strategic Implementation:

Performance measures include attaining the highest self-sufficiency levels as possible at the two Wil-O-Way facilities.

DAS-OPD Expendable Trust Fund (Org. 0601)

Since 1983, the Milwaukee County Commission for Persons with Disabilities has maintained an expendable trust fund to benefit Milwaukee County residents with disabilities. Through its actions, the Commission also fosters activities that support contributions to the corpus of the trust. Expenditures include support for disability-related community events. Revenues are derived from grants, donations, and/or vending machine profits.

If needed, OPD is authorized to execute a fund transfer from the Trust Account for the payment of expenses.

Expenditure	Revenue	Tax Levy
$10,000	$10,000	$0

Strategic Program Area 25: Grants Procurement

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$0	$0	$0	$300,000	$300,000
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$ 0	$ 0	$ 0	$300,000	$300,000
FTE Positions	0.0	0.0	0.0	3.0	3.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
TBD	N/A	N/A	N/A	N/A

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
TBD	N/A	N/A	N/A	N/A

Strategic Overview:

The Grants Procurement Division was created in July 2020 by County Board File 20-534. Staff from this area will work with departmental staff to identify, apply for, and track grants from the County's state, federal, and nonprofit partners.

Strategic Implementation:

The 2021 budget provides 1.0 FTE Grants Director, 1.0 FTE Sr. Grants Analyst, and 1.0 FTE Special Projects Analyst.

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Courts & Judiciary Function

- Combined Court-Related Operations
- Courts Pre-Trial Services
- Department of Child Support Services

DEPARTMENTAL NARRATIVES

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BUDGET SUMMARY

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures					
Personnel Costs	$15,932,364	$15,893,441	$17,073,887	$16,982,833	($91,054)
Operation Costs	$10,329,101	$10,749,142	$12,414,711	$12,305,563	($109,148)
Debt & Depreciation	$0	$0	$0	$0	$ 0
Capital Outlay	$153,770	$22,200	$6,200	$6,200	$ 0
Interdepartmental. Charges	($95,508)	($137,846)	($139,624)	($87,060)	$52,564
Total Expenditures	**$26,319,727**	**$26,526,937**	**$29,355,174**	**$29,207,536**	**($147,638)**
Revenues					
Direct Revenue	$3,618,076	$3,775,164	$3,487,194	$3,441,354	($45,840)
Intergovernmental Revenue	$8,223,828	$8,081,585	$7,932,501	$8,715,705	$783,204
Indirect Revenue	$0	$0	$0	$0	$ 0
Total Revenues	**$11,841,904**	**$11,856,749**	**$11,419,695**	**$12,157,059**	**$737,364**
Tax Levy	**$14,477,823**	**$14,670,188**	**$17,935,479**	**$17,050,477**	**($885,002)**
Personnel					
Full-Time Pos. (FTE)	292.5	293.5	293.5	293.5	0.0
Seasonal/Hourly/Pool $	$0	$0	$0	$0	0.0
Overtime $	$7,925	$4,015	$0	$0	$0

Department Mission:

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

Department Description:

Combined Court Related Operations (Courts) includes the Chief Judge and what were formerly three separate departments: Family Court Commissioner, Register in Probate, and County-funded State Court Services/Clerk of Circuit Court. The Chief Judge is the Administrative Chief of the First Judicial Administrative District, which is solely comprised of Milwaukee County. The Chief Judge is responsible for the oversight of administration of judicial activities in the 47 Circuit Courts within the District. Courts are broken into ten program areas.

The Administration Division, under direction of the Clerk of Circuit Court/Court Services Director, plans, directs, and coordinates the operations of all the divisions of the Circuit Court. It includes General Administration, Budget and Accounting, Appeals, Jury Management, and Management Information units. Administration coordinates automation and the purchase and distribution of equipment and supplies. It also prepares statistical reports for the court system and prepares cases for appeal to the State Appellate Court.

The Criminal Division hears, tries, and determines all matters for pretrial, trial, and post-conviction proceedings in felony, misdemeanor, and traffic matters. Within the Criminal Division, the Misdemeanor Courts conduct proceedings on matters in which jury demands have been filed in the municipal courts in Milwaukee County. The Criminal Court Division Clerk consults with litigants and attorneys on procedural matters; processes the records for the court; receives cases from the municipal courts; accounts for and disperses fees and fines to the County Treasurer; prepares judgment rolls and case records; issues warrants and necessary documents for court actions including the issuance of occupational licenses in operating while intoxicated cases; and maintains records for the automated JUSTIS System.

The Children's Court Division is responsible for adjudicating cases involving Juvenile Delinquency, Children and Juveniles in Need of Protection and Services, Termination of Parental Rights, minor Adoptions, Guardianship of minors, and Injunctions and Ordinance violations involving minors. The Family Drug Treatment Court is a problem-solving court within the Division that works intensively with families impacted by parental substance use to ensure child safety and permanency. The State of Wisconsin reimburses the Division for the semi-annual review of permanency plans for children in out-of-home care, ensuring services are being provided to achieve permanency within the statutory timelines. The services and responsibilities of the court are defined by state statute, local court rules, Children's Division Policies and Procedures, and Chief Judge Directives.

The Civil Court Division adjudicates small claims, large claims, replevin, and eviction actions. The Clerk of Circuit Court, Civil Division, consults with litigants and attorneys on procedural matters; calculates costs and records judgments; maintains the central court files for civil and family matters; directs the work of the clerical staff of the court; assigns and calendars all cases in the Civil Division of the Circuit Court; and supervises the processing of civil appeals to the State Court of Appeals.

The Family Court area hears all actions affecting family. Within this area, there are three sections: General office which conducts hearings for the family matters of separation, divorce, domestic abuse, and harassment; Child Support Enforcement (CSE) which conducts paternity hearings and monitors the job search task for those individuals liable for child support; and Family Court Mediation Services which provides family mediation services and custody studies.

The Probate Division has two sections; Probate Administration and Probate Court Support. Probate Administration manages and maintains all wills deposited for safekeeping or filed for probate, all probate records of estates, trusts, guardianships of persons and estates, conservatorship, protective placements, and involuntary commitments. Probate Court Support assists the courts assigned probate jurisdiction in adjudicating matters involving probate, trusts, guardianships of persons and estates, conservatorship, protective placements, involuntary commitments, temporary restraining orders, and injunctions in individuals at risk cases.

The Family Drug Treatment Grant Division is responsible for grant oversight in relation to drug treatment.

The Permanency Plan Review Division provides children in an out-of-home situation with a review every six months by the court.

The Self-Help Services, Milwaukee Justice Center (MJC), was founded as a collaboration and partnership between the Milwaukee Bar Association, Marquette University Law School, and Milwaukee County. It is a volunteer-based community service project founded on the premise that everyone deserves meaningful access to the justice system, regardless of their economic situation or access to legal services.

Each year the department produces and posts online an annual report detailing the statistical activities for the previous fiscal year. That annual report can be located at: https://county.milwaukee.gov/EN/Courts/Clerk-of-Courts. The Self-Help services division, also known as the Milwaukee Justice Center, produces their own annual report, and it can be located at: https://www.milwaukeejusticecenter.org/annual-reports.html.

Major Changes in FY 2021

There are no major changes in 2021.

Strategic Program Area 1: Administration

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$4,019,861	$4,059,305	$4,550,278	$4,150,804	($399,474)
Revenues	$151,721	$246,323	$126,160	$107,723	($18,437)
Tax Levy	$3,868,140	$3,812,982	$4,424,118	$4,043,081	($381,037)
FTE Positions	30.0	30.0	31.0	31.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
No Activity Data Provided by the Department	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
No Measures Provided by the Department	0	0	0	0

Strategic Overview:

This program area, under direction of the Clerk of Circuit Court/Court Services Director, continues to plan, direct, and coordinate the operations of the other divisions of the Circuit Court. This is the general management and fiscal arm of the Combined Courts operation. This program area is also responsible for the management of grants related to the improvement of Court services. The 2021 budget reflects a cost to continue of existing service levels.

Strategic Implementation:

The Milwaukee County Law Library (MCLL) is a vital resource in the Courthouse for County residents, Judges and their staff, Court and County personnel, and for attorneys and other legal professionals. The Law Library works closely with many court offices including the Clerk of Courts, Records Center, and Family Court Commissioners to help deliver legal information and provide equal access to justice. MCLL works very closely with the Milwaukee Justice Center (MJC) to help pro se patrons navigate the courthouse and court processes. The Law Library also assists low-income users who need assistance obtaining proof they receive public assistance to request a fee waiver.

The MCLL does not have the capacity to track the demographics of the individuals accessing its services. However, Law Library staff indicates that user demographics mirror those of the individuals seeking assistance of the MJC.

On average, over 700 people come into the MCLL each week for assistance. The Law Library also provides assistance to people over the phone and by email. The majority of people using the Law Library are at the Courthouse to access court forms and information, make copies to file with the Clerk's Office, access Wisconsin Circuit Court Access (WCCA), prepare documents for their case, fill out forms, access Wisconsin.gov, or access the Department of Revenue's eRETR system.

The following contract is being included in the 2021 Budget in lieu of review and approval by the County Board during the 2021 fiscal year:

Contracts		
Description	**Vendor**	**Amount**
Legal Resource Center	State of Wisconsin	$234,829

Strategic Program Area 2: Criminal Court

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$5,038,009	$5,155,415	$5,357,623	$5,307,251	($50,372)
Revenues	$3,222,881	$3,103,508	$2,860,339	$3,004,300	$143,961
Tax Levy	$1,815,128	$2,051,907	$2,497,284	$2,302,951	($194,333)
FTE Positions	82.0	83.0	84.0	81.0	(3.0)

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
No Activity Data Provided by the Department	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
No Measures Provided by the Department	0	0	0	0

Strategic Overview:

This program area is responsible for the hearing, trying, and determining of all matters for pretrial, trial and post-conviction proceedings in felony, misdemeanor, and traffic matters. The Criminal Court program area provides expenditure authority for 24 total court rooms, including 14 felony, seven misdemeanor, two intake, and one preliminary courtroom.

Strategic Program Area 3: Children's Court

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$6,017,717	$6,126,981	$7,086,924	$7,118,661	$31,737
Revenues	$941,855	$1,423,473	$1,505,850	$2,181,706	$675,856
Tax Levy	$5,075,862	$4,703,508	$5,581,074	$4,936,955	($644,119)
FTE Positions	33.0	32.0	32.0	32.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
No Activity Data Provided by the Department	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
No Measures Provided by the Department	0	0	0	0

Strategic Overview:

This program area is responsible for adjudicating cases involving Juvenile Delinquency, Children and Juveniles in Need of Protection and Services, Termination of Parental Rights, minor Adoptions, Guardianship of minors, Injunctions and Ordinance violations involving minors, and is responsible for 11 courts.

Strategic Implementation:

Revenues in this program area increase by $676,000 in 2021. This change is based on actual expenditures reimbursed by Title IV-E child welfare program legal services for some attorney affidavits and billings.

Strategic Program Area 4: Civil Court

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$4,618,034	$4,651,469	$5,430,402	$5,338,056	($92,346)
Revenues	$3,911,846	$3,556,125	$3,189,047	$3,146,836	($42,211)
Tax Levy	$706,188	$1,095,344	$2,241,355	$2,191,220	($50,135)
FTE Positions	88.0	93.0	92.0	90.0	(2.0)

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**
No Activity Data Provided by the Department	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
No Measures Provided by the Department	0	0	0	0

Strategic Overview:

This program area is responsible for small claims, large claims, replevin, and eviction actions. This program area provides services in 16 total courtrooms, including nine large claims courtrooms, five small claims courtrooms, and two probate courtrooms.

Strategic Program Area 5: Family Court

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$3,677,191	$3,493,475	$3,776,967	$3,970,660	$193,693
Revenues	$2,349,178	$2,229,988	$2,621,365	$2,470,057	($151,308)
Tax Levy	$1,328,013	$1,263,487	$1,155,602	$1,500,603	$345,001
FTE Positions	31.0	28.0	27.0	30.0	3.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**
No Activity Data Provided by the Department	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
No Measures Provided by the Department	0	0	0	0

Strategic Overview:

This program area is responsible for hearings on family matters such as divorce and domestic abuse, conducting paternity hearings, and provides mediation for families and custody studies. The Family Court program area supports a total of 15 courtrooms staffed by Judges and Commissioners.

Strategic Implementation:

This program area contains the Family Court Mediation Services, which are entirely offset with revenues collected: From filling fees in certain family cases, user fees for mediation and custody study and placement services, and from a portion of marriage license fees for no tax levy impact. If, during the 2021 fiscal year, the actual revenue received from these sources exceeds actual expenditures, the State mandates that the excess revenue be set-aside in a reserve account to offset future operating costs in this section. For 2021, a contribution of $81,204 from the reserve is budgeted.

Strategic Program Area 6: Probate

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$1,948,357	$2,043,377	$2,335,132	$2,326,599	($8,533)
Revenues	$335,436	$336,870	$338,299	$329,679	($8,620)
Tax Levy	$1,612,921	$1,706,507	$1,996,833	$1,996,920	$ 87
FTE Positions	20.0	19.0	19.0	19.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**
No Activity Data Provided by the Department	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
No Measures Provided by the Department	0	0	0	0

Strategic Overview:

This program area is responsible for all probate records filed with the Courts.

Strategic Implementation:

Services in the Probate area are provided by 19.0 FTEs.

Strategic Program Area 7: Family Drug Treatment Court

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$83,548	$93,558	$10,000	$10,000	$ 0
Revenues	$128,340	$91,959	$75,000	$75,000	$ 0
Tax Levy	($44,792)	$1,599	($65,000)	($65,000)	$ 0
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**
No Activity Data Provided by the Department	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
No Measures Provided by the Department	0	0	0	0

Strategic Overview:

This program area is primarily responsible for the Family Drug Treatment Court Grant administration.

Strategic Implementation:

Family Drug Treatment Court has no dedicated staff.

Strategic Program Area 8: Permanency Plan Review

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$665,435	$666,694	$612,730	$751,635	$138,905
Revenues	$677,485	$745,023	$612,730	$751,635	$138,905
Tax Levy	($12,050)	($78,329)	$ 0	$ 0	$ 0
FTE Positions	5.5	5.5	5.5	6.5	1.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**
No Activity Data Provided by the Department	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
No Measures Provided by the Department	0	0	0	0

Strategic Overview:

This program area is responsible for the Permanency Plan Review. Expenditures for this area are entirely offset with revenue from the Department of Children and Families – Division of Milwaukee Child Protective Services, resulting in no tax levy impact.

Strategic Implementation:

Services in Permanency Plan Review are provided by 6.5 FTEs.

Strategic Program Area 9: Self Help

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$251,574	$236,663	$195,118	$233,870	$38,752
Revenues	$123,162	$123,478	$90,905	$90,123	($ 782)
Tax Levy	$128,412	$113,185	$104,213	$143,747	$39,534
FTE Positions	3.0	3.0	3.0	4.0	1.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**
No Activity Data Provided by the Department	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
No Measures Provided by the Department	0	0	0	0

Strategic Overview:

This program area is responsible for the oversight of the Milwaukee Justice Center (MJC), which is a collaborative partnership between the Milwaukee Bar Association, Marquette University Law School, and Milwaukee County.

Strategic Implementation:

Additional revenue continues to be budgeted for 2021 for cost reimbursement from the federal and state governments in relation to child support case assistance.

BUDGET SUMMARY

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures					
Personnel Costs	$139,553	$154,040	$229,001	$223,190	($5,811)
Operation Costs	$5,135,610	$5,151,948	$4,947,744	$4,947,744	$ 0
Debt & Depreciation	$0	$0	$0	$0	$ 0
Capital Outlay	$0	$0	$0	$0	$ 0
Interdepartmental. Charges	$74,000	$74,000	$74,000	$74,000	$ 0
Total Expenditures	**$5,349,163**	**$5,379,988**	**$5,250,745**	**$5,244,934**	**($5,811)**
Revenues					
Direct Revenue	$0	$17,298	$54,046	$54,046	$ 0
Intergovernmental Revenue	$510,493	$445,009	$380,981	$380,981	$ 0
Indirect Revenue	$0	$0	$0	$0	$ 0
Total Revenues	**$510,493**	**$462,307**	**$435,027**	**$435,027**	**$ 0**
Tax Levy	**$4,838,670**	**$4,917,681**	**$4,815,718**	**$4,809,907**	**($5,811)**
Personnel					
Full-Time Pos. (FTE)	2.0	2.0	3.0	3.0	0.0
Seasonal/Hourly/Pool $	$0	$0	$0	$0	$0
Overtime $	$0	$0	$0	$0	$0

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

Department Description:
The Chief Judge and the Judicial Operations Manager are responsible for operation, fiscal management and monitoring of all pretrial contracts, programs, and program outcomes. In addition, the Pretrial Services Advisory Board meets to review program activity, outcomes, and recommendations regarding program development and annual budgets.

Major Changes in FY 2021
There are no major changes anticipated for FY 2021.

Strategic Program Area 1: Pre-Trial Services

Service Provision: **Discretionary**

Strategic Outcome: **Self-Sufficiency**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$5,349,163	$5,379,988	$5,250,745	$5,244,934	($5,811)
Revenues	$510,493	$462,307	$435,027	$435,027	$ 0
Tax Levy	$4,838,670	$4,917,681	$4,815,718	$4,809,907	($5,811)
FTE Positions	2.0	2.0	3.0	3.0	0.0

What We Do With It: Activity Data	
Activity	**2019 Actual**
Universal Screening	Completed 16,810 risk assessments, of those 77% also completed interviews (67% African American; 30% White; 78% Male)
Pre-trial Supervision	Served 5,597 individuals (70% African American; 28% White; 83% Male)
GPS Supervision	318 individuals (71% African American; 25% White; 89% Male)
Repeat Intoxicated Driver	845 individuals (35% African American; 61% White; 81% Male)
Drug Treatment Court	132 individuals (29% African American; 68% White; 70% Male)
Central Liaison Unit	378 diversion participants (52% African American; 40% White; 68% Male) and 262 deferred prosecution participants (47% African American; 50% White; 65% Male)
Treatment Alternatives and Diversions	207 participants (36% African American; 58% White; 67% Male)

How Well We Do It: Performance Measures	
Performance Measure	**2019 Actual**
Universal Screening	52% of the population screened low risk, of which 77% were released to the community while the case was pending. 12% of the population screened high risk, of which 50% were released to the community while the case was pending. The overall release rate in 2019 was 69%.
Pretrial, GPS and Repeat Intoxicated Driver Supervision	Court Appearance: 76%; Public Safety Rate: 84%; No New Violent Criminal Activity: 97%
Drug Treatment Court	Saved an estimated 13,645 jail days in 2019 (average of 524 for graduated participant).
Central Liaison Unit	Diversions saved an estimated 17,445 jail bed days and Deferred Prosecutions saved an estimated 17,560 jail bed days in 2019.
Treatment Alternatives and Diversion	Saved an estimated 13,735 jail bed days in 2019.

Strategic Overview:
This Division is responsible for Pretrial services and universal screening which are funded in order to reduce unnecessary and costly jail bed utilization, reduce pretrial misconduct, and enhance the efficient operation of the Court System. The goals of the Department are to develop and implement dashboards to demonstrate pretrial services program outcomes and the impact of Universal Screening on the jail population and community safety.

Strategic Implementation:
Operating costs for 2021 have not increased from 2020. The pretrial services programs went through a competitive RFP process in 2019. Annual contracts are awarded for the three-year period of 1/1/20-12/31/22 contingent upon annual approval by the County Board.

The Treatment Alternatives and Diversion (TAD) program receives grant funding from the Wisconsin Department of Justice. In 2020, TAD funding totaled $507,975, which included a local match of $126,994. The Pretrial Court Reminder program is grant funded under the MacArthur Safety and Justice Challenge Phase III Implementation and Community Engagement Grant (File No 19-73).

The following contracts are included in the 2021 Budget in lieu of separate review and approval from the County Board during the fiscal year.

Contracts		
Description	**Vendor**	**Amount**
Universal Screening & Release Planning	Justice Point	$1,324,277
Treatment Alternatives and Diversion (TAD)	Justice Point	$462,471
Repeat Intoxicated Driver Intervention Program	Justice Point	$353,690
SCRAM	Wisconsin Community Services	$90,927
Pre-Trial Drug Testing	Wisconsin Community Services	$177,361
Pre-Trial Supervision	Justice Point	$1,589,423
Pre-Trial GPS Supervision	Justice Point	$326,612
Early Interventions Central Liaison Unit	Justice Point	$361,636
Pretrial Court Reminders	Justice Point	$54,046
Trauma Informed Care	Justice Point	$57,254
Cognitive Behavioral Programming	Justice Point	$148,047
TOTAL		**$4,945,744**

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BUDGET SUMMARY

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures					
Personnel Costs	$12,591,005	$12,895,203	$14,308,646	$13,608,758	($699,888)
Operation Costs	$2,960,516	$2,841,305	$3,263,474	$2,530,156	($733,318)
Debt & Depreciation	$0	$0	$0	$0	$ 0
Capital Outlay	$6,234	$9,890	$14,593	$14,593	$ 0
Interdepartmental. Charges	$2,486,828	$2,349,854	$2,340,950	$2,584,500	$243,550
Total Expenditures	**$18,044,583**	**$18,096,252**	**$19,927,663**	**$18,738,007**	**($1,189,656)**
Revenues					
Direct Revenue	$608,109	$600,744	$571,000	$568,000	($3,000)
Intergovernmental Revenue	$16,448,809	$16,509,874	$17,300,146	$16,406,844	($893,302)
Indirect Revenue	$0	$0	$0	$0	$ 0
Total Revenues	**$17,056,918**	**$17,110,618**	**$17,871,146**	**$16,974,844**	**($896,302)**
Tax Levy	**$987,665**	**$985,634**	**$2,056,517**	**$1,763,163**	**($293,354)**
Personnel					
Full-Time Pos. (FTE)	144.5	142.0	142.0	139.0	- 3.00
Seasonal/Hourly/Pool $	$0	$0	$	$0	$0
Overtime $	$23,542	$27,701	$22,848	$0	($22,848)

Department Mission:
To promote family stability by improving the quality of life for children in Milwaukee County. Through the utilization of federal, state, and community resources, the Department establishes paternity for children without a legal father, establishes and enforces fair support orders for children with an absent parent, and efficiently collects and effectively disburses support payments to children's families.

Department Description:
Child Support Services (CSS) implements the Child Support Enforcement Act, pursuant to Title IV-D of the Federal Social Security Act and Sections 49.22 and 59.53(5) of the Wisconsin Statutes, under contract with Wisconsin's Department of Children and Families. State-managed public assistance programs refer cases for child support services when a custodial parent or child is eligible for benefits. Parents or custodians who do not receive public benefits may also apply for federally funded child support services.

Individuals choosing not to apply for services or those ineligible for full services may receive limited child support services funded by County tax levy and fees for services. Child Support Services works cooperatively with State agencies and other County departments to comply with Federal and State IV-D program mandates, including providing parent location services, establishing paternity, and establishing and enforcing child and medical support orders in local and interstate case.

Major Changes in FY 2021

The planned Support Collection Incentive Plan (SCIP) program has ended. This program funded performance incentives for improved collections. The discontinuation of this program in 2021 allows for CSS to redeploy resources that will avoid any service disruptions.

One Office Support Assistant II, one Paralegal and one Child Support Assistant are abolished in 2021.

Strategic Program Area 1: Child Support Services

Service Provision: **Mandated**

Strategic Outcome: **Self-Sufficiency**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$18,044,583	$18,096,252	$19,927,663	$18,738,007	($1,189,656)
Revenues	$17,056,918	$17,110,618	$17,871,146	$16,974,844	($896,302)
Tax Levy	$987,665	$985,634	$2,056,517	$1,763,163	($293,354)
FTE Positions	144.5	142.0	142.0	139.0	(3.0)

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Total IV-D Cases	124,069	123,069	124,000	119,000
Court Orders Established	8,587	7,366	8,700	8,000
Paternities Established	7,297	7,021	7,500	7,300
Office Walk-Ins	39,044	37,677	38,000	38,000
IV-D Support Collections	$117,013,476	$116,600,065	$117,100,000	$117,000,000

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Paternity Establishment Rate	94.05%	92.75%	90.00%*	90.00%*
Order Establishment Rate	80.48%	80.75%	80.00%*	80.00%*
Current Support Collection Rate	64.06%	64.34%	64.00%	64.00%
Arrears Collection Rate	59.90%	59.78%	60.00%	59.80%

* Full Federal performance funding is available at this level.

Strategic Overview:
CSS has concluded a strong year, performance-wise, up until the impact of the Coronavirus pandemic in March, with consequent disruption of employment, which has significant impacts on both custodial and non-custodial parents and their families. Many of the parents CSS serves are hourly workers, often in lower pay scale jobs that are highly sensitive to economic disruption. Child Support is especially important for these families during an economic crisis, when jobs and regular paychecks have been disrupted.

CSS closed out FY2019 at or above the goal performance in Federal metrics for Order Establishment, Current Support Collection, and the collection of Arrears. Total collections were $116,600,065 (support and arrears), $83,700,159 of current support was collected, consistently over 64% of current support collections. Six months later, with the impact of the Coronavirus pandemic, CSS has had to refocus, as have probably all county departments and state and local

governments. Most CSS staff are working remotely, to reduce population in our courthouse offices. CSS attorneys are all continuing to represent the state of Wisconsin in Family court, but remotely through telephone and some digital hearings. Remote hearings are expected to continue through at least September 2020. The CSS customer service window had to be closed in the first weeks of the pandemic but was then among the first county customer service functions to reopen. Customer service windows remain open, with furniture removed, and spacing and precautions in place. The payment window is open, customer service interaction is available by appointment, and generally conducted over the telephone.

2020-21 demands CSS pivot to core customer service functions with a priority to maximize CCS's ability to retain and field staff that most directly provide service to the families served and reconsider some key programs. In particular, CCS has ended its planned SCIP program, which funded performance incentives for improved collections, applying the past success of the ZIPS 53206 project to the overall caseload. Applying the Milwaukee County Vision of being the Healthiest County in Wisconsin and making strategic and budgetary decisions with a lens of Racial Equity in mind, it was necessary to redeploy some of the resources to incentivize enforcement and collections performance in order to reduce negative service impacts to the families CCS serves. This was necessary if staff had to be further reduced, especially in light of the unprecedented fiscal challenges of the pandemic.

By making changes to the SCIP program, CSS maintains staff levels necessary to provide the best service it can for Milwaukee County families. This budget still removes funding for 3 CSS positions; an Office Support Assistant II, a Child Support Assistant, and a Paralegal. Service impacts would otherwise have been greater, exacerbating a caseload that is already among the highest per FTE in the country.

Strategic Implementation:
Child Support Services is a performance funded department in which higher performance on child support metrics translates into a greater share of federal funds. Child Support leverages federal dollars and generates returns on investment for the Milwaukee community; every dollar spent on child support programming brings in an additional $2 in Federal funding. Likewise, a $1 cut to child support loses $2 from the Federal government and multiplies service impacts to families that are low income, with potentially generational negative effect.

Child Support Services continues to see consistent performance in each of the four Federal Performance metrics: Paternity Establishment, Order Establishment, Collection of Current Support, and Collection of Arrears.

Public Safety Function

- Office of the Sheriff
- House of Correction
- Office of the District Attorney
- Office of Emergency Management
- Medical Examiner

DEPARTMENTAL NARRATIVES

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BUDGET SUMMARY

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures					
Personnel Costs	$48,861,396	$51,271,118	$48,842,398	$48,199,728	($642,670)
Operation Costs	$4,625,137	$4,364,975	$7,698,823	$7,224,137	($474,686)
Debt & Depreciation	$2,146	$43	$0	$0	$ 0
Capital Outlay	$74,824	$167,093	$231,500	$83,500	($148,000)
Interdepartmental. Charges	($8,470,816)	($9,094,637)	($9,651,542)	($9,651,336)	$ 206
Total Expenditures	**$45,092,687**	**$46,708,592**	**$47,121,179**	**$45,856,029**	**($1,265,150)**
Revenues					
Direct Revenue	$6,736,707	$6,465,805	$6,980,131	$6,480,339	($499,792)
Intergovernmental Revenue	$4,815,691	$5,016,062	$5,326,852	$5,791,762	$464,910
Indirect Revenue	$0	$0	$0	$0	$ 0
Total Revenues	**$11,552,398**	**$11,481,867**	**$12,306,983**	**$12,272,101**	**($34,882)**
Tax Levy	**$33,540,288**	**$35,226,725**	**$34,814,196**	**$33,583,928**	**($1,230,268)**
Personnel					
Full-Time Pos. (FTE)	707.0	708.0	723.0	718.0	(5.0)
Seasonal/Hourly/Pool $	$318,783	$405,143	$476,070	$575,290	$99,220
Overtime $	$7,767,409	$9,836,731	$3,577,500	$3,907,140	$329,640

Department Mission:

The Milwaukee County Sheriff's Office (MCSO) fosters a strong and safe Milwaukee County by serving the public with honor, integrity, and accountability. The Sheriff's Office affirms the public trust through the humane and efficient operation of the Milwaukee County Jail. and by maintaining the peace within Milwaukee County in a manner that respects the rights and dignity of all residents. Sworn, corrections, and civilian members of the Sheriff's Office dedicate themselves to the efficient discharge of all duties prescribed in the Wisconsin Statutes, the Milwaukee County Code of General Ordinances, and the policies and procedures of Milwaukee County and the Sheriff's Office.

Department Description:

MCSO is a full-service law enforcement agency charged with maintaining the peace within Milwaukee County and operating the Milwaukee County Jail. MCSO's primary duties include the safe and humane operation of the Milwaukee County Jail; providing police services to Milwaukee County's courts, airports, parks, expressways, and major facilities; conducting criminal investigations; effecting arrests and warrants; serving process papers; and extraditing criminals.

The Police Services Bureau is responsible for patrolling Milwaukee County's grounds, airports, parks and expressways, effectuates the service of civil process, and provides security and bailiff services to the Milwaukee County Circuit Court at each of its facilities. In addition, the Police Services Bureau includes the Criminal Investigation Division and all investigatory personnel assigned to six inter-agency task forces. The Police Services Bureau also encompasses

specialty units including the Special Weapons and Tactics Team, the Major Incident Response Team, the Explosive Ordnance Disposal Unit, the Maritime Unit, the K-9 Unit, and the Motor Unit.

The Detention Services Bureau is responsible for the operation of the Milwaukee County Jail, a secure detention facility with a total bed space of 960 detainees. The Milwaukee County Jail is primarily a pre-trial holding facility, although a small number of sentenced offenders awaiting transfers or hearings are also housed within the jail. The Sheriff has the authority to request the transfer of inmates between the Milwaukee County Jail and the House of Correction to maximize the use of available bed space.

The Administrative Service Bureau is responsible for the efficient management of MCSO's operations. Functions include Administration and Compliance, the Law Enforcement Analytics Divisions (LEAD), Internal Affairs, Fiscal Affairs and Public Affairs / Community Engagement.

Major Changes in FY 2021

6.0 FTE Deputy Sheriff positions are abolished in 2021, leaving 273.0 FTE funded Deputy Sheriff positions. One (1.0) FTE Deputy Sheriff has been assigned to serve as protection for the County Executive through file 20-387.

In order to better align command responsibilities, positions were moved to new program areas. Some positions were being utilized by two or three separate bureaus and revenue and expenditures were not matching. The Investigative Services Bureau has the most change. Positions that are in the Law Enforcement Analytics Division (LEAD), the Milwaukee Area Threat Reduction and Intelligence eXchange (MATRIX) unit, Field Investigation, High Intensity Drug Trafficking Area (HIDTA) and the Crime Analyst are moved into this bureau. These positions are either analytical in nature or are part of a specialized task force and make more sense to be deployed under the Investigative Services Bureau umbrella.

The balance of the Deputy Sheriff positions and the hourly Parking Checkers from the Parks/Targeted Enforcement Unit (TEU) area are moved to the Patrol area in the Patrol Services Division. The Parks/TEU positions are not eliminated, they will be tracked through labor distribution as a specialized unit instead of transferring employees in and out of this unit. This will also decrease Human Resources duties of moving personnel.

The COVID-19 pandemic has also had a substantial effect on the operations of MCSO. More Personal Protective Equipment (PPE) is included in the budget request for employees and inmates as well as increased funding for hand sanitizer, wipes, and cleaning products. Protocols and procedures have been adjusted to incorporate the Centers for Disease Control and Prevention (CDC) guidelines for cleaning, returning to work, wearing PPE, and social distancing. Plans are in place in the event of a reoccurrence of COVID-19 would happen or for any other future virus or medical emergency.

Strategic Program Area 1: Administration and Compliance

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$2,478,916	$3,185,672	$2,518,837	$1,811,795	($707,042)
Revenues	$323,680	$283,948	$344,000	$279,920	($64,080)
Tax Levy	$2,155,236	$2,901,724	$2,174,837	$1,531,875	($642,962)
FTE Positions	38.0	34.0	37.0	37.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Actual**	**2021 Budget**
Public Records Requests	3,615	3,554	1,310	3,600

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Actual**	**2021 Target**
No Performance Measures provided				

Strategic Overview:

This program area performs essential duties including strategic leadership, day-to-day management, and oversight of all compliance-related operations. The administrative staff provides budget preparation, accounting, fiscal monitoring, accounts payable, and procurement services.

Strategic Implementation:

Expenses decrease in 2021 due to an increase in vacancy and turnover and reductions to various commodities and services accounts.

There is no change to net positions in this program area. 2.0 FTE Captain and 1.0 FTE Crime Analyst are transferred to other program areas, while 2.0 FTE Fiscal Assistant are transferred in. 1.0 FTE Accountant 3 is abolished. 1.0 FTE Compliance Services Manager is created, 1.0 FTE Jail Population Analyst was created in 2020 in file 19-849. Over a two-year period, the Jail Population Analyst will conduct daily monitoring of Milwaukee County's inmate population, utilizing advanced business intelligence systems implemented and maintained by the Sheriff's Office.

No funds shall be expended in 2021 for the operation of the Office of the Sheriff's Mobile App hosted by MobilePD. Milwaukee County is exploring the development and implementation of a new consolidated mobile app to serve multiple departments.

The following contracts are included in the 2021 budget in lieu of separate review and approval from the County Board during the fiscal year.

Contracts		
Contract Amount	**Description**	**Provider**
$2,794,206	Inmate Transportation	G4S Secure Solutions (USA) Inc.
$527,916	Body Cameras, tasers, arbitrators and storage	Axon Enterprise Inc.
$235,000	Service of Legal papers	State Process Service Inc.
$48,576	Lease 6 Motorcycles 1	House of Harley
$51,425	Lease 6 Motorcycles 2	House of Harley
$1,350,000	Inmate Phone Commissions	CenturyLink Inc
$50,000	Video Visitation Commissions	CenturyLink Inc
$400,000	Traffic Mitigation Contract	State of Wisconsin DOT
$236,000	Freeway Service Team	State of Wisconsin DOT
$202,000	TSA Certified Explosives Detection Canine Teams	TSA
$85,000	OWI Grant	State of Wisconsin DOT
$35,000	BOTS Seatbelt Grant	State of Wisconsin DOT
$45,000	BOTS Speed Grant	State of Wisconsin DOT
$58,000	HIDTA	Federal Govt.-National HIDTA
$18,649	USM Fugitive Task Force	United States Marshal's Office
$36,000	FBI Gang Task Force	FBI
$18,000	Joint Task Force	FBI
$5,000	Bureau of Alcohol, Tobacco, Firearms & Explosive	ATF
$2,000	Milwaukee Child Exploitation Human Trafficking Task Force	FBI
$528,948	Security and Emergency Room Services	Children's Hospital of Wisconsin
$528,948	Security and Emergency Room Services	Froedtert Memorial Lutheran Hospital

Strategic Program Area 2: Training Academy

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$2,200,184	$242,456	$410,150	$410,150	$ 0
Revenues	$359,314	$196,106	$410,150	$410,150	$ 0
Tax Levy	$1,840,870	$46,350	$ 0	$ 0	$ 0
FTE Positions	12.0	10.0	12.0	12.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Actual**	**2021 Budget**
Deputy Sheriff Recruits Certified	44	19	14	50
Correctional Officer Recruits Certified	88	24	34	75

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
No Performance Measures Provided				

Strategic Overview:

This program area is responsible for providing recruit training, firearms training, and in-service training for Sheriff personnel and outside agencies. This service area has $0 tax levy as all costs are charged to other program areas within the Office of the Sheriff.

Strategic Implementation:

There are no major changes in 2021.

Strategic Program Area 3: County Jail

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$20,886,176	$22,438,421	$21,233,927	$21,617,014	$383,087
Revenues	$2,342,636	$2,590,232	$2,610,000	$2,475,000	($135,000)
Tax Levy	$18,543,540	$19,848,190	$18,623,927	$19,142,014	$518,087
FTE Positions	326.0	336.0	338.0	335.0	(3.0)

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Actual**	**2021 Budget**
Bookings	31,245	30,027	9,946	32,000
Daily Population	935	887	739	940
Inmates Per Budgeted Corrections Officer	3.67	3.44	2.88	3.66

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
No Performance Measures Provided				

Strategic Overview:

This area is responsible for the County Jail, Centralized Booking/Court Staging, Inmate Transportation and Court Liaison Unit.

Strategic Implementation:

MCSO contracts for inmate transportation and inmate phone and video visitation are currently in the RFP process and should conclude in 2020.

Total 2021 revenues in this program area decrease due to lower phone revenues anticipated.

Strategic Program Area 4: Expressway Patrol

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$4,128,761	$5,007,906	$7,475,203	$7,994,591	$519,388
Revenues	$5,675,216	$5,534,134	$6,120,002	$6,304,992	$60,000
Tax Levy	($1,546,455)	($526,228)	$1,355,201	$1,689,599	$334,398
FTE Positions	87.0	86.0	86.0	92.0	6.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Actual**	**2021 Budget**
Traffic Citations	32,099	34,206	13,811	32,000
Calls for Service	52,052	56,538	27,603	56,000
Auto Accidents Reported/Investigated	5,125	5,040	1,528	5,000

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Actual**	**2021 Target**
No Performance Measures Provided				

Strategic Overview:

The Expressway Patrol Division provides law enforcement services for the 158 miles of urban freeway traveling through Milwaukee County. Tax levy support of $1,915,245 is provided for this state mandated obligation through Expressway Policing Aids (EPA) ss59-84(10)(b) and General Transportation Aids (GTA) program ss86.30. Milwaukee County is the only county in Wisconsin that is responsible for patrolling its expressways. The State Highway Patrol has responsibility for expressways in all other Counties.

Strategic Implementation:

6.0 FTE Deputy Sheriffs are transferred in from other program areas. Expenditures increase primarily due to a $246k increase in overtime expenses.

Costs also increase for motorcycle rental costs and for a new key management system for squad cars.

Revenues remain mostly flat in 2021. The projection for fine and forfeiture revenue decreases by $190,000 to account for a general declining trend and decreased activity since the COVID-19 pandemic. There is also an increase in $200,000 for state grant revenue.

Strategic Program Area 5: Court Security

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$8,331,615	$7,734,447	$8,168,116	$7,485,658	($682,458)
Revenues	$1,250	$0	$0	$0	$ 0
Tax Levy	$8,330,365	$7,734,447	$8,168,116	$7,485,658	($682,458)
FTE Positions	94.0	97.0	104.0	97.0	(7.0)

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Actual**	**2021 Estimate**
Number of Bailiff Posts	88	90	91	91
Duress Alarm	81	82	24	82
Elevator Alarm	112	100	26	100
All Other Offenses	N/A	227	397	227
High Risk Moves	561	1,357	425	1,357
Inmate Movement	9,029	11,372	2,527	11,372
Trouble Subject	190	213	43	213
Disturbance	57	55	7	55
Arrests	1,653	1,727	449	1,727

How Well We Do It: Performance Measures				
Performance Measure	**2018Actual**	**2019Actual**	**2020 Actual**	**2020 Target**
No Performance Measures Provided				

Strategic Overview:

This program area is responsible for providing sworn law enforcement services to the judiciary, employees, and public who are attending to business in the Milwaukee County Courthouse Complex and the Vel R. Phillips Youth and Family Justice Center. Specific responsibilities include bailiff assignments in five separate buildings, escorting inmates to court appearances, and responding to emergencies occurring in and around court facilities.

Strategic Implementation:

7.0 FTE Deputy Sheriff are transferred out to other program areas while Overtime increases by $387k.

In addition to court posts, the Courts Division must also staff the Municipal Court in the Criminal Justice Facility (CJF). This position was staffed under the City-County agreement in which the City offered funds to help build the CJF. That agreement was renewed in 2014 and the position continues to be staffed. As the CJF phased out sworn officers, it

became necessary for the Courts Division to assume the responsibility of Visiting Control Security. Sworn officers budgeted within the Courts Division are also required to staff both the DA Liaison and Courts Liaison posts. The positions are as follows:

Position	Number of Posts
Municipal Court	1
DA Liaison/Court Liaison	5
Visiting Control Security (24-hour cycle)	3
Total	**9**

Strategic Program Area 6: Airport Security/K9

Service Provision: **Committed**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$333,273	$244,292	$217,000	(52,744)	($269,744)
Revenues	$160,172	$187,276	$217,000	$217,000	$ 0
Tax Levy	$173,101	$57,016	$ 0	($269,744)	($269,744)
FTE Positions	58.0	55.0	55.0	55.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Actual**	**2021 Budget**
Summary Arrests	117	161	41	125
Warrant Arrests	68	68	14	68
Uniform Traffic Citations	1,124	1,097	397	1,000
County Ordinance Citations	168	180	69	170
Calls for Service	16,979	14,478	4,428	15,000

2020 as of May 31st

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
No Performance Measures Provided				

Strategic Overview:

This program area is responsible for providing overall security and law enforcement services for the General Mitchell International Airport (GMIA) to comply with the Federal Aviation Administration security requirements. Officers assigned to the airport work closely with other agencies, businesses located at GMIA, Airport operations, TSA, FAA, airlines, Milwaukee County Fire Department, and numerous independent businesses. All expenditures in this program area are cross-charged to DOT-Airport.

Strategic Implementation:

All expenditures in this program area are charged to DOT-Airport and supported by airline revenues. The negative tax levy in this area reflects the salary and overtime costs expected to increase once a final contract is agreed to between the County and the Milwaukee Deputy Sheriffs Association. After the contract is approved by the County Board, personnel costs will be transferred from Org 1972 – Wage and Benefit modification to this program area to restore the tax levy impact to $0

Strategic Program Area 7: Criminal Investigations

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$1,006,100	$1,573,634	$1,622,015	$2,865,000	$1,242,985
Revenues	$35,683	$26,648	$0	$85,000	$85,000
Tax Levy	$970,417	$1,546,986	$1,622,015	$2,780,000	$1,157,985
FTE Positions	14.0	14.0	14.0	28.0	14.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Actual**	**2021 Budget**
Background Checks	397	541	207	500
Criminal Complaints Issued	3,895	4,072	1,213	4,000

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
No measures provided				

Strategic Overview:

This program area houses MCSO's detective unit and investigates crimes with a unique nexus to Milwaukee County's operations, properties, and criminal jurisdiction. This includes the investigation of crimes occurring in the Milwaukee County Parks, on the expressway system, in Milwaukee County facilities, and on Milwaukee County property. Additionally, this program area houses assignments to specialized interagency task forces as well as MCSO's background investigations unit, which performs duties related to MCSO and Milwaukee County employee recruitment.

Strategic Implementation:

In 2021, the Law Enforcement Analytics Division, Field Investigation, and HIDTA units are consolidated into this program area.

3.0 FTE Captain, 9.0 FTE Deputy Sheriff and 1.0 FTE Crime Analyst are transferred in.

1.0 FTE Deputy Sheriff Position was created for the County Executive security detail from File 20-387.

Strategic Program Area 8: Civil Process/Warrants

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$1,617,418	$1,689,250	$1,716,960	$1,732,691	$15,731
Revenues	$928,636	$917,497	$910,000	$912,000	$2,000
Tax Levy	$688,782	$771,753	$806,960	$820,691	$13,731
FTE Positions	18.0	18.0	18.0	19.0	1.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Actual**	**2021 Budget**
Writs of Restitution (Evictions)	3,940	3,889	830	3,900
Writs of Assistance (Foreclosures)	252	218	53	2
Temporary Restraining Orders Received	4,333	4,112	1,786	4,500
Civil Process Papers Served	9,336	9,669	3,174	9,600

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
No Performance Measures Provided				

Strategic Overview:

This program area executes service of civil papers in Milwaukee County as required by Wisconsin State Statute 59.27 (4). Civil process papers are time sensitive and need to be executed in accordance with State Statute Chapters 801 & 847 depending on the paper type. Unit responsibilities include, but are not limited to, the service of evictions, foreclosures, replevins, extraditions, temporary restraining orders (TROs), injunctions, subpoenas, small claims, summons, complaints, and mental health commitment papers and transportation of individuals to and from other counties for treatment.

Strategic Implementation:

Nearly 4,000 households annually ended up homeless due to the eviction process in Milwaukee County. To provide a greater opportunity for families to avoid homelessness, the Office of the Sheriff, as allowed by state statute, is extending the notice given to tenants prior to the removal of their belongings from 24 to 48 hours.

In 2021, this program area will work closely with the Housing Stabilization Assistant (HSA) in the DHHS-Housing Division to provide the HSA with additional opportunities to prevent evictions.

1.0 FTE Clerical Assistant is transferred in from Central Records to reflect their work in the Civil Process area.

Civil Process Unit Activity Data			
Activity	**2018**	**2019**	**2020***
Total Number of Writs of Restitution (Eviction)	3,940	3,889	830
Total Number of Writs of Assistance (Foreclosure)	252	218	53
Total Number of Replevins & Executions	138	160	33
Total Number of Temporary Restraining Orders	4,333	4,112	1,786
Total Number of Temporary Restraining Orders-Removal	4604	445	145
Total Number of Injunctions	1,606	1,650	687
Total Extradition Trips	98	80	30
Total Number of Civil Process Papers Serviced	9,336	9,669	3,174
Total Number of Civil Process Papers Received	18,988	18,695	5,669
% Papers Served versus Received	49%	52%	56%

** 2020 as of 7/03/20*

Strategic Program Area 9: County Grounds Security

Service Provision: **Committed**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$2,564,932	$2,131,160	$1,436,156	$1,412,646	($23,510)
Revenues	$1,576,082	$1,565,988	$1,565,831	$1,588,039	$22,208
Tax Levy	$988,850	$565,172	($129,675)	($175,393)	($45,718)
FTE Positions	13.0	11.0	11.0	11.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Actual**	**2021 Budget**
Calls for Service	2,469	4,428	2,189	4,500

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
No Performance Measures Provided				

Strategic Overview:

This Program area is responsible for the security of the County Grounds and County Zoo. Expenditures in this program are offset by service charges to users. Costs for patrolling the County Grounds are reimbursed by County Grounds institutions.

Strategic Implementation:

0.5 FTE hourly Parker Checker is moved from Parks/TEU to County Grounds in a realignment of command responsibilities. These positions will remain under the command of the Patrol Services Bureau Inspector.

Strategic Program Area 10: Park/Targeted Enforcement Unit (TEU)

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$846,435	$1,395,641	$1,597,830	$0	($1,597,830)
Revenues	$86,399	$105,133	$75,000	$0	($75,000)
Tax Levy	$760,036	$1,290,508	$1,522,830	$ 0	($1,522,830)
FTE Positions	14.0	14.0	15.0	0.0	(15.0)

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Actual**	**2021 Budget**
N/A				

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
N/A				

Strategic Overview:

This program area previously provided targeted law enforcement services including patrols of the Milwaukee County Parks and other essential and highly specialized duties as assigned. The Park/TEU Division provided law enforcement services for the 155 urban and suburban parks, parkways, golf courses, and aquatic centers.

Strategic Implementation:

In order to align resources with command responsibilities, the Parks/TEU has been transferred to other program areas including Criminal Investigations, Highway Patrol, and County Grounds.

This separation is intended to better align tasks forces with the Investigative Services Bureau and Parks and County Grounds under the Patrol Services Bureau. Parks/TEU will no longer have any permanently assigned resources but will be tracked through labor distribution as a special assignment.

Strategic Program Area 11: Specialized Units

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$814,321	$989,607	$576,331	$579,228	$2,897
Revenues	$13,405	$15,001	$0	$0	$ 0
Tax Levy	$800,916	$974,606	$576,331	$579,228	$2,897
FTE Positions	0.0	0.0	0.0	0.0	0.3

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Actual**	**2021 Budget**
No activities provided				

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
No Performance Measures Provided				

Strategic Overview:

This program area includes the EOD (Explosive Ordnance Disposal) Unit, Maritime Unit, SWAT (Special Weapons and Tactics) Team, and MRT (Mobile Response Team). As in previous years, this program does not have any dedicated positions and most expenditures are for overtime and commodities.

Strategic Implementation:

There are no major changes in 2021. Total expenditures for each specialized unit are as follows:

EOD Unit: $107,312

SWAT Team: $234,772

Mobile Response Team: $29,660

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	($115,444)	$76,106	$102,456	$0	($102,456)
Revenues	$49,925	$59,903	$55,000	$0	($55,000)
Tax Levy	($165,369)	$16,203	$47,456	$ 0	($47,456)
FTE Positions	2.0	2.0	1.0	0.0	(1.0)

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Actual**	**2021 Budget**
N/A				

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
N/A				

Strategic Overview:
This program area is moved to the Criminal Investigations area to better align resources with the task forces within that area.

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Strategic Program Area 13: Building Security

Service Provision: **Committed**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$0	$0	$46,198	$0	($46,198)
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$ 0	$ 0	$46,198	$ 0	($46,198)
FTE Positions	31.0	31.0	32.0	32.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Actual**	**2021 Budget**
No activities provided				

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
No Performance Measures Provided				

Strategic Overview:

This program area comprises civilian security staff who control external and internal entrances and exits at the Courthouse and Vel R. Phillips Youth and Family Justice Center. Public Safety Officers (Facilities Worker Security) staff screening stations at the entrances and exits of the complex and ensure a safe environment for all individuals.

Costs in this program area are cross charged to other departments that utilize the County Courthouse Complex or the Vel R. Phillips Youth and Family Justice Center.

Strategic Implementation:

There are no major changes in 2021.

BUDGET SUMMARY

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures					
Personnel Costs	$19,029,664	$19,192,298	$19,131,409	$18,957,552	($173,857)
Operation Costs	$25,888,603	$30,324,468	$31,029,531	$30,035,489	($994,042)
Debt & Depreciation	$0	$0	$0	$0	$ 0
Capital Outlay	$204,008	$195,146	$220,147	$25,000	($195,147)
Interdepartmental. Charges	$141,268	$222,847	$135,875	$155,126	$19,251
Total Expenditures	**$45,263,543**	**$49,934,759**	**$50,516,962**	**$49,173,167**	**($1,343,795)**
Revenues					
Direct Revenue	$3,679,073	$3,703,845	$3,824,833	$3,009,614	($815,219)
Intergovernmental Revenue	$2,118,623	$2,806,734	$3,670,400	$2,576,228	($1,094,172)
Indirect Revenue	$0	$0	$0	$0	$ 0
Total Revenues	**$5,797,696**	**$6,510,579**	**$7,495,233**	**$5,585,842**	**($1,909,391)**
Tax Levy	**$39,465,847**	**$43,424,180**	**$43,021,689**	**$43,587,325**	**$565,636**
Personnel					
Full-Time Pos. (FTE)	363.0	363.0	363.0	359.0	(4.0)
Seasonal/Hourly/Pool $	$0	$0	$0	$0	$0
Overtime $	$4,241,550	$3,624,112	$1,914,864	$1,621,512	($293,352)

Department Mission:

The mission of the Milwaukee County House of Correction (HOC) is to provide a safe and secure jail/correctional operation for those in custody and workplace for staff while also ensuring all persons in our custody are treated with dignity, respect, and given the opportunity and encouragement to reach their full potential. The HOC is a supportive resource providing services, labor, and product to help reduce the cost of incarceration and recidivism while minimizing expenses for other County Departments, the public, and non-for-profit entities.

Department Description:

The functions of the HOC are defined in Chapters 302, 303, 304 and 973 of the Wisconsin Statutes. The HOC receives and maintains custody of all those sentenced in Milwaukee County and other jurisdictions as authorized by County ordinance, for periods not to exceed one year per conviction. HOC then releases them upon expiration of sentence, upon orders of the courts, or other recognized authorities. Statutes allow this institution to receive and maintain custody of people awaiting trail (meaning those awaiting adjudication) at the request of the Milwaukee County Sheriff.

For those in custody, the HOC provides:

- Programs of work release (generally called Huber privileges) to allow work, Education, and treatment outside of the HOC

- Training programs which provide those in custody self-efficacy in matters such as personal growth, education, work readiness, job training/certification, Alcohol & Other Drug Abuse (AODA), and other types of therapy and treatment
- A program of home detention using electronic monitoring (EM) equipment
- The HOC is one of only twenty correctional facilities in the nation to house a full-service American Job Center which provides employment services within our facility to help those in custody prepare for job search

The HOC also:

- Oversees the medical contract that provides medical, dental, and other necessary services to patients at both the HOC and the Milwaukee County Jail (MCJ)
- Oversees the food services contract that provides meals to those housed at the HOC and MCJ
- Manages the Day Reporting Center (DRC) contract which allows HOC participants and individuals under Deferred Prosecution Agreements to obtain a GED, enhanced education skills, personal growth, job training and services, as well as take part in AODA treatment/services

The HOC is organized into the following program areas: Administration, House of Correction (secure housing units and dormitories), patient Medical and Mental Health, and reentry and restorative Programming

The Administration Program Area is responsible for the day-to-day functions of the department including finance, accounting, and budgeting. This area consists of:

- Central Administration (Superintendent, Assistant Superintendents, Captains, and Internal Affairs)
- The Business Office (Finance, Budgeting, and Purchasing)
- Resident Accounts (Support Services for those in custody)

The HOC Housing Area oversees the living areas within the facilities. The State of Wisconsin Department of Corrections (DOC) approved rated housing capacity for the HOC is 1,886 -- and consists of: 82 segregation beds/cells, 548 dormitory beds in the North building (ACC-North), 1,136 dormitory beds in the South building (ACC-South), and 90 beds in the Franklin Lotter (FML) building, plus 30 hospital beds. The FML building was renovated in 2020 to be an Alternative Care hospital for COVID positive patients with 30 hospital beds and three dorms that can house 30 each. The HOC program area includes:

- Housing units
- Specialized units (Programs, Training, Emergency response, Transportation)
- The power plant

Patient Medical, Dental, and Mental Health consists of the medical units, dental and psychiatric services. These services are provided through a contract with Wellpath, LLC. This agreement is managed by the HOC and serves both the MCJ and the HOC, as well as a new Alternative Care Facility (ACF) for COVID positive patients across the State.

Programming provides basic education, employment training programs, Treatment based programs and work experience in the HOC's print shop, laundry, and kitchen/bakery, as well as offsite work opportunities. This area offsets some expenses by providing products and services to other departments, the public, and not-for-profit agencies. The DRC expands HOC's role in programming and facilitates effective participation in the DRC treatment options. The HOC continues to implement new programs, evaluate and review current programming activities, expand the scope and objectives of current activities, as well as search for programming partners and resource options within the Milwaukee community. Currently, this Program Area includes:

- Huber/EM
- Programming (including the American Job Center)
- Laundry
- Kitchen/Bakery

- Graphics Shop (which supports the entire County and some community non-profit agencies)
- The Day Reporting Center (DRC)
- Benedict Center (Focusing on female participants)

Major Changes in FY 2021:

New Alternative Care Facility (ACF): Due to COVID-19, FEMA, in partnership with Milwaukee County, remodeled a building on the HOC grounds to be used as a hospital and dorms for COVID positive patients across the State. The 2021 budget does not currently include any costs or staffing for the ACF. If use of the ACF is required in 2021, additional staffing and funding may be required. The 2021 Recommended Budget does not include funding specifically for the ACF due to uncertainty surrounding its future uses as well as the potential for state and federal emergency revenue for this purpose if the operation continues into 2021.

DOC MDRC Revenue: An agreement with Milwaukee County and State DOC will allow those sentenced to the state the ability to received treatment based services through the Day reporting center (operated by HOC) the program has two tracks; Track #1 reserves up to 20 participants to participate in the Men's Community Transition Services Center (MCTSC) DOC will pay Milwaukee County for the participants to utilize the Day Reporting Center which will generate about $230,000 for the County on an annual basis. Track #2 provides the same treatment-based services for up to 24 participants housed within state transitional living programs. Track #2 revenue is anticipated to be $195,000 but based on timing, was not included in the 2021 Budget. This portion of the agreement will be considered at a later date.

Revenue Decreases: approximately $1.9 million overall, primarily due to housing fewer DOC Division of Adult Institutions (DAI) than desired. The DOC pays the HOC a daily rate to house each person and currently only one instead of two dorms are being utilized for their housing . DOC Sanction revenues are also a factor in the decrease, as well as a reduction in Electronic Monitoring revenue due to having fewer participants allowed to go out than anticipated.

Strategic Program Area 1: Administration

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$2,679,420	$2,827,831	$3,317,472	$2,667,470	($650,002)
Revenues	$6,534	$10,154	$2,035	$1,710	($ 325)
Tax Levy	$2,672,886	$2,817,677	$3,315,437	$2,665,760	($649,677)
FTE Positions	38.0	39.0	40.0	33.0	(7.0)

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
The HOC is moving to an electronic grievance system which will allow detailed tracking activities related to number of grievances by type, e.g. food.				

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Number of Overtime Hours Worked by Correctional Officer per Pay Period	23.25	17.64	<10 hours	< 10 hours
The HOC is developing a measure of total number of grievances submitted to proportion sustained or dismissed.				

Strategic Overview:

The Administrative Program Area of the House of Correction (HOC) oversees the day to day operation and management of the facility including finance and budgeting for the HOC. The Program area also includes the HOC's Maintenance Department and Resident Accounting, which provides support services to those in custody.

Strategic Implementation:

Expenditures and numbers of full-time equivalent employees (FTEs) decrease primarily due to staffing adjustments and reassignments, as well as abolishing two vacant positions.

Strategic Program Area 2: House of Correction

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$17,742,309	$17,825,227	$19,194,301	$18,611,245	($583,056)
Revenues	$4,326,114	$4,900,598	$5,846,832	$4,243,446	($1,603,386)
Tax Levy	$13,416,195	$12,924,629	$13,347,469	$14,367,799	$1,020,330
FTE Positions	277.0	276.0	302.0	282.0	(20.0)

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Hours Giving Back*	188,400	138,552	227,148	190,000
The HOC plans to develop measure of proportion of shakedowns that identified and removed illegal contraband.				

** Average Daily Population (ADP) is down. Also, COVID has led to some decrease in program offerings and fewer hours of credit.*

Strategic Implementation:

Overtime expenses decrease based on success in hiring Correctional Officers who received market pay increases approved by the County Board in 2020 to help attract and retain sufficient security staff. Some staffing was moved back to Huber/EM and Programming resulting in a decrease in this Program Area. Revenues decrease due to fewer transfers by the Wisconsin Department of Adult Institutions for housing at the HOC. Additionally, Huber revenues are replaced with Electronic Monitoring revenues. Electronic Monitoring revenues are less than last year as fewer individuals are eligible to be migrated to the Electronic Monitoring program than originally anticipated based on variability of the facility's population and sentencing by the courts.

Strategic Program Area 3: Medical & Mental Health

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$17,856,809	$22,165,504	$21,543,791	$21,578,917	$35,126
Revenues	$17,061	$30,646	$14,340	$66,930	$52,590
Tax Levy	$17,839,748	$22,134,858	$21,529,451	$21,511,987	($17,464)
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Actual**	**2021 Budget**
To Be Determined	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Number of patients participating in formal AODA as a percentage of total population	21 patients per mo/ave =1.6%	18 patients per month ave = 1.5%	>5%	>5%

Strategic Overview:

The HOC is responsible under state statute for the medical and mental health of those in custody at the HOC. The Sheriff is responsible for those housed within the jail. The HOC oversees the medical contract for both the HOC and the County Jail. For the County to fulfill the requirements of the Christiansen Consent Decree, the court ordered the County in May of 2013 to enter into a contract with an outside service company to provide medical and mental health services to those in custody. Until the decree is lifted, the courts require a contract provider to supply a specified level of personnel to provide correctional health care services. Wellpath, LLC is the current correctional health care provider.

Strategic Implementation:

There are no major changes in 2021.

Strategic Program Area 4: HOC Programming

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$6,985,006	$7,116,197	$6,461,398	$6,286,963	($174,435)
Revenues	$1,447,987	$1,569,180	$1,632,026	$1,198,757	($433,269)
Tax Levy	$5,537,019	$5,547,017	$4,829,372	$5,088,206	$258,834
FTE Positions	48.0	48.0	21.0	44.0	23.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**
Number of participants out on Electronic Monitoring (EM & GPS)	89	102	180 to 350	200
Number of participants Reporting to Day Reporting Center	301	291	0 to 250	316

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Percentage of Employed Huber	55.85%	49.60%	70%*	60%
Percentage of those Participating in at least one Programming Activity	68%	60%	80%	80%

**See major change section. In 2020, Huber release inmates will be placed on EM. Potentially more could be employed since they will be back in community without transportation issue of getting from HOC to work.*

Strategic Overview:

This program area is responsible for providing participants with opportunities and encouragement to take part in basic education, training, and work experience in the HOC's graphics shop, laundry, kitchen/bakery, as well as some offsite work activities. The laundry plant continues to charge both the Behavioral Health Division and the Department of Health and Human Services for laundry services provided to their facilities. The HOC also oversees the food service contract for both facilities.

Strategic Implementation:

An agreement with Milwaukee County and State DOC will allow those sentenced to the State the ability to receive treatment-based services through the Day reporting center (operated by HOC). The program has two tracks; Track #1 reserves up to 20 participants to participate in the Men's Community Transition Services Center (MCTSC) Track #2 provides the same treatment-based services for up to 24 participants housed within state transitional living programs. This agreement serves to generate revenue for Milwaukee County as well as provide significant reentry resources for those sentenced to state correctional facilities and returning to communities within Milwaukee county, thereby targeting resources for successful reentry and supporting the vision of making Milwaukee County the healthiest County in the state of Wisconsin.

The Literacy Link is a program of the University of Wisconsin-Madison, Division of Extension. The mission of the project is to provide literacy and learning to children of parents or a caregiver that are currently involved in the correctional system. The goal is to maintain a parent / child relationship and increase literacy during the time period when a parent or a caregiver is incarcerated.

The Literacy Link Project would result in no cost to Milwaukee County House of Correction. The Project / University received a 3-year award that totals $229,000 from the American Family Institute for Corporate and Social Impact. This partnership enhances literacy among Milwaukee County residents in the community and those residing in our correctional facilities. These measures will support the vision of making Milwaukee County the healthiest county in the state of Wisconsin.

Measure Highlights:
The HOC continues to assist participants who have offsite work privileges find employment. Based on market research, a benchmark employment rate of 45% of those eligible to work had been set. This was HOC's goal by 2023. However, the HOC is on track to exceed the goal since current attainment is 49.6%. Enhanced use of the EM program will allow participants access to mass transit which will increase their ability to obtain and maintain employment and therefore, the goal is increased above the established benchmark. Partnerships with employment focused outcomes have provided tremendous results in providing living wage jobs to Milwaukee County residents during a period of criminal justice involvement to include post release supportive services. All of these participants are members of Milwaukee County communities.

Part of HOC's mission is also to help participants reach their full potential by participating in programming. HOC's goal is to have 80% of those in custody take part in at least one programming course. HOC ended last year with about a 60% participation rate and hoped to achieve 80% in 2020. COVID has reduced population in the facility and programming participation this year. Yet, the HOC hopes to continue to increase participation with additional offerings next year.

Continuing Contracts		
Description	**Vendor**	**Amount**
Food Service Contract*	ARAMARK Correctional Services, LLC	$3,100,000
Day Reporting Center	Wisconsin Community Services (WCS)	$944,244
Electronic Monitoring**	Wisconsin Community Services (WCS)	$678,558
Reentry Programming	Benedict Center	$198,045

* Estimated, as the amount is variable based on Average Daily Population / number of meals served.
**Also, variable based on daily number of units deployed.

BUDGET SUMMARY

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures					
Personnel Costs	$8,546,298	$8,415,101	$9,367,372	$9,014,150	($353,222)
Operation Costs	$2,942,942	$3,789,635	$3,723,137	$3,732,886	$9,749
Debt & Depreciation	$0	$0	$0	$0	$ 0
Capital Outlay	$22,132	$63,259	$0	$0	$ 0
Interdepartmental. Charges	($407,665)	($455,711)	($481,845)	($480,294)	$1,551
Total Expenditures	**$11,103,707**	**$11,812,284**	**$12,608,664**	**$12,266,742**	**($341,922)**
Revenues					
Direct Revenue	$278,942	$322,714	$169,533	$211,800	$42,267
Intergovernmental Revenue	$5,349,435	$5,536,677	$6,414,570	$5,504,902	($909,668)
Indirect Revenue	$0	$0	$0	$0	$ 0
Total Revenues	**$5,628,377**	**$5,859,391**	**$6,584,103**	**$5,716,702**	**($867,401)**
Tax Levy	**$5,475,330**	**$5,952,893**	**$6,024,561**	**$6,550,040**	**$525,479**
Personnel					
Full-Time Pos. (FTE)	157.0	155.0	162.0	164.0	2.0
Seasonal/Hourly/Pool $	$0	$0	$0	$0	$0
Overtime $	$219,992	$233,593	$232,668	$229,920	($2,748)

Department Mission:
The mission of the Milwaukee County District Attorney's Office (DA) is to promote public peace and safety by just and vigorous prosecution of criminal cases. This office seeks to do impartial justice by ensuring that the guilty are punished and the innocent go free. We strive to protect the health and welfare of children who are victims of child abuse and neglect and to safeguard the rule of law and promote citizens' participation in law enforcement by treating all persons who come in contact with the criminal justice system with fairness, dignity, and respect. These are our overall objectives:

- Target, investigate, successfully prosecute and incarcerate shooters, other illegal gun offenders, and other violent criminals through the coordinated efforts of the community prosecution, general crimes, and violent crimes units.
- Reduce crime by coordinating the efforts of the community prosecution, general crimes, and violent crimes units and assigning each general crimes and violent crimes team to one or more Milwaukee Police Districts and adjoining suburbs to promote accountability and facilitate investigation and prosecution of criminal gangs and violent offenders.
- Maintain a permanent witness protection unit to ensure that crime victims and witnesses who are threatened or intimidated are able to safely appear and testify in court; and that offenders who threaten, intimidate, or harm crime victims and witnesses are successfully prosecuted and punished.

- Continue to work closely with the courts, the State Public Defender, Justice Point, and other community organizations to maintain a successful diversion and deferred prosecution program for nonviolent offenders with serious substance abuse and mental health treatment needs.
- Continue the successful operation of the Violent Crimes Courts project, which aims to bring homicide and sexual assault cases to trial within 90 to 120 days of the issuance of criminal charges.
- Carry out the new mandate of the Marsy's Law, the constitutional amendment passed by referendum in April 2020 (effective May 4, 2020) which substantially augments the statutory requirements of the crime victims' rights bill. The crime victim rights bill itself was originally enacted in response to a 1994 amendment to the Wisconsin Constitution that was effective on April 1, 1998, to ensure that all victims and witnesses of crime are treated with dignity, respect, courtesy, and sensitivity; and that the rights extended to victims and witnesses of crime are honored and protected no less vigorously than the protections afforded criminal defendants.
- Continue to enhance the prosecution of felony drug cases through the Milwaukee High Intensity Drug Trafficking Area (HIDTA), the Milwaukee Metropolitan Drug Enforcement Group (MMDEG), the community prosecution unit, and the violent crimes unit by targeting, investigating, and prosecuting major drug dealers; ridding neighborhoods of drug dealers and nuisance properties; and continuing the successful operation of the Speedy Trial Drug Courts project, which aims to bring drug cases to trial within 120 days of the issuance of criminal charges.
- Continue the successful operation with the state Division of Milwaukee Child Protective Services of the Termination of Parental Rights (TPR) Speedy Resolution project at the Vel Phillips Juvenile Justice Center to ensure that children do not languish in substitute care for years without realistic prospect of a return home or adoption by a loving family.

MILWAUKEE COUNTY DISTRICT ATTORNEY'S OFFICE CASELOAD STATISTICS - FILINGS

Workload Statistics	***2017***	***2018***	***2019***	***2018/19 Change***
Felony	*5,680*	*5,997*	*5,534*	*-463*
Misdemeanor	*4,437*	*4,451*	*4,294*	*-157*
Criminal Traffic	*2,233*	*2,296*	*2,270*	*-26*
Children in Need of Protective Services (CHIPS)	*1,179*	*1,114*	*1,014*	*-100*
Juvenile Delinquency	*1,224*	*965*	*895*	*-70*
TPR (Termination of Parental Rights)	*271*	*290*	*252*	*-38*

source: Clerk of Circuit Court/Register in Probate-Statistics Report for January thru December 2019

Department Description:

District Attorney

The District Attorney is responsible for the planning and organization of prosecutions in all criminal, juvenile, and applicable ordinance violations in Milwaukee County. The DA recruits and staffs all professional positions and makes major assignments relative to both personnel and cases. The District Attorney oversees all department activities and sets all departmental policies and procedures.

Chief Deputy District Attorney

The Chief Deputy District Attorney supervises all division functions and oversees the implementation of departmental policies and procedures. They serve as a liaison with other county officials and departments, city, state, federal officials, law enforcement agencies, and community groups. Likewise, they work together with the state legislature as it relates to the initiation and review of proposals for criminal and juvenile law legislation. The Chief Deputy supervises the homicide and public integrity units. Together with the Deputy District Attorney of Administration, they review and approves the extradition of defendants and uncooperative witnesses from other states in felony cases in Milwaukee County.

General Crimes, Community Prosecution and Early Intervention Units

Under the supervision of the General Crimes Deputy District Attorney, the Community Prosecution, General Crimes and Early Intervention Units of the District Attorney's Office handle the bulk of criminal referrals to the District Attorney's Office.

The General Crimes Unit ("GCU") reviews all general crime referrals (approximately 15,000 per year) that come into the office, staffs all the general felony and misdemeanor courts and presents evidence, argues motions, negotiates cases, and conducts jury and court trials for all general felony, misdemeanor and applicable ordinance violations in Milwaukee County. Presently, twenty-five state general purpose revenue funded Assistant District Attorneys staff five general felony courts and six general misdemeanor and intake courts in Milwaukee County circuit court. They strive to ensure application of uniform disposition policies in general felony, misdemeanor, and ordinance cases, and seek to develop and maintain systems ensuring the highest quality of prosecution and speedy disposition of these cases.

The Community Prosecution Unit ("CPU") currently consists of 6 Assistant District Attorneys who serve Milwaukee Police Department ("MPD") Districts 1 through 7. They are funded through a combination of grant funding through the City of Milwaukee Community Development Block program and the Milwaukee County Byrne-JAG Local grant. Additionally, one Assistant District Attorney serves 7 identified neighborhoods in the near west side of Milwaukee. This Community Prosecutor is funded by a non-profit organization, the Near West Side Partners, Inc.

The Early Intervention Unit ("EIU") consists of an Assistant District Attorney in both the GCU (funded through the MacArthur Foundation) and the Violent Crimes Unit. They screen and identify case referrals of nonviolent offenders whose criminal risk can be safely managed with community-based programs in the Milwaukee County Diversion, Deferred Prosecution Agreement ("DPA"), Drug Treatment Court ("DTC"), or Veterans' Treatment Initiative ("VTI") programs. In addition, there are 2 full time Assistant District Attorney's funded through state general purpose revenue who staff the DPA/DTC/VTI Court. In 2017, the office assigned an existing DA Investigator position to the DTC and VTI programs to partner with a Milwaukee police officer to provide dedicated law enforcement services to defendants in those courts in order to enhance the success of alternatives to incarceration in those programs. This investigator is involved in all phases of the program, including initial screening of defendants, home visits, ongoing monitoring and compliance investigation as needed, and apprehension of defendants who fail to comply.

Juvenile Division

The District Attorney's Office represents the interests of the public in all child welfare cases in Milwaukee County. These cases involve some of our most vulnerable and at-risk citizens. It is our responsibility to assure, once the Division of Milwaukee Child Protective Services ("DMCPS") becomes involved with a family and makes a referral to us, that these children are kept safe. This is a large task as Milwaukee County handles approximately 1/3 of all child welfare cases in the State of Wisconsin. The District Attorney's Office reviews Child in Need of Protection or Services ("CHIPS") and TPR referrals. We have a contract with the State of Wisconsin which covers the cost of our entire TPR unit. The State and County, however, are required to match that cost with their own funds, through both ADA and support staff payroll that can be used only for child welfare purposes. Thus, every member of our child welfare teams is either in a contract funded or "match" position. This includes support staff and paralegals. Child Welfare cases are complex and lengthy; they do not end upon a finding that a child is in need of protection or services, rather, litigation is ongoing. Matters related to placement of children, permanency planning, revision and extension requests are frequently contested. Every case at the Vel Phillips Youth and Family Justice Center has a statutory time limit. The division also handles all of its

own appeals on child welfare cases. As petitioners, extensive clerical and paralegal support is needed to ensure that proper parties are noticed, depositions are scheduled, court of appeals briefs are assembled and mailed, timelines are met, and cases are processed appropriately.

The Juvenile Division also represents the interests of the public in all juvenile delinquency matters. When juveniles are held in custody, their cases must be reviewed within 24 hours. When cases are referred but a juvenile is not detained, the division is required to process it within 20 days. The division also reviews and approves as appropriate all informal resolutions in juvenile delinquency cases. The division reviews and petitions for waiver into adult court as necessary, handle reverse waiver matters and make determinations as to the appropriateness of a serious juvenile offender designation. Similar to child welfare cases, juvenile delinquency matters remain open long after an adjudication, as issues regarding placement, compliance with court orders and extensions continue to be litigated. The division also handles all delinquency appeals.

In addition, the Juvenile Division conducts continuing education and training for law enforcement and social welfare partners, citizens (including foster parents) and civic groups in Milwaukee County on changes in juvenile/child welfare law, best practices, the joint protocol on child maltreatment, witness preparedness and Chapters 48 and 938. the division also directs the victim/witness services at Vel Phillips Youth and Family Justice Center, including witness notification and subpoena functions.

Violent Crimes Division

The Violent Crimes Division is comprised of four units which staff eight specialized criminal courts.

The Homicide Unit prosecutes in the four homicide / sensitive crimes courts. There are generally 110 to 120 homicides cases pending at any given time; the five attorneys assigned to the unit carry an average caseload of 20 to 25 homicide cases, in addition to other cases which are related to homicides, such as aiding a felon and witness intimidation. The aggravated nature of the cases, and the intensity of the investigations and prosecution, requires a cohesive, highly trained, and experienced team of attorneys and victim witness staff.

The Gun Unit handles all non-fatal felony level shooting offenses in the specialty gun court. The unit is staffed by five assistant district attorneys, two assistant attorney generals assigned by the Wisconsin Department of Justice, and a victim witness specialist. Together, the unit supports victims, unit attorneys review, prosecute and take cases to trial. Certain issues attendant to shooting cases, including unique evidence, such as NIBIN and Shotspotter data, and witness intimidation. By focusing on these cases, the attorneys develop the expertise to meet those issues as they arise.

The Drug Unit reviews all felony drug cases, including drug trafficking and opioid possession cases, for referral to treatment programming or prosecution in the three speedy trial drug courts, using a bifurcated strategy: demand reduction, on one hand, and enforcement, on the other. Because of the role substance abuse and addiction play in drug-related activity, drug unit prosecutors screen all possession and low-level trafficking referrals for redirection into early intervention programming, which takes the form of pre-charge diversions into treatment, deferred prosecutions agreements, or more intensive supervision in the Drug Treatment Court. The attorneys in the unit review cases; with the assistance of the early intervention specialist assigned to the unit, and some defendants are accepted into early intervention programming. In 2019, over 300 Drug Unit defendants their early intervention programming, with a compliance rate of 74.3%. Individuals who are not suitable for, or who decline early intervention programming are prosecuted in the speedy trial drug courts, where the attorneys in the unit negotiate cases, engage in significant amounts of 4th amendment litigation, and conduct jury and court trials. Maintaining a specific unit dedicated to all felony drug cases promotes consistency in charging and case resolution, allows for a greater focus on referrals to early intervention programming, and enhances expertise in 4th amendment issues.

The four attorneys in the High Intensity Drug Trafficking Area (HIDTA) Unit are responsible for disrupting and dismantling drug trafficking organizations (DTOs) and for prosecuting high level traffickers and violent criminal gang members in any of the criminal courts in Milwaukee County. The HIDTA prosecutors focus on some of the most serious and violent offenders in Milwaukee County. One HIDTA prosecutor reviews and prosecutes all Len Bias homicides. This attorney has been recognized for her work on both the state and national level and she teaches about overdose death prosecutions on the national, state, and local level. HIDTA prosecutors are co-located both in the District Attorney's

Office and at the HIDTA building, located on Michigan Avenue. Having a unit of attorneys co-located in both spaces provides officers ready access to legal assistance during investigations which ensures more informed, more directed, and, ultimately, more successful, prosecutions, as well as better coordination of referrals for federal prosecution when that venue is more appropriate given the criminal conduct, the suspect's background, and the available criminal penalties

The attorneys in each area of the Violent Crimes Division work closely with federal, state, and local officers and draft, review, and approve applications for search warrants, subpoenas for records, wiretap orders, and electronic surveillance orders, in support of criminal investigations. The prosecutors in the Division also participate in local and national crime reduction initiatives, including The Public Safety Partnership (PSP), the Crime Gun Intelligence Center (CGIC), the NIBIN Task Force, and the Milwaukee Police Department's shooting reviews.

Eight of the twenty-three assistant district attorneys in the Violent Crimes Division are funded by federal or state grants. All of the Homicide and Gun Unit ADAs are funded through GPR revenue. Four of the nine ADAs in the Drug Unit are funded by a Byrne Jag grant. In 2019 (effective in 2020), the HIDTA grant was reduced, eliminating funding for the Drug Unit ADA and the Early Intervention specialist. In 2020 (effective in 2021) the HIDTA grant will be reduced by an additional position. These reductions have created a negative effect on every aspect of the unit's operations, including its demand reduction strategy.

*Sensitive Crimes Divisio*n

The Sensitive Crimes Division of the Milwaukee County District Attorney's Office is comprised of the Sensitive Crimes Unit, the Sexually Violent Persons (Chapter 980) Unit, the Child Protection & Advocacy Unit, and the Domestic Violence Unit.

The Sensitive Crimes Unit consists of six assistant district attorneys and six victim advocates who provide a coordinated response to the review and prosecution of sexual assault, human trafficking, possession and distribution of child pornography, invasion of privacy, sextortion, and other related offenses. The assistant district attorneys and advocates in the Sensitive Crimes Unit follow Milwaukee County's Joint Protocol on the investigation and prosecution of sensitive crimes, and all members of the unit have specialized training and experience in handling very complex cases using a trauma informed approach that seeks to hold offenders accountable while simultaneously protecting victims from further victimization.

Human Trafficking cases are among the most difficult cases to investigate and prosecute. Significantly, the Sensitive Crimes Unit has never lost a human trafficking case that proceeded to trial, and the team's approach to Human Trafficking has led to some of Milwaukee County's most dangerous offenders being removed from our community.

The Sexually Violent Persons (Chapter 980) Unit handles civil commitments or persons deemed to be sexually violent persons under Wisconsin law. To qualify as a sexually violent person, an individual has typically been convicted of a sexually violent offense and has been found to suffer from a mental disorder that makes it more likely than not that the person will engage in future act(s) of sexual violence. The Sexually Violent Persons Unit is comprised of two assistant district attorneys and a paralegal who, together perform the critical function of reviewing and filing petitions when appropriate to civilly commit an individual deemed to pose a continued risk to commit a sexually violent offense against members of the community.

The Child Protection and Advocacy Unit (CPAU) handles the review and prosecution of caregiver child abuse and child neglect cases. District Attorney John Chisholm formed the Child Protection and Advocacy Unit in 2008 to provide a greater focus on the protection of child victims and to hold those who abuse or neglect children to a higher level of accountability. CPAU is comprised of three assistant district attorneys and two victim advocates. The assistant district attorneys in CPAU prosecute cases involving Milwaukee County's most vulnerable members, child victims, on complex child abuse and neglect cases including abusive head trauma (formerly shaken baby syndrome); inflicted burn injuries; severe child neglect, including child malnutrition; and serial child torture cases.

Finally, the Domestic Violence Unit is comprised of eleven assistant district attorneys and eight victim advocates who provide a coordinated, victim-centered approach to the review and prosecution of intimate partner domestic violence

referrals. Milwaukee is home to the Sojourner Family Peace Center. The Sojourner Family Peace Center is one of the largest family peace centers in the nation, housing a shelter for women and child victims, as well as providing a central location for a number of victim service providers, the Milwaukee Police Sensitive Crimes Unit, Children's Hospital of Wisconsin's Child Advocacy Unit, and the Milwaukee County District Attorney's Office Domestic Violence Unit.

The Domestic Violence Unit reviews all intimate partner domestic violence cases at the Sojourner Family Peace Center, allowing the prosecutor and a victim advocate to meet with the victim at a safe location. Since co-locating at the Sojourner Family Peace Center, there has been an increase in victim participation in charging conferences. From 2015 to 2016, there was a 17% increase in victim appearance and participation. In 2017, 2,504 victims appeared for charging conferences, a 20% increase over 2016. In 2018 a total of 2,521 victims appeared for charging conferences, and in 2019, 2,664 victims appeared. The annual increase in victim participation at the Peace Center is substantial.

In addition to the work done within the Sensitive Crimes Division, members of the Sensitive Crimes Division represent the Milwaukee County District Attorney's Office at: Milwaukee's Child Abuse Review Team meetings; Milwaukee Child Abuse Multidisciplinary Response Team meetings (Child Abuse MDT meetings); Milwaukee's Sexual Assault Review Team meetings; Milwaukee's Sexual Assault (M-SAR) case review meetings; Milwaukee Commission on Domestic Violence and Sexual Assault meetings; Milwaukee County Domestic Violence High Risk Team meetings, (DV-HRT); and Milwaukee County Child Death review meetings.

Victim/Witness Division

The Milwaukee County District Attorney's Office Victim Witness Assistance Program provides crime victim services to Milwaukee County. The county encompasses 19 law enforcement jurisdictions and an estimated population of 945,726 (U.S. Census Bureau, July 2019). Wisconsin State Statutes chapter 950 mandates the provision of services for victims and witnesses of crime.

Marsy's Law, Wisconsin's Victims of Crime Constitutional Amendment, began effective May 4, 2020. The amendment modifies the definition of a victim, identifies 16 constitutional rights given to victims, and provides the victim the ability to enforce their rights in court. The amendment guarantees victims' rights at the time of victimization and establishes a continuity of victim rights and timely notification throughout the criminal justice process. Of immediate impact to the DA's Office is the victims' right to timely notification of all proceedings and the right to attend all proceedings and be heard if their rights are implicated, including: release, scheduling, plea, sentencing, disposition, parole, revocation, expungement, or pardon hearings. The assignment of victim witness advocates to the charging conferences is critical to ensure the victims' right to timely notification and the right to attend hearings is met. These rights are in addition to rights afforded by Wisconsin State Statute 950.

Thirty-four victim witness advocates, four victim witness supervisors, and one director are authorized in this budget. They provide crisis intervention and specialized victim services to victims in criminal and juvenile cases. Our Victim Witness Services Division is supported in part by federal and state funding. Eight victim witness advocate positions are partially (approximately 65%) funded through a federal Victims of Crime Act (VOCA) grant. Twenty-four positions are partially funded (approximately 40%) through the Wisconsin Department of Justice chapter 950 Program. One position is funded by the Project Safe Neighborhoods (2018) grant. Two positions are funded by the Milwaukee County tax levy. An additional three victim witness advocates and one secretarial assistant have been requested in the 2021 budget to handle the additional requirements related to the implementation of Marsy's Law.

Services were provided in person (in office and in the community), over the phone, and through correspondence. Victims and witnesses are informed of their constitutional and statutory rights and they are informed on the criminal justice process generally. They are given assistance with Crime Victim Compensation applications and other forms for financial reimbursement or other support. The division informs them on case status and hearing dates. In the courthouse complex, attended waiting rooms are available for victim and witness use. Indeed, victim witness advocates accompany citizens to hearings and related meetings. Other services, based on the needs of the victim or witness, are also routinely provided on an individual basis.

The victim witness advocates attend to many victims from underserved and vulnerable population groups. These include: abused and/or neglected children; sexually abused children; domestic violence victims; sexually abused adults

some of whom were also sexually abused as children; families of homicide victims; elder abuse victims; and thousands of victims of other violent and non-violent crimes.

Victims often present with comprehensive problems (homelessness, mental illness, poverty, criminal cases of their own, language barriers, AODA issues, medical problems, multiple children, teen mothers, lack of education, and hunger). Most of these victims require extensive attention and services and multiple advocates to assist them. Written communication is not always an option due to comprehension limitations, the transient nature of their existence, fear, and other barriers. In-person communication and referral to resources and follow up is critical.

Twenty-five FTE clerical staff authorized in this budget provide essential, basic support for the daily operation of the Victim Witness Services Division. Clerical staff provided receptionist services in five units, processed subpoenas in court cases and sent thousands of notification letters to victims and witnesses to keep them informed on their case status and resources available.

Investigations Division

The investigations division is headed by the chief investigator who supervises district attorney investigators and intelligence analysts. The division is divided into the Maurice V. Pulley Jr. Witness Protection Program and the Special Investigations Unit. Each unit is supervised by a deputy chief investigator.

The division investigates victim/witness intimidation, police shootings of civilians, deaths in police custody, public corruption, major multi-jurisdictional crimes, elder abuse, white collar crimes and industrial deaths and injuries. In addition, they provide post-charging investigation on major crimes for the prosecutors and maintain office security.

Maurice V. Pulley Jr. Witness Protection Program

Enforcement and Prosecution of Offenders

The witness protection program consists of one Deputy Chief, nine Investigators and two Intelligence Analysts. The witness protection program works to ensure that victims and witnesses in all cases are able to safely appear at all court proceedings related to their case, and to be safe and secure when outside court. Unlike traditional victim/ witness protection programs, the focus is on the enforcement and prosecution of offenders. In 2019, the witness protection unit handled 348 case referrals, 55% of which involved domestic violence. The unit made 56 arrests related to witness intimidation. When a case is charged or about to be charged and there is suspicion of victim/witness intimidation, either the prosecutors or the investigative agencies who originated the complaint will request an investigation by the witness protection program. Without this valuable resource, many cases would become untenable for prosecution.

Child Support Enforcement

Two investigators provide direct law enforcement / investigative support to the Department of Child Support Services and to the Child Support Enforcement Assistant District Attorney. The overall goal of child support enforcement, whether civil or criminal in nature, is to obtain compliance with court-ordered child support in order to provide for children and reduce the economic burden on social services. This initiative began in 2014 and will continue into 2021.

Special Investigations Unit

The special investigations unit consists of one Deputy Chief, seven Investigators and an Intelligence Analyst. Two of the seven investigators are assigned to the F.B.I. Violent Crimes Taskforce and one is assigned to the Veterans Treatment Court / Drug Treatment Court Initiative. The special investigations unit has the capability to perform criminal intelligence analysis and forensic computer and cell phone analysis in support of investigations and charged criminal cases.

Veterans' Treatment Court / Drug Treatment Court Initiative

The District Attorney's Office continues its partnership with the Milwaukee Police Department in providing law enforcement support for Veteran's Treatment Court and Drug Treatment Court. The Milwaukee Police Department provides an officer and the District Attorney's Office provides an investigator for these programs. Since the opioid epidemic is a countywide issue, this partnership allows coverage for all Milwaukee County defendants. Home visits are conducted and defendants are arrested for violating the terms of the program. When arrested, defendants are returned to court to assess their further involvement in the program.

F.B.I. Violent Crimes Taskforce

The Special Investigations Unit has maintained its relationship with the F.B.I. Violent Crimes Task Force which specifically targets serial armed robbery suspects, bank robbery suspects and carjacking's throughout Milwaukee County. The relationship with the Milwaukee Police Departments Special Investigations Unit has solidified, and our investigators attend daily briefings to ensure the transmittal of the most current intelligence within the investigations unit. This work supports multi-agency investigations throughout Milwaukee County by providing investigative case management, resources and support to law enforcement partners throughout Milwaukee County. Moreover, the unit remains a resource for local departments to augment investigative capability when confronted with increases in violent criminal acts.

Administrative Division

The administrative division manages the fiscal, personnel and record management functions of the District Attorney's office. It is responsible for assembling the state and county budgets. The division develops and coordinates grants and revenues, and it controls the department's expenditure of funds. The division also serves a procurement function, utilizing county purchasing and inventory systems. The administrative section handles personnel related matters for both county and state employees. This includes organizing, staffing, directing and coordinating the clerical functions of the department. It serves as the chief point of contact with the county Departments of Administrative Services and Human Resources. Likewise, this section serves as the main contact for the state Department of Administration and the State Prosecutors Office. The administrative section also supervises record management and responds to public records requests. Generally, it is this division that is responsible for maintaining liaison with the administrative and fiscal personnel of other related governmental agencies, including the State of Wisconsin, the County of Milwaukee, and local law enforcement agencies.

Information Technology Division

The District Attorney's Office is part of the statewide district attorney computer network. The Information Technology division manages the District Attorney's computer network at multiple locations, i.e., within the courthouse complex, at the Vel Phillips Juvenile Justice Center and at the Sojourner Family Peace Center. The division manages the database and user accounts for the State DA case management system known as PROTECT. It manages the Pro-Phoenix law enforcement report management software and database and manages district attorney connections to the county Web Focus, Justice, Advantage, and BRASS applications. The Information Technology division also trains district attorney staff in office computer applications. It supports prosecutors by setting up courtroom presentation equipment and by preparing trial exhibits, including audio and other digitally based exhibits. IT staff also manage the digital distribution of criminal discovery materials to defense attorneys. It provides data and statistics to requestors, including partner agencies and research groups. The division manages and supports law enforcement agencies in the electronic transfer of criminal case data. Finally, the office maintains a forensic computer examination capability with specialized computers and storage devices.

State Prosecutors with County Fringe Benefits

The District Attorney's budget includes 3 FTE prosecutors on the state payroll that retained county fringe benefits when District Attorneys became state employees on January 1, 1990. The budget reflects the state reimbursement for the actual county cost of fringe benefits provided to the 3 FTE prosecutors. Wis. Stat. §§ 978.12(5)&(6) provides that state reimbursement must be based on actual county fringe benefits' costs or comparable state costs, whichever is less.

Charges from the State

The State charges Milwaukee County for the salaries and fringe benefits of any grant-funded Assistant District Attorney ("ADA"). The State pays the salaries and fringe benefits on a biweekly basis but bills the County for these costs on a quarterly basis because the County submits grant claim reimbursements on a quarterly basis. The ADA expenses for salaries and fringe benefits are posted to account 6090 and are offset with state and federal grant revenue to accounts 2299 and 2699, respectively.

Charges from the State	2020 Budget	2021 Budget	2020/2021 Variance
Byrne JAG - DAS	$ 399,600	$ 383,000	$ (16,600)
Community Development Block Grant (CDBG)	190,000	190,000	-
CSS Child Support Prosecutor	97,647	0	(97,647)
High Intensity Drug Trafficking Area (HIDTA)	255,733	287,847	32,114
IPS - Opioid Community Prosecutor	0	98,685	98,685
Project Safe Neighborhood	0	165,000	165,000
State DCF CHIPS TPR Contract	824,758	892,975	68,217
USDOJ VAWA Domestic Violence	160,215	167,163	6,948
WIDOJ Byrne JAG MMDEG Task Force	265,723	286,707	20,984
WIDOJ Violence Against Women Act (VAWA RRP)	316,000	111,914	(204,086)
TOTAL	$ 2,509,676	$ 2,583,291	$ 73,615

State Revenue

Revenue from state grants are posted to account 2299 and are comprised of the programs detailed in the table below:

STATE GRANTS			
State Revenue Programs	2020 Budget	20201 Budget	2020/2021 Variance
IPS - Opioid Community Prosecutor	$ 188,117	$ 121,160	$ (66,957)
Project Safe Neighborhood	257,089	175,078	(82,011)
Special Prosecution Courts' Clerks	305,000	305,000	-
State DCF CHIPS TPR Contract	1,367,702	1,471,792	104,090
Victim of Crimes Act (VOCA)	961,613	450,671	(510,942)
Victim/Witness Program	1,500,000	1,220,000	(280,000)
WIDOJ Violence Against Women Act (VAWA RRP)	155,000	116,779	(38,221)
TOTAL	$ 4,734,521	$ 3,860,480	$ (874,041)

The IPS – Opioid Community Prosecutor provides funding for the salary and fringe benefits for 1.0 Assistant District Attorney in the areas of drug prosecution, early intervention, community prosecution, community agency interaction or some combination of one or more of those areas of expertise as well as computer software and computer equipment.

The Project Safe Neighborhood provides funding for the salary and fringe benefits for 1.0 Victim Witness Advocate who will work with the City of Milwaukee Office of Violence prevention to provide support to shooting victims and their families. A second grant provides funding for the salary and fringe benefits for 2.0 Assistant District Attorneys.

The Special Prosecution Courts' Clerks statutory reimbursement program provides continuing funding for the salaries and fringe benefits of 4.0 Secretarial Assistants and 2.0 Clerical Assistant 1's in the homicide, sensitive crimes, and violent crimes units. The Clerk of Circuit Court collects the grant revenue from a $3.50 fee levied on civil case filings, only in Milwaukee County, pursuant to Wis. Stat. § 814.86 (1m). Amounts chargeable to this statutory program routinely exceed the maximum funding, which for the state biennium ending June 30, 2020 was $305,000.

The CHIPS-Termination of Parental Rights (TPR) grant provides continuing funding for the salaries and fringe benefits of 8.5 Assistant District Attorneys, 5.0 Paralegals, and 2.0 Secretarial Assistants under a state contract with the Department of Children and Families (DCF) for CHIPS and TPR cases in the juvenile division.

The Victims of Crime Act (VOCA) grant provides continuing funding of approximately 65% percent for the salaries and fringe benefits of 2.0 Victim Witness Advocates assigned to the crisis response unit, 2.0 Victim Witness Advocates for domestic violence cases assigned to the Sojourner Family Justice Center, 4.0 Sensitive Crimes Victim Advocates in the sensitive crimes victim services unit. The grant also provides emergency funds related to assisting victims.

The Victim/Witness Program, which provides services to victims and witnesses of crimes, pursuant to Chapter 950 of the Wisconsin Statutes, consists of 35.5 FTE authorized, funded positions: 1.0 Victim Witness Director, 3.5 Victim Witness Supervisors, 22.0 Victim Witness Advocates, 1.0 Victim Witness Advocate – bilingual, 1.0 Sensitive Crimes Victim Advocate, 3.0 Investigators in the witness protection unit, and 4.0 clerical personnel.

Wis. Stat. § 950.06 provides that the state may reimburse counties for up to 90 percent of costs of their victim/witness programs; however, actual reimbursement rates have been decreasing and were just 42.5% for Jan – Jun 2020. For 2021, a reimbursement rate of approximately 40% of program costs is estimated.

The STOP VAWA Regional Resource Prosecutor project from the Wisconsin Department of Justice (WIDOJ) provides continuing funding for the salaries and fringe benefits of 1.0 Assistant District Attorney that prosecutes domestic violence cases in Milwaukee County and also provides training and support to 13 other Wisconsin counties to promote effective and efficient prosecution of domestic violence cases.

Federal Revenue

Revenue from federal grants are posted to account 2699 and are comprised of the programs detailed in the table below:

FEDERAL GRANTS			
Federal Revenue Programs	**2020 Budget**	**2021 Budget**	**2020/2021 Variance**
Byrne JAG - DAS	$ 399,600	$ 383,000	$ (16,600)
Community Development Block Grant (CDBG)	190,000	190,000	-
High Intensity Drug Trafficking Area (HIDTA)	255,733	287,847	32,114
USDOJ VAWA Domestic Violence	246,351	167,163	(79,188)
WIDOJ Byrne JAG MMDEG Task Force	543,365	543,365	-
TOTAL	$ 1,635,049	$ 1,571,375	$ (63,674)

The Milwaukee County Byrne JAG – Local grant provides funding for the salaries and fringe benefits of 4.0 Assistant District Attorneys. Three prosecutors are assigned to the Community Prosecution Unit in Milwaukee

Police Districts 1, 3 and 7. The fourth is assigned as a "vertical" Domestic Violence prosecutor in felony court. This means he follows cases from start to finish, or "vertically."

The City of Milwaukee Community Development Block Grant (CDBG) provides funding for the salaries and fringe benefits of 2.0 Assistant District Attorneys. These prosecutors serve as Community Prosecutors. They serve the Milwaukee Police Districts 2, 5 and 6.

The North Central High Intensity Drug Trafficking Area (HIDTA) grant provides funding from the Federal Office of National Drug Control Policy (ONDCP) for the salaries and fringe benefits of 2.0 Assistant District Attorneys in the District Attorney's violent crimes and HIDTA units and approved operating expenses, a reduction of 2.0 FTE from 2020.

The U.S. Department of Justice, Office on Violence against Women, USDOJ OVW VAWA Domestic Violence grant provides funding for the services of 2.0 Assistant District Attorneys dedicated to domestic violence cases, payments of approximately $113,000 to the Sojourner Family Peace Center for the salaries and fringe benefits of 2.0 Victim Advocates that provide services to domestic violence victims in Milwaukee District police stations, and reimbursement for required grant travel and training.

The Wisconsin Department of Justice WIDOJ Byrne JAG OJA MMDEG Task Force grant provides funding for the salaries and fringe benefits of 4.0 Assistant District Attorneys in the violent crimes – drug unit in an amount of about $297,963. The grant also funds payments totaling approximately $245,402 to the Milwaukee, South Milwaukee, and West Allis police departments for the salaries and fringe benefits of officers assigned full-time to the MMDEG police unit.

Child Support Services

Wis. Stat. § 948.22 provides criminal penalties for failure to support a child. The Department of Child Support Services ("CSS") refers the most egregious cases to the District Attorney for criminal prosecution - which funds the salaries and fringe benefits of 1.0 FTE Assistant District Attorney and 1.0 FTE Paralegal.

Major Changes in FY 2021

1. **Marsy's Law changes.** In April 2020, the Wisconsin Constitution was amended to add new responsibilities for the Office of the District Attorney related to victims of crime. No funding was allocated from the State of Wisconsin to cover this new mandate. The 2021 Budget includes personnel and operational costs of $224,263 to support this new program.
2. **Revenue Decreases**. Total revenues decrease by $867,401 in 2021. This includes an unanticipated lack of funding under the Victim of Crimes Act, a reduction in the reimbursement rate of Victim Witness advocates by the State of Wisconsin, and other grant reimbursements.
3. **Closing the Budget Gap**. The 2021 Budget closes this gap by providing an additional $525,479 of tax levy support and decreasing total expenditures by $341,922. The expenditure decrease is achieved by increasing the rate of assumed vacancies to an amount in line with current staffing levels. This balanced approach represents a significant increase in tax levy support to the District Attorney's office, especially in the context of the County's large structural deficit.

Strategic Program Area 1: Investigations & Criminal Prosecutions

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$11,103,707	$11,812,284	$12,608,664	$12,266,742	($341,922)
Revenues	$5,628,377	$5,859,391	$6,584,103	$5,716,702	($867,401)
Tax Levy	$5,475,330	$5,952,893	$6,024,561	$6,550,040	$525,479
FTE Positions	157.0	155.0	162.0	164.0	2.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
To Be Determined	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
To Be Determined	0	0	0	0

Strategic Overview:
The Office of the District Attorney is responsible for targeting, investigating, successfully prosecuting and incarcerating shooters, other illegal gun offenders, and other violent criminals through the coordinated efforts of the community prosecution, general crimes, and violent crimes units.

Strategic Implementation:
Tax Levy support for the Office of the District Attorney increases $525,479 or 8.7%. In the context of the 2021 Budget where departments were asked to reduce their tax levy by a combined $12 million (1.4% to 2.6%), this represents substantial tax levy investment in the Office of the District Attorney by Milwaukee County.

Expenditures decrease to reflect a vacancy and turnover amount in line with current staffing levels. Revenues decrease due to lost and reduced state funding for existing programming.

BUDGET SUMMARY

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures					
Personnel Costs	$3,581,896	$3,592,424	$4,071,491	$3,675,101	($396,390)
Operation Costs	$3,473,160	$3,691,555	$3,518,911	$3,564,071	$45,160
Debt & Depreciation	$0	$0	$0	$0	$ 0
Capital Outlay	$44,982	$21,122	$0	$0	$ 0
Interdepartmental. Charges	($17,785)	($30,888)	($109,410)	($3,996)	$105,414
Total Expenditures	**$7,082,253**	**$7,274,213**	**$7,480,992**	**$7,235,176**	**($245,816)**
Revenues					
Direct Revenue	$716,561	$678,808	$972,250	$710,219	($262,031)
Intergovernmental Revenue	$640,255	$570,063	$574,816	$574,816	$ 0
Indirect Revenue	$0	$0	$0	$0	$ 0
Total Revenues	**$1,356,816**	**$1,248,871**	**$1,547,066**	**$1,285,035**	**($262,031)**
Tax Levy	**$5,725,437**	**$6,025,342**	**$5,933,926**	**$5,950,141**	**$16,215**
Personnel					
Full-Time Pos. (FTE)	53.0	53.0	56.0	54.0	(2.0)
Seasonal/Hourly/Pool $	$349,861	$420,528	$535,140	$325,096	($210,044)
Overtime $	$149,277	$152,880	$148,584	$219,756	$71,172

Department Mission:

The mission of the Office of Emergency Management (OEM) is helping people in extraordinary times.

Department Description:

OEM includes five program areas: The Director's Office, Emergency Management, Emergency Medical Services (EMS), 911 Communications, and Radio Services. These program areas support public safety services through data, assets, monies and staff to sustain healthy and effective localities within our County.

Major Changes in FY 2021

- OEM EMS is planning a cautious return of events to the Fiserv Forum of 15% of the 2019 activity due to COVID-19. This means OEM's part-time paramedic population will continue with minimal operations in 2021 and this budget reflects those revenue losses. Any increase in venues at the Forum will be beneficial to OEM based on this conservative estimate.
- 2021 marks the first year of Amendment No. 2 to the municipal EMS Agreement which will be in effect for the next 5 years. The County will distribute $1.5 million in support of City and Village paramedic services,

countywide, via an equitable formula based on municipal population, geographic square miles, and paramedic call volume; this contribution sustains OEM's strong relationships with local fire departments.

- 2021 is the first year that the OASIS 800 MHz digital radio system for the County and 22 participating municipalities will reach its maximum cost-sharing fee, $14 per radio per month and an additional $5 per radio per month for the OASIS Capital Improvement Fund. The City of Milwaukee is the lone municipality not operating on OASIS; yet, 2020 marked success as OEM and the City worked fervently to achieve interoperability between our OASIS P25 compliant system and the City's aging radio system.
- Personnel costs in OEM decrease in 2021 largely based on an increase in Vacancy and Turnover for the department, as well as a decrease in part-time paramedic hours budgeted. OEM has also unfunded 2 Dispatcher positions and one Command Duty Officer Supervisor position.

Strategic Program Area 1: OEM Director's Office

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$225,680	$226,906	$245,947	$276,528	$30,581
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$225,680	$226,906	$245,947	$276,528	$30,581
FTE Positions	2.0	2.0	3.0	3.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
OASIS Intergovernmental Agreements	18/19 (95%)	18/19 (95%)	18/19 (95%)	18/19 (95%)
PD Naloxone Administration MOUs	17/19 (90%)	19/19 (100%)	17/19 (90%)	19/19 (100%)
EMS Contracts for Paramedic Service	12/12 (100%)	12/12 (100%)	12/12 (100%)	12/12 (100%)

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
AMOPs Adopted	4/4 (100%)	9/4 (100%)	4/4 (100%)	4/4 (100%)
State Interoperability Council goals	2/2 (100%)	2/2 (100%)	2/2 (100%)	2/2 (100%)
LEPC hazmat plans	75/75 (100%)	75/75 (100%)	75/75 (100%)	75/75 (100%)
OASIS Standards/Policies adopted	2/2 (100%)	2/2 (100%)	2/2 (100%)	2/2 (100%)

Strategic Overview:

The Director's Office has a critical role in large-scale change, including directing collaborative preparedness activities that are data-driven and focused on multi-jurisdictional mutual aid while exploring the consolidation of public safety assets and data.

The Director's Office fulfills Wisconsin State Statue 323 and Milwaukee County Ordinance (MCO) 99 by coordinating emergency management plans, directing and coordinating activities during training and exercises, and by serving as the emergency management director during a county declaration of a state of emergency. Additionally, OEM meets the obligations of Wisconsin State Statute Chapter 256, Wisconsin Administrative Code Department of Human Services (DHS) 110, and MCO 97 for emergency medical services throughout the County. OEM simultaneously provides public safety communications in accordance with MCO 91, meeting state and federal interoperability standards and serves as the County's 911 Public Safety Answering Point (PSAP) for Milwaukee County public safety entities.

Strategic Implementation:

OEM's ten-year vision is: by 2030, there will be countywide equitable access to emergency resources. OEM is a leader amongst municipal first responder agencies to include law enforcement, fire, and EMS, coordinating shared interests to

bring data-driven improvements into the public safety environment. Significant efforts are put forth towards data integration and sharing to accurately analyze local trends to find gaps in responder services. This includes developing partnerships with academic institutions to implement and maintain bona fide quality assurance and improvement processes, including modern curriculums across OEM and with its municipal partners.

The Director's Office includes the critical position of Deputy Director. The 2020 addition of the Deputy Director allows the Director to work countywide on strategy while the Deputy dives deep into each Division. They work together as partners, backing each other up on decisions and all the while, driving OEM towards excellence.

Strategic Program Area 2: Emergency Management

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$557,926	$456,117	$576,300	$666,440	$90,140
Revenues	$632,755	$570,063	$567,816	$567,816	$ 0
Tax Levy	($74,829)	($113,946)	$8,484	$98,624	$90,140
FTE Positions	4.0	4.0	6.0	6.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
County Exercises	2/2 (100%)	2/2 (100%)	2/2 (100%)	1/1
County Plans Updated	29/29 (100%)	29/29 (100%)	29/29 (100%)	29/29
Plan Assistance to Private Partners	7/8 (88%)	8/8 (100%)	8/8 (100%)	8/8
New Grant Initiatives	1/1 (100%)	1/1 (100%)	1/1 (100%)	1/1

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Munis w/ UpdatedEmergency Operations Plan	16/19 (84%)	18/19	19/19 (100%)	8/19
Munis w/Hazard Mitigation Plan	18/19 (95%)	19/19	19/19 (100%)	19/19
County Depts w/Emergency Training ▪ Active Shooter	26/29 (90%)	29/29	29/29 (100%)	29/29
County Depts w/Drills & Exercises ▪ Emergency Action Plan ▪ Business Continuity	 23/29 (79%) 20/29 (69%)	 0/29* 0/29*	 29/29 (100%) 29/29 (100%)	 29/29 29/29
*Drills and exercises utilize a different cycle and will be conducted in 2020.				
County Depts w/ Business Continuity	20/29 (69%)	29/29	29/29 (100%)	29/29
Full-Time Employee Alert Registration	1,800/3,000 (60%)	2,547	2,700/3,000 (90%)	3,000

Strategic Overview:

The Emergency Management Division is responsible for the emergency management framework within Milwaukee County, enabling our communities to readily adapt to manmade and natural shocks and to collaborate across government and private entities. Specifically, this requires an in-depth exercise and drill regimen to ensure consistent preparedness across all levels of government.

Through the Emergency Management Division, OEM meets the statutory obligations of Wisconsin State Statute Chapter 323 and Milwaukee County Ordinance Chapter 99: Emergency Activities of the Government of the County.

Strategic Implementation:

The Emergency Management Division has set goals that are structured to baseline emergency planning and training throughout the County. The external focus is on resource planning among its 19 cities and villages establishing clear avenues of procurement, fuel, power, shelter, and transportation to ensure self-reliance. These critical elements are shared through a countywide knowledge management system, enabling municipalities to reach across borders for mutual aid.

Following its 2019 course with the North Shore communities, the Emergency Management Division will launch an effort in 2021 to guide the leaders of the South Shore communities in resourcing and publishing a single Comprehensive Emergency Management Plan (CEMP).

Heading into 2021, the Emergency Management Division will have a team of 3 FAA-licensed (Part 107) drone operators available to provide 24/7 situational awareness from above at the request of partnering agencies.

Strategic Program Area 3: 911 Communications

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$2,129,457	$2,130,184	$1,646,740	$1,472,537	($174,203)
Revenues	$47,980	$19,679	$7,500	$7,500	$ 0
Tax Levy	$2,081,477	$2,110,505	$1,639,240	$1,465,037	($174,203)
FTE Positions	33.0	34.0	27.0	24.0	(3.0)

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
911 CPR Calls Received	688	195	200	200
Calls Needing CPR	565	77	100	100
Calls Received CPR	467	58	100	100
Victims Survived to ED	59	14	50	50
Victims Survived Discharge	unknown	1	50	50
Total Call Volume	273,591	285,808	276,900	280,000
Admin Calls	*108,030*	123,768	*112,000*	115,000
911 Calls	*93,834*	94,011	*94,500*	94,000
Abandoned Calls	*7,146*	7,170	*7,400*	7,000
Outgoing Calls	*64,581*	68,029	*63,000*	65,000
Open Records Requests Fulfilled	247	338	325	400

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
APCO-Credentialed dispatchers	18/24 (75%)	19/24	22/24 (92%)	22/24 (92%)
APCO Certification Standards Met*	141/148 (95%)	112/114 (98%)	114/114 (100%)	114/114 100%
911 Virtual Connections to Fire Depts	2/10 (20%)	9/10 (90%)	10/10 (100%)	10/10 (100%)
911 Virtual Connections to Police Depts	0/12 (0%)	0/12 (0%)	2/12 (17%)	8/12 (67%)
911 Call Answering <10 seconds	90%	90%	93%	93%
911 Call Duration <90 seconds	unknown	73%	75%	75%
Abandoned Call Rate	<10%	<10%	<10%	<10%

** APCO changed its credentialing requirements in January 2019, from 148 items to 114.*

Strategic Overview:

The OEM 911 Communications Division serves as the Public Safety Answering Point (PSAP) for Milwaukee County, responsible for the prompt response and delivery of emergency services to 911 callers.

Dispatchers take 911 calls, coordinate services with the Medical Examiner's Office and Highway Department, and dispatch Sheriff Deputies, Park Rangers, and District Attorney Investigators.

Command Duty Officers transfer data received from EMS field providers to receiving hospitals, including vital patient code alerting to ensure optimal care immediately upon patient entry to the emergency department. Additionally, these staff provide CPR instructions to callers witnessing cardiac arrest and situational awareness and support incidents within Milwaukee County.

Strategic Implementation:

Of the 911 calls received by the 911 Communications Division, 44 percent require transfer to one of the other 11 PSAPs in the County. OEM is coordinating with cellular carriers to correct call-routing, thereby saving vital seconds per emergency call. Furthermore, OEM supported the OASIS 911 Special Committee in its research on whether to change the County ordinance that requires OEM to receive all 911 calls originating from mobile phones within the County but outside of the City of Milwaukee. Through the 911 Special Committee, OEM has partnered with municipal law enforcement leaders to prepare their PSAPs for the increase in call volume that would result from such a change. The 911 Special Committee recommended the ordinance state "Calls initiated from cellular provider networks within Milwaukee County shall be routed in accordance through intergovernmental agreements between public safety answering point agencies and the Milwaukee County Office of Emergency Management." The committee also proposed changing the title of Milwaukee County Ordinance Chapter 91.09 to "Cellular Network 911 Calls." This change will further delay any major impacts to surrounding municipalities until Next Generation 911 (NG911) software and systems are in place.

In 2021, the 911 Communications Division will continue implementation of CAD2CAD, technology to allow adjacent 911 centers to dispatch squads, fire rigs, and ambulances across municipal borders. This virtual sharing of resources will be a major step towards consolidation, as the next 5-10 years of transition to the demands of NG911 technology may prove cost-prohibitive for smaller communities.

The 911 Communications Division is focusing on earning national standard compliance from the Association of Public Safety Communications Officials (APCO) by the close of 2020.

The OEM Command Duty Officer (CDO) position will be fully realized as a countywide duty officer responsible for 24/7 emergency messaging among departments and agencies county- and region-wide, in addition to the critical role of relaying patient information between EMS field provider and the receiving hospital.

The number of FTE positions decrease in 911 Communications due to the transfer of Command Duty Officers to the EMS Program Area.

Strategic Program Area 4: Radio Services

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$863,247	$1,418,149	$1,466,315	$1,637,349	$171,034
Revenues	$401,800	$322,273	$426,686	$421,670	($5,016)
Tax Levy	$461,447	$1,095,876	$1,039,629	$1,215,679	$176,050
FTE Positions	3.0	3.0	3.0	3.0	0.0

What We Do With It: Activity Data				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Radio System Usage (PTT)	20,563,736	20,983,404	21,403,072	21,831,133
Total Call Volume of Radio Push-to-Talks				
Milwaukee County Call Volume	14,636,187	20,983,404	21,403,404	21,000,000

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Radio Downtime	<5.26 minutes	0.0 Minutes	<5.26 minutes	<5.26 minutes
Number of Service Reductions	<4	3	<4	<4
System Busies	<1/1,500 (100%)	99.9667%	<1/1,500 (100%)	<1/1,500 (100%)
Interop w/State & City of Milwaukee	2/2 (100%)	2/2 (100%)	2/2 (100%)	2/2 (100%)
FEMA ICS 205 Event Planning	100%	100%	100%	100%
Preventive Maintenance Program	n/a	2367	630 Radios	525 Radios

Strategic Overview:

The Radio Services Division is responsible for administering and maintaining the Milwaukee County subsystem of the Organization of Affiliated Secure Interoperable RF Subsystems (OASIS), an 800MHz P25 digital radio system providing mission critical and interoperable communications for public safety agencies and first responders in Milwaukee and Waukesha counties.

OASIS is governed by a board of directors comprised of three Milwaukee County department heads and four municipal representatives, appointed by the Milwaukee County Executive. The governance board is supported by three standing committees: Technical Committee, Operations Committee, and 911 Special Committee.

The performance of the radio system is wholly dependent on its supporting infrastructure, which continues to expand through ISSI connections completed in early 2020.

To support the high call volume for both municipal partners and County departments, push-to-talks (defined as a single radio transmission) are enabled by the digital infrastructure of the Radio Services Division. This includes ten radio tower sites located throughout the County. Half of these sites are leased, and half are owned by the County with each at varying heights, up to 500 feet, and various supporting groundwork to include HVAC units, back-up generators, batteries, fiber-optics, and microwave links.

Strategic Implementation:

2020 was a turning point for OEM, expanding communications relationships throughout the State of Wisconsin. Inter-RF subsystem interface (ISSI) connections are complete with both WISCOM and MPD. Through tireless efforts and testing, encrypted communication has been established between the Milwaukee Police Department, and the Milwaukee County Sheriff. In a partnership with MPD, OEM overcame the odds, identified specific coding, and initiated a software change to allow for successful ISSI communications between a Motorola system and a Harris system. These ISSI connections have played a critical role in successful communications planning for numerous local events, including the 2020 DNC. OEM made considerable strides with its current communications capabilities, along with exploring new options for future integration of Long-Term Evolution (LTE) infrastructure and assets to further expand the OASIS system in 2021.

Now a digital-only radio service for the County and 22 participating municipalities, OASIS brings all participants into full compliance with federal communications standards. A cost-sharing structure, based on a $4 per radio per month fee to the OASIS Capital Improvement Fund, enters its fourth year, with Fund monies solely reserved for a replacement public safety radio system within the next 10-15 years, with the County contributing approximately $70,000 in 2020.

All operating costs continue to be charged to subscribers, including County departments and outside agencies. Municipal revenue is collected as user fees per joint intergovernmental agreements between the County and each participating municipality.

The Radio Services Division will continue its coordination of local and regional channels and assets for critical security events such as narcotic operations and dignitary visits. The Radio Services Division is the leader in coordination and interoperability, trusted by local, state, and federal partners for reliability and encryption.

The Radio Services Division continues to work closely with its partners in the City of Milwaukee, which operates its legacy OpenSky system, to maintain interoperability through an ISSI gateway.

There are no staffing changes in 2021.

Strategic Program Area 5: Emergency Medical Services (EMS)

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$3,305,943	$3,042,857	$3,545,690	$3,182,322	($363,368)
Revenues	$274,281	$336,857	$545,064	$288,049	($257,015)
Tax Levy	$3,031,662	$2,706,000	$3,000,626	$2,894,273	($106,353)
FTE Positions	11.0	10.0	17.0	18.0	1.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Licensed Paramedics in the System	550	545	550	550
Patient Volume, systemwide	44,208	41,166	43,000	43,000
Transport Volume, systemwide	24,287	23,944	23,000	23,000
OEM Special Events Patients	410	388	60	450

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
CQIP Cases	0	314	330	350
ALS Onboarding	0	35	40	50
EMSDOC Field Responses	0	0	20	100
Municipalities Engaged in ET3	0	0	1	5

Strategic Overview:

The Emergency Medical Services Division is responsible for the continuing education and credentialing of approximately 550 active Paramedics, 30 Advanced Emergency Medical Technicians (AEMTs), and 800 Emergency Medical Technicians (EMTs) in the County EMS System.

The Emergency Medical Services Division administers the Patient Care Guidelines and standards of care delivered by those providers, under medical direction delivered through a more than 45-year partnership with the Medical College of Wisconsin's Department of Emergency Medicine. New in 2020, an EMS Response Vehicle will be utilized by OEM-EMS leadership and Medical Direction to provide advanced physician level field response capabilities to support the EMS system, provide real time Continuous Quality Improvement (CQI), and foster relationships with the field providers.

The Emergency Medical Services Division collects and analyzes data from the electronic patient care records completed by the EMS Providers in the field. With racial equity as a priority of the County, the division has a unique ability to assess health and social equity and utilize this information to drive change within the county, specifically with service delivery models.

The Emergency Medical Services Division ensures quality of care through the Just Culture assessment process. The Just Culture model is intended to promote and champion system accountability while also addressing system and individual shortfalls via thorough review. OEM-EMS has also added a kudos section to recognize great care in the system. Since this model was started in 2018, more than 700 cases have been submitted for review or recognition.

The Division's Special Event EMS Providers deliver emergency medical care to attendees of the Milwaukee County Zoo, Fiserv Forum/Deer District, UWM Panther Arena, Wisconsin State Fair and other venues as requested. There is an opportunity for this group of EMS providers to transform the services provided into a Community Oriented Regional EMS team with a focus on community that is data driven.

Through its Emergency Medical Services Division, OEM meets the statutory obligations of Milwaukee County Ordinance Chapter 97: Emergency Medical Services.

Strategic Implementation:

As part of the extended EMS agreement through 2025, the County will distribute $1.5 million in support of paramedic services via an equitable formula based on municipal population, geographic square miles, and paramedic call volume.

The EMS Division serves as the American Heart Association's Community Training Center, credentialing trainers at more than 25 training sites and issuing basic level and advanced level cardiac care certifications to thousands of students.

The EMS Division continues its partnership with local law enforcement agencies in the administration of naloxone for opioid victims, through training and agreements.

The EMS Division continues its Special Events EMS operations. The division's part-time paramedic population will continue with its minimal operations from 2020; this budget accounts for those revenue losses. Any increase in venues at the Forum will be beneficial to OEM based on this conservative estimate. There is also an appetite to create community-oriented programs and resources of which this special event team can be adapted and utilized.

An additional Data Analytics support position is added to aid the division in data management and analysis which informs its decision making.

Command Duty Officer positions were transferred from 911 Communications to the EMS program area in the 2020 Budget causing an increase in the FTEs there. In 2021, one 911 Quality Assurance Coordinator is also transferred to the EMS program area based on the Coordinator's actual job duties.

BUDGET SUMMARY

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures					
Personnel Costs	$3,066,771	$3,251,418	$3,252,636	$3,210,238	($42,398)
Operation Costs	$721,151	$937,804	$1,015,820	$1,097,433	$81,613
Debt & Depreciation	$0	$0	$0	$0	$ 0
Capital Outlay	$589,186	$100,746	$0	$0	$ 0
Interdepartmental. Charges	$20,379	$30,336	$35,012	$31,423	($3,589)
Total Expenditures	**$4,397,487**	**$4,320,304**	**$4,303,468**	**$4,339,094**	**$35,626**
Revenues					
Direct Revenue	$2,765,681	$2,768,048	$2,978,923	$3,093,647	$114,724
Intergovernmental Revenue	$55,723	$91,139	$25,000	$68,000	$43,000
Indirect Revenue	$0	$0	$0	$0	$ 0
Total Revenues	**$2,821,404**	**$2,859,187**	**$3,003,923**	**$3,161,647**	**$157,724**
Tax Levy	**$1,576,084**	**$1,461,117**	**$1,299,545**	**$1,177,447**	**($122,098)**
Personnel					
Full-Time Pos. (FTE)	32.0	33.0	33.0	33.0	0.0
Seasonal/Hourly/Pool $	$0	$0	$0	$0	$0
Overtime $	$99,286	$80,854	$82,308	$82,500	$ 192

Department Mission:
The mission of the Milwaukee County Medical Examiner's Office is to promote and maintain the highest professional standards in the field of death investigation; provide a timely, accurate, and legally defensible determination of the cause and manner of death; enhance public health and safety through reducing the incidence of preventable deaths, protect the interests of deceased individuals and their families; and serve the community..

Department Description:
The Milwaukee County Medical Examiner's Office (MCMEO) is the agency designated by law to investigate deaths from injury, homicide, suicide, deaths under unusual or suspicious circumstances, or when a person is not attended by a physician. Along with the medicolegal responsibility to determine cause and manner of death, the MCMEO serves a critical public health role by identifying injury trends or potential infectious diseases that may pose a risk to the public. The MCMEO also provides educational and training opportunities and offers a 2-day forensic science education program.

Major Changes in FY 2021

The weighted average charged for referral autopsies increased slightly to $1,553 per autopsy resulting in approximately $30,000 in additional revenue. The issuance of cremation permits is also projected to increase due to families choosing cremation instead of burial as a final disposition. Grant revenue is also projected to increase due to the award of a competitive federal grant that will cover the Forensic Fellowship program. Operation costs remain consistent with prior year.

The contract with Randal Schneider, PhD, LLC continues at an annual cost of $75,000. Dr. Schneider provides oversight of the Forensic Laboratory as per accrediting standards of both the National Association of Medical Examiner's, and by the American Board of Forensic Toxicology (ABFT).

Strategic Program Area 1: Medical Examiner

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$4,397,488	$4,320,305	$4,303,468	$4,339,094	$35,626
Revenues	$2,821,404	$2,859,187	$3,003,923	$3,161,647	$157,724
Tax Levy	$1,576,084	$1,461,118	$1,299,545	$1,177,447	($122,098)
FTE Positions	32.0	33.0	33.0	33.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Estimate**	**2021 Estimate**
Autopsies	1,738	1,787	1,785	1,785
Referral Autopsies	686	607	650	625
Death Certificates	1,927	1,982	1,900	1,900
Cremation Permits	5,214	5,420	5,300	5,400
Deaths Investigated	7,512	7,597	7,300	7,700

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Pass Rate for Forensic Board Exam	n/a*	Pass	Pass	Pass
Accreditation by the National Association of Medical Examiners	Pass	Pass	Pass	Pass
Accreditation by the Accreditation Council for Graduate Medical Education	Pass	Pass	Pass	Pass

** Forensic fellowship was vacant for 2016/2017 and 2017/2018..*

Strategic Overview:
The Milwaukee County Medical Examiner's Office is committed to providing professional services to other Wisconsin counties through the performance of forensic autopsies, assistance with training and education, and consultation on medicolegal issues. It is a goal of the office to be an active force in standardizing, improving, and professionalizing death investigation in the State of Wisconsin. The Medical Examiner's Office is actively participating in various work groups to construct a Forensic Science Seminar, with the goal of expanding medicolegal services to a greater regional area.

Strategic Implementation:
The Milwaukee County Medical Examiner's Office strives to meet and exceed the public's expectations with respect to accurate, timely, comprehensive, and compassionate death investigations that ensure full and effective cooperation with law enforcement, the District Attorney, and other interested parties, while maintaining impartial participation in the criminal justice process.

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Transportation Function

- Airport
- Transportation Services
- Highway Maintenance
- Fleet Management
- Transit/Paratransit System
- DOT Director's Office

DEPARTMENTAL NARRATIVES

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BUDGET SUMMARY

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures					
Personnel Costs	$24,572,102	$24,890,315	$28,738,330	$27,245,882	($1,492,448)
Operation Costs	$25,680,254	$27,091,466	$30,010,621	$26,458,674	($3,551,947)
Debt & Depreciation	$24,002,580	$26,501,780	$23,812,132	$23,352,966	($459,166)
Capital Outlay	$247,808	$621,701	$480,000	$431,650	($48,650)
Interdepartmental. Charges	$10,635,636	$11,019,504	$14,747,438	$15,087,952	$340,514
Total Expenditures	**$85,138,380**	**$90,124,767**	**$97,788,521**	**$92,577,125**	**($5,211,396)**
Revenues					
Direct Revenue	$84,245,784	$89,747,167	$97,304,581	$92,045,395	($5,259,186)
Intergovernmental Revenue	$345,640	$201,840	$240,000	$240,000	$0
Indirect Revenue	$546,955	$175,760	$243,940	$291,730	$47,790
Total Revenues	**$85,138,380**	**$90,124,767**	**$97,788,521**	**$92,577,125**	**($5,211,396)**
Tax Levy	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Personnel					
Full-Time Pos. (FTE)*	265.0	257.0	242.0	241.0	(1.0)
Seasonal/Hourly/Pool $	5.7	9.2	9.2	9.2	0
Overtime $	$1,340,018	$1,146,709	$1,249,308	$1,037,592	($211,716)

NOTE: Actual revenues have been restated to remove the year-end entries made by the Comptroller's Office for the annual CAFR.

** FTEs for 2019, 2020, and 2021 are adjusted due to the changes in the FTE calculation where one position, regardless of the number of hours worked beyond the standard employee schedule, now equals one FTE within the Fire Protection area.*

Department Mission:

The Airport Division will plan, enhance, operate and maintain efficient, cost-effective air transportation facilities that meet the current and future needs of the region, airlines and tenants while remaining responsive to the concerns of the Airport's neighboring residents.

Department Description:

The Airport Division provides the administration and manages all activities necessary for the efficient day-to-day operation of MKE Mitchell and Lawrence J. Timmerman Field (LJT or Timmerman). Airport operations are divided into the following strategic program areas: MKE, MKE Regional Business Park, and LJT.

Major Changes in FY 2021

The global impact of the novel coronavirus known as COVID-19 is expected to have a continuing effect on Airport operations in 2021. COVID-19 has significantly impacted the aviation and tourism industry including temporary international travel bans and state-to-state travel restrictions including quarantine periods.

Forecasting for travel demand by passengers for both business and leisure purposes and the corresponding restoration of service by airlines is impossible to predict at this time with any degree of accuracy. In consultation with the airlines that serve Milwaukee, the 2021 Budget assumes reduced levels of estimated activity. In trying to account for a possible resurgence of COVID-19 and the potential negative effects upon travel demand, the 2021 Budget assumes enplanements and passenger levels that are approximately 67% of the 2019 actual activity. With a significant reduction in passenger activity levels nonaeronautical revenues generated from passenger activity (e.g. parking revenue, rental car revenue, food and beverage revenue, etc.) is decreasing. With most of the Airport's operating budget costs being fixed, while the Airport has reduced expenditures, the reduction in nonaeronautical revenue has shifted more of the cost burden for operating the Airport in 2021 onto the airlines serving MKE in order to maintain a $0 property tax levy for operation of the Airport per the master use and lease agreement with the airlines.

If during the course of 2021 the 67% forecasted activity levels begin to show significant variance it may be necessary for the airport to seek an appropriation transfer to realign the budget.

In consultation with the airlines serving MKE and given the volatility from COVID-19, the master use and lease agreement that was set to expire on December 31, 2020 has been extended an additional year through December 31, 2021 in the interest of continued, uninterrupted air service.

For 2021 capital projects include:

- MKE Parking Structure Decorative Metal Panels Construction - $2,963,190
- MKE Taxiway A Extension Construction - $10,072,067*
- MKE South Maintenance Facility Air Handling Unit Replacement Design - $259,575
- MKE Parking Structure Repair and Major Maintenance Design and Construction - $1,465,476

**Implementation in 2021 contingent upon receipt of Federal and State grant funding*

For 2021, the staffing levels change as follows:

One vacant position of Assistant Chief Airport Rescue and Firefighting is abolished.

This action is taken to complete the alignment with the organizational restructuring adopted by county policy makers associated with the contract ratification in March 2020 between the County and the International Association of Fire Fighters Local 1072. Abolishing this vacant position is intended to cover the additional marginal cost of three Firefighter Equipment Operator positions that became Shift Captains through the approved contract ratification.

Strategic Program Area 1: MKE – Milwaukee Mitchell International Airport

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$83,675,525	$88,390,417	$95,953,249	$91,053,942	($4,899,307)
Revenues	$84,290,312	$89,361,565	$96,615,958	$91,566,822	($5,049,136)
Tax Levy*	($614,787)	($971,148)	($662,709)	($512,880)	$149,829
FTE Positions	262.0	254.0	239.0	238.0	(1.0)

** Although tax levy is shown in this service area, no tax levy is actually received. This amount reflects the subsidy paid by airport users to operate the Lawrence J. Timmerman Airport and the MKE Business Park. Any surplus or deficit is settled annually with the airlines per the terms of the airline lease agreements resulting in an overall $0 property tax levy for the County's Airport System.*

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Airport Cost Per Enplanement	$23.99	$26.12	$27.01	$45.25
Enplanements[1]	3,548,817	3,449,987	3,620,148	2,045,899
Total Passengers	7,096,714	6,894,894	7,240,296	4,091,798
Landed Weight (total) 000 lb. unit	4,692,523	4,582,582	4,739,596	2,942,083

[1] Enplanement means "a person boarding in the United States in scheduled or nonscheduled commercial service on aircraft in intrastate, interstate, or foreign air transportation."

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Customer Satisfaction Survey	4.29	4.39	4.5	4.5
Non-Airline Revenue as a % of Airport Revenue	59.6%	63.3%	58.5%	53.5%

** Airport Customer Satisfaction is measured by a third-party vendor. The Airport changed vendors, which resulted in a new measurement scale.*

Strategic Overview:

MKE is broken down into the following operating sections to fulfill its mission.

Administration is responsible for general administration, accounting, budget, and purchasing.

Airport Information Technology is responsible for maintaining the complex airport network, voice communications, fire protection system, stand-alone security system, and the security surveillance network on a 24/7 basis.

Air Service Development is responsible for both maintaining existing and attracting additional commercial air carrier service to the Airport.

Marketing and Public Relations is responsible for the branding and marketing of the airport, including maintaining existing and attracting additional passengers to the Airport. This area is also responsible for community, media, and social media relations.

Airport Planning is responsible for developing the airport's long-term planning efforts and reviewing/forecasting passenger demand over the long term. This area also oversees noise compliance as well as certain required statistical reporting.

Parking Operations records the various expenses of operating the parking structure, debt service and associated interest expense on the parking structure. This group also oversees all MKE ground transportation activities including taxi, shuttle, limousine, transportation network companies (TNCs) and off-airport operators providing services to and from MKE. This includes ensuring transportation operators are properly licensed and compliant with the standards set forth in Milwaukee County General Ordinances. This section collects and accounts for parking revenue fees.

Properties is responsible for oversight of tenants occupying airport leased space for both commercial and general aviation leaseholders, as well as food and beverage and retail concessionaires.

Operations and Maintenance is responsible for airfield movement and operations, building and ground maintenance, fire protection, security, and environmental.

Operations is responsible for keeping the airfield and ramp areas open for business at all times. This area coordinates and oversees aircraft operating at the airport and ensures compliance with Federal Aviation Administration (FAA), and state and local regulations as well as coordinating emergency responses, construction activities, special events and snow removal. In addition, this section oversees day-to-day operations of the terminal that include addressing passenger safety issues, terminal construction activities, special events, and signage.

Maintenance is responsible for the Airport's structures and grounds. This includes custodial, HVAC, electrical services, snow plowing and grass cutting.

Fire Protection maintains 24/7 staffing and handles emergencies on the airfield, within the terminal, parking structure and parking lots. This section responds to emergency needs involving airlines, patrons, tenants and airport staff.

Safety and Security is responsible for the safety and security functions within the airfield perimeters by working closely with other agencies and taking necessary actions to keep the Airport in compliance with FAA and TSA standards and regulations.

Environmental and Safety is responsible for activities related to workplace safety, compliance with governmental safety requirements, glycol recovery programs and wastewater treatment programs.

Strategic Implementation:

The Major Changes in FY 2021 section above addresses the impact of COVID-19 on the Airport budget.

Revenue changes:

Non Airline/Non Aeronautical Revenue changes are as follows:

- Parking revenue decreases $10,557,384 from $30,000,000 to $19,442,616
- Car Rental revenue decreases $1,967,756 from $10,800,000 to $8,832,244
- Metered Taxicab and Transportation Network Company (TNC) revenue decreases $188,526 from $700,000 to $511,475
- Food and Beverage Concession revenue decreases $210,180 from $3,800,000 to $3,589,820
- A one-time reduction occurs in an airport liability account dedicated to historical overcollection on airline rates and charges due back to the signatory airlines serving the airport. The budgetary impact serves to partially mitigate increases in airline rates and charges and serves to support more efficient recovery of the airport during and beyond the COVID-19 Pandemic.

Expenditures changes:

Given the Airport's large infrastructure footprint to be maintained and that the facility must be open and available to the traveling public on a continuous basis many of the Airport's costs to operate are fixed in nature. However, the 2021 Budget includes significant reductions in expenditures across all series, with the exception of cross charges to the

Airport, in an effort to mitigate the significant decrease in forecasted passenger activity levels. The 2021 budgeted expenditures overall represent the minimum necessary for continued operations.

Major Expenditure reductions are as follows:

- Personnel Services decrease $1,492,448 from $28,738,330 to $27,245,882. The Airport has significantly increased vacancy and turnover savings holding multiple vacant positions from 2020 over into 2021 adjusting to reduced passenger and air service levels. Within the overall decrease for personnel services there is included a partial-year wage increase of 1 percent for non-represented employees, except whose pay range midpoint is greater than $100,000 where the increase will be 0.5%.
- Commodities and Services decrease $3,260,401 from $29,646,776 to $26,386,374. This represents across the board cost reductions including a minimum level for break/fix maintenance and also reducing expenditures that are to some degree driven by passenger activity levels (e.g. reduced parking contractor expenses, reduced credit card transaction fees associated with parking, etc.). In addition, the budget includes a temporary discontinuation of the airline incentive program that has been offered to qualifying airlines in past years to provide new or additional service to unserved or underserved cities from MKE.
- Debt and Depreciation decrease $459,166 from $23,812,132 to $23,352,966 primarily due to savings from a Fall 2019 refunding that achieved lower interest costs on the repayment of long-term Airport revenue bond debt.
- Crosscharges from other Milwaukee County departments for services provided to the Airport increase $340,514 from $14,747,438 to $15,087,952. The increase is primarily for countywide Insurance Services procured though the Department of Administrative Services Risk Management Division.

The Airport continues to procure vehicles and/or equipment through Milwaukee County Department of Transportation Fleet Management Division. The Airport continues to coordinate with the Milwaukee County Highways Division for street and curb repairs. These partnerships have proven effective in managing costs.

Contracts*

- Enterprise Project Management. Establish and implement an Airport-wide enterprise project management framework for the ongoing management of Airport capital and operating projects and initiatives. The initial term of the contract is expected to be one (1) year beginning in 2021 with one (1) optional one-year extension at an estimated annual cost of $258,000.
- Advertising and Marketing Agency Contract. For Airport media campaigns including online, social, print, outdoor and broadcast advertising and marketing services. The initial term of the contract is expected to be two (2) years with two (2) optional one-year extensions at an estimated annual cost of $250,000.
- Air Service Development Consultant. For airline marketing, data, forecasting and analysis services aimed at increasing air service frequencies and destinations from MKE. The initial term of the contract is expected to be three (3) years with three (3) optional one-year extensions. For 2021 this cost is estimated at $100,000 and $200,000 annually thereafter.
- In and Out of County Shuttle Services. For Airport shuttle services within and beyond the borders of Milwaukee County available for purchase by the traveling public. This is a revenue contract between the provider and the Airport where the Airport earns a per trip concession revenue fee. The initial term of the contract is expected to be three (3) years with two (2) optional one-year extensions.

* Multi-year contracts requiring the expenditure of funds from future fiscal years or contracts that cannot be fully encumbered by a currently adopted budget(s) must be approved by the County Board. Contracts that provide for options to extend into future fiscal years using funds from adopted fiscal years may be extended if the option to extend the contract vests in the County, either jointly or in its sole discretion, the authority to exercise the option. The exercise of such options can only occur if funds for the extension can be fully encumbered in the currently adopted budget(s).

Strategic Program Area 2: MKE Regional Business Park

Service Provision: **Committed**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$911,304	$1,117,249	$973,631	$803,519	($170,112)
Revenues	$582,851	$500,312	$910,000	$773,000	($137,000)
Tax Levy	$328,453	$616,937	$63,631	$30,519	($33,113)
FTE Positions	1.0	1.0	1.0	1.0	0.0

" Although tax levy is shown in this service area, no tax levy is actually received. This amount reflects the subsidy paid by airport users to operate the Lawrence J. Timmerman Airport and the MKE Business Park. Any surplus or deficit is settled annually with the airlines per the terms of the airline lease agreements resulting in an overall $0 property tax levy for the County's Airport System.

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Leased Buildings	24	23	28	27
Occupied Buildings	43	42	43	45
Vacant Buildings	17	18	9	3
Vacancy Percentage	28.3%	30.0%	17.3%	6.3%

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Occupancy Rate	71.7%	70.0%	82.7%	93.8%

Strategic Overview:

The MKE Regional Business Park is the former 440th Air Reserve Base. By the end of 2021 the MKE Business Park will consist of 48 buildings on 102 acres. The property is located in the City of Milwaukee adjacent to MKE Airport, at the intersection of South Howell Avenue and East College Avenue. The MKE Regional Business Park Service Area is responsible for the rental and maintenance of existing facilities for aviation, Airport use and related business services.

Strategic Implementation:

For 2021 the estimated airline subsidy for this service area decreases $33,112 from $63,631 to $30,519 due primarily to expenditure savings from anticipated completion of the MKE Regional Business Park Electrical Infrastructure project in 2020.

Strategic Program Area 3: LJ Timmerman General Aviation

Service Provision: **Committed**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$551,551	$617,101	$861,641	$719,664	($141,977)
Revenues	$265,217	$262,890	$262,563	$237,303	($25,260)
Tax Levy	$286,334	$354,211	$599,078	$482,361	($116,717)
FTE Positions	2.0	2.0	2.0	2.0	0.0

" Although tax levy is shown in this service area, no tax levy is actually received. This amount reflects the subsidy paid by airport users to operate the Lawrence J. Timmerman Airport and the MKE Business Park. Any surplus or deficit is settled annually with the airlines per the terms of the airline lease agreements resulting in an overall $0 property tax levy for the County's Airport System.

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Number of Based Aircraft	107	99	105	105

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Aircraft Takeoffs/Landings	26,818	33,992	25,544	22,774*

2021 – Set at 67% of 2019 actual of 33,992.67 =22,774*

Strategic Overview:

Timmerman is located on the northwest side of Milwaukee and is the General Aviation (GA) reliever airport in Milwaukee County's airport system. Airline lease agreements govern revenues and expenditures associated with the operation of LJT.

Strategic Implementation:

A long-term master plan process for LJT is anticipated to begin in late 2020. At the conclusion of the Timmerman Master Plan, future qualifying Timmerman based projects will be eligible for federal and state funding. The 2021 budget results in a subsidy to LJT of $482,361 from airlines serving MKE.

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BUDGET SUMMARY

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures					
Personnel Costs	$1,581,848	$1,424,157	$1,671,578	$1,565,505	($106,073)
Operation Costs	$115,653	$89,295	$137,471	$136,151	$1,320
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$2,850	$2,870	$5,000	$5,000	$0
Interdepartmental. Charges	$276,736	$373,301	$267,656	$315,764	$48,108
Total Expenditures	**$1,977,087**	**1,889,621**	**$2,081,705**	**$2,022,420**	**($59,285)**
Revenues					
Direct Revenue	$298,309	$359,064	$181,000	$181,000	$0
Intergovernmental Revenue	$6,511	$6,540	$6,000	$6,000	$0
Indirect Revenue	$1,355,951	$1,261,964	$1,607,622	$1,551,081	($56,541)
Total Revenues	**$1,660,772**	**$1,627,567**	**$1,794,622**	**$1,738,081**	**($56,541)**
Tax Levy	**$316,315**	**$262,054**	**$287,083**	**$284,339**	**($2,744)**
Personnel					
Full-Time Pos. (FTE)	12.0	12.0	12.0	12.0	(0.0)
Seasonal/Hourly/Pool $	$0	$0	$26,378	$36,376	$9,998
Overtime $	$0	$23,975	$8,004	$0	($8,004)

Department Mission:
Transportation Services Division will strive to provide the highest level of service on County Trunk Highways (CTH) within Milwaukee County, giving motorists access to safe, functional roadways at the lowest possible cost. Transportation Services Division provides cost-effective planning, design and implementation services necessary to maintain and enhance the safety and efficiency of the County's highways, bridges, and traffic control facilities.

Department Description:
Transportation Services Division provides planning, design, and construction management for capital projects on County Trunk Highways (CTH) and County-owned bridges, including traffic signals.

Major Changes in FY 2021
None.

Strategic Program Area 1: Transportation Services

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$1,977,087	$1,889,621	$2,081,705	$2,022,420	($59,285)
Revenues	$1,660,772	$1,67,567	$1,794,622	$1,738,081	($56,541)
Tax Levy	$316,315	$262,054	$287,083	$284,339	($2,744)
FTE Positions	12.0	12.0	12.0	12.0	0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Number of CTH projects completed	N/A	2 [$6,576,800]	1 [$3,350,000]	1 [$5,665,000]
Number of bridge projects completed	N/A	0 [$0]	0 [$0]	0 [$0]
Number of traffic projects completed	N/A	1 [$704,600]	2 [$839,000]	0 [$0]
Total Number of Projects Completed	N/A	3 [7,281,400]	3 [$4,189,000]	1 [5,665,000]

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Percentage of County-owned vehicular bridges rated fair or above1	98.0%	98.1%	95.0%	95.0%
Percentage of CTH pavement rated fair or above2	96.6%	91.9%	90.0%	90.0%
Percentage of projects completed on time	100.0%	100.0%	100.0%	100.0%

1 Sufficiency Rating is based on bridge inspections provided to WisDOT. A bridge rated under 50 on a 100-point scale would qualify as a bridge in less than fair condition requiring replacement.

2 Pavement Rating is based on pavement condition rating according to WisDOT specifications. A rate of 3 or less on a 10-point scale is less than fair condition.

Strategic Overview:
The Transportation Services Division provides planning, design, and construction management for capital projects on County Trunk Highways (CTH) and County-owned bridges, including traffic signals. Transportation Services Division consists of the following four (4) engineering areas:

- Highway Engineering provides planning, operation and design for Highway Capital Improvement Projects and Local Road Improvement Projects as required by state law.
- Bridge Engineering provides planning, operation, and design of rehabilitation or replacement of existing County-owned bridges. As mandated by state law, Bridge Engineering oversees the biennial bridge inspections of all County-owned bridges and administers the Local Bridge Program for all municipality-owned bridges in Milwaukee County.
- Traffic Engineering provides planning, design, and implementation of projects needed to maintain and improve the safety, operational efficiency, and functional integrity of the County's highway network, including the projects in the, Congestion Mitigation and Air Quality Program (CMAQ), and Highway Safety Improvement Program (HSIP).
- Construction Engineering is responsible for field inspection, construction management, and contract administration of highway, bridge, and traffic projects.

Strategic Implementation:
There are no major programmatic changes for 2021. Service and staffing service levels remain consistent with the prior year.

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BUDGET SUMMARY

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures					
Personnel Costs	$12,665,248	$11,657,871	$12,941,336	$12,900,273	($41,063)
Operation Costs	$2,054,729	$1,815,036	$2,117,062	$2,119,282	$2,200
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$5,045	$14,185	$513,423	$373,361	($140,062)
Interdepartmental Charges	$7,181,990	$7,387,208	$7,641,489	$7,831,350	$189,861
Total Expenditures	**$21,907,011**	**$ 20,874,300**	**$23,213,310**	**$23,224,266**	**$10,956**
Revenues					
Direct Revenue	$334,650	$39,317	$171,000	$171,000	$0
Intergovernmental Revenue	$19,776,029	$20,432,024	$21,980,044	$21,991,000	$10,956
Indirect Revenue	$1,355,951	$0	$0	$0	$0
Local VRF Revenues	$1,025,273	$1,062,266	$1,062,266	$1,062,266	$0
Total Revenues	**$22,491,905**	**$21,533,607**	**$23,213,310**	**$23,224,266**	**$10,956**
Tax Levy	**($584,891)**	**($659,307)**	**$0**	**$0**	**$0**
Personnel					
Full-Time Pos. (FTE)	128.0	117.2	118.2	118.2	0.0
Seasonal/Hourly/Pool $	$0	$13,237	$28,160	$28,208	$48
Overtime $	$716,225	$847,090	$451,116	$849,228	$398,112

Department Mission:
The Highway Maintenance Division will strive to provide the highest level of service and maintenance on expressways, as well as State and County trunk highways within Milwaukee County, giving motorists access to safe, functional roadways at the lowest possible cost. The Highway Maintenance Division provides cost-effective implementation services necessary to maintain and enhance the safety and efficiency of the County's highways, bridges, and traffic control facilities.

Department Description:
As part of the Department of Transportation, the Highway Maintenance Division maintains County Trunk Highways, State Trunk Highways, and Expressways, carrying out activities that include winter plowing/salting/de-icing, mowing, litter pick-up, sign maintenance/replacement, streetlight and signal maintenance, and pavement repair. The Division also funds the inspection of County-owned bridges.

Major Changes in FY 2021
There are no major programmatic changes for 2021. $1,062,266 of revenue from the current $30 Milwaukee County Vehicle Registration Fee (VRF) is budgeted in Highway Maintenance. Operating capital outlay is decreased by $140,062 to offset a reduction in General Transportation Aid (GTA) revenue from the State of Wisconsin.

Strategic Program Area 1: Highway Maintenance

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$21,907,011	$20,874,300	$23,213,310	$23,224,266	$10,956
Revenues	$22,491,905	$21,533,607	$23,213,310	$23,224,266	$10,956
Tax Levy	($584,894)	($659,307)	$0	$0	$0
FTE Positions	116.0	117.2	118.2	118.2	0.0

2018 Actuals differ from front page due to inclusion of Transportation Services on the front page table. This Section was separated out in 2019 and made a separate Division within MCDOT

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Highway Lane Miles Maintained				
County Trunk Highways Maintained (Lane Miles)	303	303	303	303
State Trunk Highways Maintained (Lane Miles)	719	719	719	719
Expressways Maintained (Lane Miles)	1,240	1,240	1,240	1,240
Winter Maintenance Operation				
Major winter event (defined as requiring 100 tons or more of salt)	26	25	20	20

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Cost per Lane Mile of Maintaining County Trunk Highways [1]	$8,421	$10,412	$13,315	$12,853
Cost per Lane Mile of Maintaining State Highways[2]	$8,871	$9,045	$9,790	$10,023

Strategic Overview:
The Highway Maintenance service area is responsible for providing State and County Highway maintenance. State Highway Maintenance provides general and winter maintenance on the expressways and state trunk highways within Milwaukee County. State highway maintenance costs are currently fully reimbursed pursuant to agreements with the State of Wisconsin Department of Transportation. The reimbursement program is based on labor costs, machinery

[1] Calculated by dividing the total cost of maintaining Milwaukee County Trunk Highways by the number of Milwaukee County Trunk Highway lane miles maintained.
[2] Calculated by dividing the total cost of maintaining State Trunk Highways and Expressways located in Milwaukee County by the number of State lane miles maintained.

allowances as specified in the current Wisconsin Highway Maintenance Manual's actual cost provision, as well as special projects and material purchases authorized by the Wisconsin Department of Transportation.

County Highway Maintenance also provides general and winter maintenance on the County Trunk Highway (CTH) system. This includes pavement repair and resurfacing, shoulder maintenance, vegetation control, safety appurtenances, road drainage, litter pickup, snow and ice control, traffic signal maintenance, highway signing, and pavement marking. County funding levels determine the amount of maintenance on County Trunk Highways and over time also impacts the level of State General Transportation Aid that partially offsets the costs for these services. In other words, fewer County dollars spent on County Trunk Highways over time also means the County is eligible for less State GTA funding. In general, higher funding levels would allow a more proactive and less reactive maintenance methodology.

Strategic Implementation:
There are no major programmatic changes for 2021. Service and staffing service levels remain relatively consistent with the prior year.

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BUDGET SUMMARY

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures					
Personnel Costs	$3,606,382	$3,672,109	$5,108,043	$5,006,728	($101,315)
Operation Costs	$2,330,867	$2,911,358	$3,674,641	$4,404,609	$729,968
Debt & Depreciation	$3,795,465	$4,072,571	$4,217,764	$4,599,664	$381,900
Capital Outlay	$132,866	$210,911	$270,798	$325,090	$54,292
Interdepartmental. Charges	$1,943,401	$2,002,444	$1,437,460	$1,508,968	$71,508
Total Expenditures	**$11,808,981**	**$12,869,393**	**$14,708,706**	**$15,845,059**	**$1,136,353**
Revenues					
Direct Revenue	$227,664	$251,694	$62,000	$62,000	$0
Intergovernmental Revenue	$16,035	$13,833	$16,000	$16,000	$0
Indirect Revenue	$12,431,239	$13,308,758	$15,703,713	$16,668,316	$964,603
Total Revenues	**$12,674,938**	**$13,574,285**	**$15,781,713**	**$16,746,316**	**$964,603**
Tax Levy	**($865,956)**	**($704,892)**	**($1,073,007)**	**($901,257)**	**$171,750**
Personnel					
Full-Time Pos. (FTE)	34.5	34.0	47.0	47.0	0
Seasonal/Hourly/Pool $$	$0	$0	$0	$0	$0
Overtime $	$35,024	$50,048	$100,200	$109,992	$9,792

Department Mission:
Fleet Management is committed to providing a comprehensive fleet management program, including structured purchasing and preventive maintenance, that provides cost-effective customer service to all County departments that use the vehicles and equipment provided by Fleet Management.

The Fleet Management Division will issue a request-for-information (RFI) on the costs associated with contracting with a consultant to provide a report to the County Board of Supervisors on how the County may transition its fleet of passenger motor vehicles to electric vehicles, including but not limited to the following information:

- Necessary infrastructure improvements
- Life cycle cost of purchasing electric vehicles versus hybrid and standard combustion engine vehicles
- Electric vehicle operation and maintenance training

Fleet Management Division staff will report to the County Board of Supervisors by July 2021 regarding the costs associated with procuring a consultant study to electrify the County's passenger vehicle fleet.

Department Description:
The Fleet Management Division purchases and maintains vehicles and equipment used by Milwaukee County departments. Keys to this program include minimizing vehicle and equipment downtime, providing a preventative maintenance program, and educating users on safe operation and daily maintenance. This division provides three main functions: Equipment Repairs, Inventory Management, and Equipment Coordination.

- **Equipment Repairs** maintains and manages approximately 2,206 vehicles and pieces of equipment ranging from fairway mowers and squad cars, to wheel loaders, tandem axle trucks, rotary plows, and combo units that are used in operations like snow removal on the freeway system and at GMIA.
- **Inventory Management** maintains and manages a repair parts inventory for all Milwaukee County vehicles. Inventory Management operates four conveniently located fueling sites, supplying over 800,000 gallons of fuel annually.
- **Equipment Coordination** researches and develops the specifications for purchasing new vehicles and equipment and works with user departments to ensure the correct piece of equipment is purchased. Fleet Management hosts and coordinates an annual public auction of used equipment for Milwaukee County and other surrounding municipalities.

Major Changes in FY 2021

- There are no major changes in 2021.

Strategic Program Area 1: County Fleet Maintenance

Service Provision: **Administrative, Discretionary**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$11,808,981	$12,869,393	$14,708,706	$15,845,059	$1,136,353
Revenues	$12,674,938	$13,574,285	$15,781,713	$16,746,316	$964,603
Tax Levy	($865,957)	($704,892)	($1,073,007)	($901,257)	$171,750
FTE Positions	34.5	34.0	47.0	47.0	0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Weekly Ready for Use (RFU)	92%	93%	96%	96%
Monthly on Time Scheduled Maintenance Completion	54%	58%	70%	75%
Vehicles Exceeding Replacement Criteria[2, 3,4]	278	283	150	150
Vehicles Underutilized[1, 2,4]	133	102	95	90

[1] *Criteria for the use of Fleet vehicles can be found in the Milwaukee County Ordinance Chapter 56.22.*
[2] *This number excludes specialized vehicles which will be retained.*
[3] *The replacement schedule is 4 yrs. for Sheriff marked squads, 7 yrs. for sedans and light duty vehicles, and 12 yrs. for large equipment and mowing equipment.*
[4] *The vehicles that are exceeding replacement criteria and fall under the vehicles underutilized will be considered for possible removal from the fleet.*

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Repair Work Orders	6,424	11,019	9,000	11,000
Preventative Maintenance Work Orders	1,228	1,521	1,575	1,700
Vehicles / Equipment replaced	156	74	150	150

Strategic Overview:
Fleet Management's long-term goal is to have a readily available, right sized fleet for all County user departments.

Strategic Implementation:
This service is provided with 47.0 FTE. Overall expenditures increase slightly due to increased facility maintenance, parts, and outside services expenses. Debt and depreciation expenses increased by $381,900. This amount reflects the debt repayment for equipment previously purchased. Fleet Management auction revenue will be utilized towards purchasing new vehicles under the vehicle and equipment replacement program.

Milwaukee County Fleet Management was recognized as a "100 Best Fleet" in the Americas for 2016, 2017, 2018, 2019, and 2020 by the 100 Best Fleets of North America.

2021 VEHICLE ROLLING STOCK ON & OFF-ROAD ALLOTMENT PER DEPARTMENT	
DEPARTMENT	TOTAL
Airport (GMIA)	250
Behavioral Health Division (BHD)	10
District Attorney (DA)	17
Office of Emergency Management	3
DAS A&E Environmental Services	1
Information Management Services Division (IMSD)	3
DAS-Facilities Management **	60
House of Correction (HOC)	49
MCDOT – Directors Office	1
MCDOT – Fleet Management ***	21
MCDOT - Highway	144
MCDOT – Transportation Services	4
Medical Examiner	4
Parks *	561
Sheriff	125
Zoo	26
TOTAL	1,279

* These numbers include all mowing equipment
** Includes vehicles for the Architectural & Engineering division
*** Fleet Management also maintains motor pool vehicles

BUDGET SUMMARY

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures					
Personnel Costs	$0	$0	$0	$0	$ 0
Operation Costs	$150,829,539	$148,609,582	$153,234,531	$155,544,540	$2,310,009
Debt & Depreciation	$3,787,932	$4,064,581	$3,492,953	$3,492,953	$0
Capital Outlay	$581,919	$416,601	$390,000	$290,000	($100,000)
Interdepartmental.	$2,161,776	$2,152,315	$2,831,386	$3,174,734	$343,348
Total Expenditures	**$157,361,166**	**$155,243,079**	**$159,948,870**	**$162,502,227**	**$2,553,357**
Revenues					
Direct Revenue	$40,819,617	$39,002,282	$38,688,480	$35,602,954	($3,085,526)
Intergovernmental	$92,121,939	$89,635,250	$92,940,694	$103,599,634	$10,658,940
Indirect Revenue	$0	$0	$0	$0	$ 0
Local VRF Revenues	$15,822,183	$16,186,470	$16,101,243	$16,014,577	($86,666)
Total Revenues	**$148,763,739**	**$144,824,002**	**$147,730,417**	**$155,217,165**	**$7,486,748**
Tax Levy	**$8,597,427**	**$10,419,077**	**$12,218,453**	**$7,285,062**	**($4,933,391)**

Department Mission:

The Milwaukee County Transit System (MCTS) connects our community to jobs, education and life with essential transit services. We strive to be the preferred transportation choice through service excellence and innovation.

Department Description:

The Director's Office of the Milwaukee County Department of Transportation (MCDOT) provides oversight of MCTS, conducts transit related studies, and prepares and administers Federal and State transit grants. MCDOT personnel also facilitate the acquisition of capital equipment and provide the Architecture & Engineering Division (A&E) of the Department of Administration Services (DAS) capital improvement recommendations for MCTS facilities. Milwaukee Transport Services, Inc. (MTS), is a quasi-governmental instrumentality of Milwaukee County that is recognized as an element of Milwaukee County by the Federal Transit Administration (FTA). Transit employees work for MTS, which is responsible for managing day to day transit operations using facilities and equipment provided by Milwaukee County.

Major Changes in FY 2021

There are no major changes to paratransit service or to the fixed route transit service, but uncertainty surrounding short-and-long term fiscal impacts caused by the novel Coronavirus Disease-2019 (COVID-19) pandemic remains. In early 2020, the closing of schools, businesses and other local destinations resulted in significantly reduced transit ridership and passenger revenue. In response, the Coronavirus Aid, Relief, and Economic Security Act (CARES) Act of 2020 was passed to provided $25 billion for transit nationally. If not for these funds being made available to Milwaukee County for transit, MCTS originally projected a budget gap of over $12.1 million for 2021 due to total expenditures increasing by $2.5 million (1.6%) and decreases in revenue and tax levy in the amounts of $5.3 million and $4.9 million, respectively.

Strategic Program Area 1: Paratransit

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures	$16,602,155	$16,768,841	$17,127,297	$17,149,722	$22,425
Revenues	$14,629,533	$14,499,156	$14,577,617	$14,935,609	$357,992
Tax Levy	$1,972,622	$2,269,686	$2,549,680	$2,214,113	($335,567)

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Van Trips per Hour	1.85	2.04	1.89	1.93
Van Ridership	440,374	437,466	431,567	431,567
Agency Ridership	14,524	13,643	13,100	14,092
Taxi Ridership	73,043	62,500	69,391	62,500
Total Ridership	527,941	513,609	514,058	508,159
Individualized Travel Training	78	87	80	50

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Van Service On-Time Performance	92.5%	93.7%	95%	94.0%
Van Cost per Ride *(provider)*	$28.44	$29.29	$30.06	$30.20
Agency Cost per Ride (*provider)*	$10.02	$10.66	$11.83	$14.01
Taxi Cost per Ride *(provider)*	$11.98	$12.28	$12.70	$12.80
Total Cost per Ride *(incl. admin.)*	$31.03	$32.15	$32.78	$33.20

Strategic Overview:

Transit Plus is Milwaukee County's paratransit program. There are over 8,400 registered Transit Plus participants who are Americans with Disabilities Act (ADA) paratransit eligible. MCTS contracts with paratransit service companies to provide rides to persons with disabilities border-to-border in the County following strict requirements of the ADA.

Strategic Implementation:

Paratransit van and taxi costs per ride continue to be lower than national averages of $39.51 and $27.94, respectively (based on 2018 National Transit Database Summaries and Trends Report). 2021 ridership is projected to mirror that of 2020, leaving total costs flat. MCTS will once again apply for a two-year FTA grant under Section 5310 to continue mobility management activities in 2021 (and 2022) inclusive of fixed route travel training, community outreach and education, mobility device training, and bus operator ADA sensitivity and passenger assistance training.

Strategic Program Area 2: Fixed Route

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$140,759,010	$138,474,238	$142,821,573	$145,351,244	$2,529,671
Revenues	$134,134,206	$130,324,847	$133,152,800	$140,281,556	$7,128,756
Tax Levy	$6,624,804	$8,149,393	$9,668,773	$5,069,688	($4,599,085)

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Buses in Fleet	409	394	348	355
Buses in Peak Hour	334	320	290	296
Bus Miles	18,306,995	17,965,918	17,583,166	17,650,259
Miles / Bus	44,760	45,599	50,526	49,719
Bus Hours	1,394,808	1,371,441	1,339,778	1,348,128
Passengers	29,071,243	26,447,214	27,721,853	24,949,669
Passenger Revenue	$32,417,553	$31,475,475	$30,771,257	27,694,132
Revenue per Passenger	$1.12	$1.19	$1.11	$1.11

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Farebox Recovery Ratio*	23.0%	23.9%	22.8%	20.1%
Passengers per Bus Hour	20.8	19.3	20.7	18.5
Cost per Bus Hour	$100.92	$100.97	$106.07	$107.81
Cost per Passenger	$4.84	$5.24	$5.12	$5.83
Passenger Trips per Capita**	30.4	28	29.1	26.4

Definitions: * Farebox Recovery Ratio is calculated as the ratio of total expenses covered by total passenger fares
** Passenger trips per capita is calculated by dividing annual passenger trips by the population of Milwaukee County (service area)

Strategic Overview:

There are no service changes or fare increases proposed for 2021. The Transit Fare Table in this section of the budget shows a decrease in cost of the 1-day concession pass available to older adults (65+) and persons with disabilities from $3 to $2 per day to match the cost of similar passes (Go Pass and New Freedom Pass).

MCTS carries more passengers per capita at a lower cost per bus hour of service in comparison to national averages[1]. MCTS is starting to lag national trends in farebox recovery, passengers per bus hour and cost per passenger. Each of these measures are heavily influenced by ridership. Under normal conditions, strategies to increase ridership through increasing the availability of high frequency transit services and increasingly using grant dollars to improve advertising for transit services can aid in increasing ridership. In 2021, ridership is more dependent upon State and Local conditions related to COVID-19, and the eventuality of a vaccine.

In addition to passenger revenue, the MCTS budget includes anticipated revenue contracts that exceed $300,000 from state and federal sources, and in accordance with Wisconsin Statute 59.52(31) approval from the County Board is required. Passage of the MCTS budget allows MCDOT to execute these revenue grant contracts in 2021:

- State Urban Mass Transit Operating Assistance Contract (Section 85.20)
- State Urban Mass Transit Paratransit Assistance Contract (Section 85.205)
- State Specialized Transportation Assistance Program for Counties (Section 85.21)
- Federal Urbanized Area Formula (Section 5307)
- Federal Bus and Bus Facilities Formula (Section 5339)

Strategic Implementation:

Transit's role in Milwaukee is critical now and will continue to be in the future. An inclusive and accessible transit network benefits all users and transforms communities by connecting people to opportunities. Through MCTS, the County is providing a strong transit network that supports economic growth and competitiveness of the region. On-going investments in transit will help Milwaukee County to realize a future where an individual's race no longer predicts one's success while also improving outcomes for everyone.

Route 81 – Amazon Oak Creek:

In File No. 20-468 the County Board of Supervisors appropriated money for Route 81 beginning at N. 35th St. and W. Fond du Lac Ave. in the City of Milwaukee and terminating at the new Amazon Distribution Center in the City of Oak Creek to provide transit access to jobs. The Route began service in mid-October 2020.

For 2021, transit service for Route 81 will be funded through August with the remaining funding set aside in an allocated contingency account in Org. Unit 5600. MCDOT and MCTS in July 2021 will present an action report based on ridership data to the County Board which may decide to continue the route, otherwise Route 81 service will terminate by September 6, 2021, in line with when MCTS schedules normally change.

<u>Bus Rapid Transit and Racial Equity</u>
BRT focuses on faster, more frequent transit service that is easier to use in high passenger-demand transit corridors. In 2020, the FTA indicated that up to $40.9M in Federal Section 5309 funds has been appropriated for the East-West BRT project. Upon execution of an FTA Small Starts Grant Agreement (SSGA) award, MCTS will begin construction of BRT stations in 2021 and procure equipment necessary to begin BRT operations in late 2022. The BRT project will strengthen the entire transit network and aid in achieving opportunity and racial equity in a way that moves Milwaukee County closer to achieving its vision of becoming the healthiest County in the state.

Milwaukee County and MCTS has initiated a new study for transit enhancements – potentially a 2nd BRT line – in the 27th Street transit corridor, where the Purple Line, one of MCTS's highest ridership routes is located. Racial equity will be given deliberate consideration in the study, as this corridor is accessible to environmental justice populations (predominantly low income, non-white and non-English speaking). Communities along this corridor have also experienced some of the highest rates of COVID-19 infection and fatality in Milwaukee County, all of which underscore the need for investment.

MCTS is committed to community engagement and involvement so that County investments in transit improvements reflect the needs, values and interests of the community. In 2021, MCTS will continue to expand the level of public engagement among communities of color, increase utilization of technology and face-to-face interactions to reach

riders, stakeholders, businesses and elected officials, enabling them to provide feedback on proposed services and service changes.

Finally, the 2021 transit budget is dependent, in part, on ridership climbing back from record low levels in 2020 that resulted from COVID-19. Federal CARES Act funds for Milwaukee County in the amount of $54.9 million were determined using the FTA allocation formula under the Urbanized Area Formula Program (49 USC 5307). CARES Act funds help MCTS to prevent, prepare for, and respond to COVID-19. If long-term impacts of the pandemic on public transportation persist into 2021 and CARES Act funds are completely exhausted, mid-year corrections may have to be pursued to ensure that MCTS remains on budget. In addition, it is unclear how COVID-19 may impact future federal, State and local funding. It is the intent of MCTS to use CARES Act as prescribed, to aid in responding to the impacts of COVID-19 that may linger until a vaccine is universally available.

FARE TABLE

FARE NAME	CURRENT FARE	PROPOSED FARE	COMMENT
Cash Fares			
Adult	$2.25	$2.25	No change
Premium	$3.50	$3.50	No change
Concession (Half-Fare)	$1.10	$1.10	No change
M-Card/Stored Value Fares			
Adult Single Ride	$2.00	$2.00	No change
Premium Single Ride	$2.50	$2.50	No change
Concession (Half-Fare)	$1.10	$1.10	No change
Pass Fares			
1-Day Adult Pass	$4.00	$4.00	No change; purchased at ready fare outlet
1-Day Adult Pass	$5.00	$5.00	No change; loaded on existing smartcard at farebox
1-Day Premium Pass	$6.00	$6.00	No change; purchased at ready fare outlet
1-Day Concession Pass	$2.00	$2.00	No change; purchased at ready fare outlet
1-Day Concession Pass	$3.00	$2.00	Decrease to match GOPass program; loaded on existing smartcard at farebox
1-Day Prem. Concession Pass	$3.00	$2.00	Decrease to match GOPass program.
3-Day Adult Pass	$12.00	$12.00	No change
3-Day Premium Pass	$18.00	$18.00	No change
3-Day Concession Pass	$6.00	$6.00	No change
3-Day Concession Premium Pass	$9.00	$9.00	No change
7-Day Adult Pass	$19.50	$19.50	No change
7-Day Premium Pass	$27.00	$27.00	No change
7-Day Concession Pass	$11.00	$11.00	No change
31-Day Adult Pass	$72.00	$72.00	No change
31-Day Premium Pass	$96.00	$96.00	No change
31-Day Concession Pass	$32.00	$32.00	No change
Other Special Fares			
Student 5-Day Pass	$17.50	$17.50	No change
U-PASS Semester Pass	$50.00	$50.00	No change
Commuter Value Pass	$220.00	$220.00	No change; per three months (quarter)
New Freedom Pass	$2.00/day	$2.00/day	No change
Transfer	Free	Free	No change, Encoded on rider's M-Card;
M-Card Lite: One 90-minute pass	$2.25	$2.25	No change; Fare form for eligible social service agencies/non-profits
M-Card Lite: Two 90-minute passes	$4.25	$4.25	No change; Fare form for eligible social service agencies/non-profits
Mobile App Fares	$2.00 for 90 minutes	$2.00 for 90 minutes	No change; new fares under development will be consistent with pass fares
Paratransit Fare	$4.00	$4.00	No change (per one-way trip)
GO Pass	$2.00/day	$2.00/day	No change

BUDGET SUMMARY

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures					
Personnel Costs	$910,636	$950,441	$1,029,113	$1,024,789	($4,324)
Operation Costs	$11,939	$94,928	$133,842	$132,962	($880)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$7,500	$7,500	$0
Interdepartmental. Charges	($633,462)	($745,764)	($880,455)	($898,412)	($17,957)
Total Expenditures	**$289,113**	**$299,605**	**$290,000**	**$266,839**	**($23,161)**
Revenues					
Direct Revenue	$313,080	$366,654	$290,000	$266,839	($23,161)
Intergovernmental Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$313,080**	**$366,654**	**$290,000**	**$266,839**	**($23,161)**
Tax Levy	**($23,967)**	**($67,049)**	**$ 0**	**$ 0**	**$ 0**
Personnel					
Full-Time Pos. (FTE)	8.0	8.0	7.0	7.0	0
Seasonal/Hourly/Pool $	$0	$0	$0	$0	$0
Overtime $	$0	$0	$0	$0	$0

Department Mission:
The mission of the Department of Transportation (DOT) - Director's Office is to provide essential management and support services to DOT Divisions through oversight, coordination and technical assistance

The DOT consists of the following Divisions: Transit/Paratransit, Fleet Management, Airport, Highway Maintenance and Transportation Services.

Department Description:
The DOT-Director's Office is responsible for the management of DOT's administrative functions, transportation planning and transit system oversight. Administrative functions include:

- Establishment and implementation of department policies and procedures
- Personnel administration
- Accounting
- Budgeting
- Training
- General public information services

The Transportation Planning section provides technical and professional expertise for multimodal and transit planning and coordination, as well as transit system development and compliance oversight. The Transportation Planning section aggressively identifies, applies for, and professionally manages state and federal grant funds that reduce tax levy support for County transportation projects.

Major Changes in FY 2021

- There are no major changes in 2021.

Strategic Program Area 1: Director of Transportation

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$289,113	$299,605	$290,000	$266,839	(23,161)
Revenues	$313,080	$366,654	$290,000	$266,839	(23,161)
Tax Levy	($23,967)	($67,049)	$ 0	$ 0	$ 0
FTE Positions	8.0	8.0	7.0	7.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
To Be Determined	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
To Be Determined	0	0	0	0

Strategic Overview:
The DOT-Director's Office continues the best practice of charging the DOT Divisions for the net cost of operating the Director's Office after applying non-county revenue received for administration of the freeway towing program. Non-county revenue for administration of the freeway towing program has no change projected for 2021.

Strategic Implementation:
There are no major changes in 2021.

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Health & Human Services Function

- DHHS — Behavioral Health Division
- Department of Health & Human Services (DHHS)

DEPARTMENTAL NARRATIVES

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BUDGET SUMMARY

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures					
Personnel Costs	$64,418,840	$65,217,429	$69,758,153	$69,725,086	($33,067)
Operation Costs	$133,197,059	$143,898,481	$143,775,185	$158,737,548	$14,962,363
Debt & Depreciation	$0	$0	$0	$0	$ 0
Capital Outlay	$110,056	$2,004	$100,000	$0	($100,000)
Interdepartmental. Charges	$2,915,144	$5,691,498	$4,380,394	$4,662,907	$282,513
Total Expenditures	**$200,641,099**	**$214,809,412**	**$218,013,732**	**$233,125,541**	**$15,111,809**
Revenues					
Direct Revenue	$101,822,123	$111,262,507	$118,381,453	$132,695,789	$14,314,336
Intergovernmental Revenue	$42,348,233	$44,104,596	$43,689,581	$47,349,303	$3,659,722
Indirect Revenue	$0	$0	$0	$0	$ 0
Total Revenues	**$144,170,356**	**$155,367,103**	**$162,071,034**	**$180,045,092**	**$17,974,058**
Tax Levy	**$56,470,743**	**$59,442,309**	**$55,942,698**	**$53,080,449**	**($2,862,249)**
Impact on Reserves Increase/(Decrease)	**$1,238,248**	**($2,222,803)**	**($226,697)**	**($226,697)**	**$ 0**
Personnel					
Full-Time Pos. (FTE)	504.5	485.6	476.6	489.9	13.3
Seasonal/Hourly/Pool $	$1,757,419	$1,548,101	$1,596,212	$1,621,062	$24,850
Overtime $	$2,433,039	$2,825,822	$767,028	$817,308	$50,280

Department Mission:

Together, creating healthy communities.

Department Vision:

Empowering safe, healthy and meaningful lives.

Department Description:

The Behavioral Health Division (BHD) consists of Management and Support Services, Psychiatric Crisis ER/Observation, Adult and Child Acute Inpatient Services, Community Services Branch & Wraparound Milwaukee.

Major Changes in FY 2021

2021 tax levy is reduced by $2.8m to $53.1m. Changes in the following areas enabled BHD to reduce tax levy without reducing services:

- Increase in Wisconsin Medicaid Cost Reporting (WIMCR) funding of $0.9m
- Increase in Crisis Intervention revenue of $0.9m
- Decrease in personnel expenses of $0.3m by eliminating vacant positions and legacy healthcare savings.

Funding for behavioral health services are enhanced and expanded in the following areas:

- $16.2m increased spending in the Comprehensive Community Service (CCS) Adult and Children's program with a projected enrollment of 2,125 by the end of 2021.
- $1.0m funding for a new High-Fidelity Assertive Community Treatment (ACT) Team.
- $0.7m additional funding for AODA services including Medication-assisted Treatment.
- $0.5m for a Crisis Stabilization House redesign.
- $0.2m to support supported employment services.
- Additional funding for mental health services in collaboration with area Federally Qualified Health Centers.

Strategic Program Area 1: Management & Support Services

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	($148,586)	$285,240	($1,697,003)	($1,697,003)	$ 0
Revenues	$279,039	$277,178	$302,997	$302,997	$ 0
Tax Levy	($427,625)	($8,062)	($2,000,000)	($2,000,000)	$ 0
FTE Positions	143.3	125.3	128.3	127.3	(1.0)

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Impaneling requests processed	N/A	2,262	2,500	2,500

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Revenue dollars/fiscal staff	$6,931,267	$7,126,931	$7,113,311	$7,187,947
Patient revenue collected/Billed revenue	41.7%	50.7%	54.3%	58.3%

Strategic Overview:

Management and Support Services provides fiscal management, compliance, and administration.

Strategic Implementation:

Expenditures of $31.5m are budgeted in this area, which is allocated out to the other service areas. The 2021 budget includes a net reduction in costs of $0.3m, primarily related to reductions in interdepartmental charges.

1.0 FTE Grant Accountant position is created. 1.0 FTE Clerk Medical Records and 1.0 FTE Admin Asst vacant positions are eliminated. Other adjustments are made for vacancy and turnover based on actual experience.

A $2.0m general expenditure reduction is added to this strategic area to budget cost savings or potential reserve contributions.

A Focus on Quality:

The Behavioral Health Division (BHD) will continue to strategically foster partnerships and participate in an enhanced and integrated community-based behavioral health system of care in 2021. Our vision will include the promotion of early crisis intervention and prevention, as to enhance individuals' access to care, while providing crisis options and community-based locations with warmer front doors. Our system of care will support strength-based interventions, will be needs driven while ensuring linkages and coordination of a quality, and a value-based network of provider services. Ultimately, more individuals with behavioral health needs throughout Milwaukee County will be served through financially sustainable models of care in support of the **"Right Care, Right Place, Right Time."**

BHD will continue to transform into a community system of care in 2021 with an emphasis on:

- Racial equity.
- Quality and safety.
- Client experience of care.
- Streamlined access to help.
- Workforce development and training.
- Building trusting relationships with stakeholders.
- Building network service capacity.
- Identifying racial equity gaps, injustice, and broader community-based solutions.
- Long-term fiscal sustainability and cost efficiencies.

Behavioral Health Division (BHD) Quality Management Services will continue to be strengthened in 2021 to assure ongoing excellence in the quality and safety of care as to meet clients' needs. We will define quality as a collective measure of excellence in BHD's (and our network) systems, processes, staff and provider performance, decisions, and human interactions. The overarching organizational aim we are undertaking in this and the next quality plan biennium is to align our quality program structure, management, and knowledge base to a customer-driven, performance based, innovation rewarding, and self-learning paradigm. BHD, our staff, partners, and the Milwaukee County Mental Health Board (MCMHB) will continue to demonstrate a commitment to improving the health of clients and ultimately the health and wellness of our community.

To truly transform into a healthcare system of high reliability, excellent client experience, and quality and safety, the Behavioral Health Division (BHD) will engage in purposeful activities in support of a quality journey. Mental Health Board governance and BHD Leadership will remain committed to quality care and services, including increased efforts to delineate contract performance expectations and increased monitoring, fostering a culture of safety, and supporting a continuous learning environment with an on-going emphasis on performance improvement, decision and action. Efforts to centralize BHD quality-related functions in collaboration with DHHS, with an emphasis on enhanced client outcomes, target goals, data, technology and benchmarks are the hallmarks of these continued efforts. Investment in personnel to provide quality assurance and quality improvement activities will be prioritized as to strengthen BHD services, network quality and performance. Activities to eliminate barriers and individual program and department silos in favor of an integrated system of care continue in 2021. The goals will include strengthening the quality approach to increase operational efficiency, support an environment of safety, reduce cost, and create a community-based healthcare system.

Strategic Program Area 2: Psychiatric Crisis ER/Observation

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$16,963,438	$17,405,736	$18,512,591	$17,511,295	($1,001,296)
Revenues	$8,921,538	$9,101,269	$8,959,547	$9,081,833	$122,286
Tax Levy	$8,041,900	$8,304,467	$9,553,044	$8,429,462	($1,123,582)
FTE Positions	60.3	59.0	59.0	58.0	(1.0)

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Psychiatric Emergency Department				
Admissions	7,375	7,492	8,250	7,500

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Percent of clients returning to PCS within 30 days	24.0%	26.1%	24.0%	24.0%
Percent of Time on Waitlist Status	83.2%	100%	80%	80%

Strategic Overview:

Psychiatric Crisis ER/Observation includes:

- Psychiatric Crisis Service (PCS) Emergency Room: PCS is a 24-hour a day, seven days a week psychiatric emergency room. This component of BHD's system of crisis services provides crisis intervention, face-to-face medical/psychiatric assessment, and acute treatment for individuals who are, or who believe themselves to be, in psychiatric emergency and in need of psychiatric assessment, treatment, and/or referral; this includes voluntary referrals from law enforcement and emergency detention referrals.
- Observation Unit: Consumers may be placed on Observation Status as an alternative to inpatient hospitalization when they are experiencing a mental health crisis and need brief intensive assessment and treatment. The Observation Unit is designed to provide crisis intervention and stabilization services that are less than 48 hours in duration.

Strategic Implementation:

Budgeted Patient Revenue for the Emergency Room and Observation Unit is increased $0.1m in 2021 to reflect current experience.

Personnel expenses are reduced by $0.8m, primarily due to a decrease in legacy fringe costs charged to this area.

Strategic Program Area 3: Inpatient Services (Adult and Children)

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$37,903,846	$36,357,099	$39,159,390	$37,405,387	($1,754,003)
Revenues	$15,547,280	$17,489,269	$20,408,055	$20,252,425	($155,630)
Tax Levy	$22,356,566	$18,867,830	$18,751,335	$17,152,962	($1,598,373)
FTE Positions	159.8	153.5	139.0	139.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Acute Adult Inpatient				
Average Daily Census	41.8	40.6	44	42
Number of Admissions	770	693	700	700
Number of Patient Days	15,272	14,809	16,100	16,100
Average Length of Stay (Days)	23	23	23	23
Child and Adolescent Inpatient Services				
Average Daily Census	7.5	7.5	8	8
Number of Admissions	644	660	650	650
Number of Patient Days	2,734	2,731	3,000	3,000
Average length of Stay (Days)	4.2	4.1	4.5	4.5

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Acute Adult Inpatient				
Percent of clients returning to Acute Adult within 30 days	6.6%	9%	10%	10%
Patients Responding Positively to Satisfaction Survey	74.8%	71.5%	75%	75%
Child and Adolescent Inpatient Services				
Percent of children who return to CAIS within 30 days	12.4%	16.7%	12%	12%
Patients Responding Positively to Satisfaction Survey	71.1%	70.2%	75%	75%

Strategic Overview:

BHD's inpatient services are provided in four licensed psychiatric hospital units with three specialized programs for adults and one specialized unit for children and adolescents. Adult units include one 16 bed adult unit called the Acute Treatment Unit (ATU), one 16 bed Adult Inpatient Co-Ed Unit (AICE), and one 16 bed Intensive Treatment Unit (ITU). A total of 48 adult beds will be available in 2021 with a projected 87.5% occupancy rate. All units provide inpatient care to individuals who require safe, secure, short- term, or occasionally extended psychiatric hospitalization. A multi-disciplinary team approach of psychiatry, psychology, nursing, social service, and rehabilitation therapy provides assessment and treatment. This approach is designed to stabilize any patient with acute psychiatric needs and assist the return of the patient to their own community. The ATU program is the primary area for a variety of students including psychiatric residents, medical students, and nursing students to gain experience in the care of individuals who require inpatient care. The ITU program provides a safe, supportive environment for those individuals with mental health conditions who are at high risk for aggressive behavior and in need of intensive behavioral and pharmacological interventions. The Child and Adolescent (CAIS) unit provides inpatient care to individuals age 18 and under. The CAIS unit also provides emergency detention services for Milwaukee County, as well as inpatient screening for Children's Court.

Strategic Implementation:

Inpatient expenditures decrease by $1.8m primarily due to reduction of legacy fringe costs of $1.2m, reduction in State Institute costs of $0.5m, and a reduction in pharmaceutical costs of $0.3m. Locum Tenens costs increase by $0.5m. 1.0 FTE vacant psychiatrist position is eliminated. Other adjustments are made for vacancy and turnover based on actual experience.

Patient revenue is decreased by $0.2m based on actual experience and payer mix trends.

Strategic Program Area 4: Community Access to Recovery Services Division (CARS)

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$89,914,819	$100,471,518	$103,707,773	$118,956,015	$15,248,242
Revenues	$64,089,966	$71,530,371	$74,732,311	$89,285,082	$14,552,771
Tax Levy	$25,824,853	$28,941,147	$28,975,462	$29,670,933	$695,471
FTE Positions	141.8	102.3	105.8	115.1	9.3

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Number of Unique Clients Served	9,363	10,049	9,500	10,500

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Average Satisfaction Survey Score	77.4%	81.50%	78%	78%
Percent with any emergency room utilization	14.6%	16.4%	10%	10.0%
Percent Homeless	9.18%	9.6%	6.8%	7.0%
Percent Employed	20.06%	19.04%	18.25%	19.0%

Strategic Overview:

CARSD consists of two program areas:

- Community Mental Health and Community Crisis Services
- Community AODA Services

Strategic Implementation:

Community Access to Recovery Services (CARS) is the community-based mental health and substance abuse system for adults in Milwaukee County. CARS provides a variety of services to help adults with behavioral health needs achieve the greatest possible independence and quality of life by assessing individual needs and facilitating access to appropriate community services and supports. CARS is committed to fostering independence, choice, and hope for individuals by creating an array of services that are person-centered, recovery oriented, trauma informed, and culturally intelligent. The 2021 Budget sustains investment in community-based mental health care with an emphasis on recovery.

CARS: Community Mental Health and Community Crisis Services

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$73,672,957	$84,756,346	$88,336,751	$102,996,533	$14,659,782
Revenues	$51,484,921	$56,548,095	$61,172,616	$74,924,049	$13,751,433
Tax Levy	$22,188,036	$28,208,251	$27,164,135	$28,072,484	$908,349

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Crisis Mobile Team				
Mobiles Completed	3,337	3,785	3,600	3,600
Targeted Case Management				
Average Enrollment	1,566	1,305	1,602	1,600
Community Support Program				
Average Enrollment	1,320	1,298	1,300	1,300
Comprehensive Community Services				
Year-End Enrollment	922	1,225	1,430	1,750

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
CCS: Tax levy per capacity	$123	$2,426	$1,167	$1,958
CSP: Tax levy per capacity	$5,912	$6,114	$5,376	$5,282
TCM: Tax levy per capacity	$2,228	$2,238	$2,204	$2,139

Strategic Overview:

Community Mental Health and Crisis Services includes the following service options: Comprehensive Community Services (CCS), Targeted Case Management (TCM), Community Support Program (CSP), Community-Based Residential Facilities (CBRF), Access Clinic, Crisis Mobile Team (CMT), Community Assessment Response Team (CART), Community Consultation Team (CCT), Team Connect, Crisis Resource Centers (CRC), Crisis Stabilization Houses (CSH), and Community Linkage and Stabilization Program (CLASP).

Strategic Implementation:

The 2021 Community Access to Recovery Services Division MH budget includes $15.2m in expanded services. The primary driver of this increase is $11.5m in expanded CCS services. This is offset by $11.2m in increased Medicaid and WIMCR revenue.

Expenses are increased by $1.0m to support a new Assisted Outpatient Treatment (AOT) program using the Assertive Community Treatment (ACT) model for individuals with severe mental illness, high utilization rates of acute adult inpatient services, and under involuntary commitment for treatment. Project goals are to enhance crisis treatment services for individuals unable to adhere to treatment and who cycle repeatedly from tenuous stability to psychiatric crisis; provide more effective and comprehensive evidence-based practices (EBP) services for individuals with complex clinical and social needs; and sustain the AOT program through ongoing EBP training for the ACT Team, third party revenue, and mentorship. This is funded by a Substance Abuse and Mental Health Services (SAMHSA) award for $1.0m per year for four years.

$0.2m expense increase supports various employment services for individuals with behavioral health issues which can be an important role in an individual's recovery. This budget maintains support for Individual Placement and Support (IPS) which is a model of supported employment for people with serious mental illness. In 2021, BHD will continue the expansion of IPS in Community Support Programs (CSP) and will examine the use of Community Recovery Services (CRS) funding for sustainability of these employment services.

The integration of mental health and substance use disorder services with primary care remains a priority for community-based service delivery. The development of service partnerships with the area Community Health Centers (CHC) remains a programmatic and budgetary commitment for BHD. In December of 2019, the first collaboration was operationalized with Progressive CHC and two additional partnerships will be operationalized in the next year: Outreach CHC projected to be operational in November 2020 and Sixteenth Street CHC projected to be operational by April 2021. The 2021 budget contains funding to sustain operations at these integrated partnerships.

$0.5m is dedicated to the redesign of the current Crisis Stabilization House services. BHD will be working to change this to a fully contracted service that provides short-term (less than six month), intensive crisis stabilization services to individuals post-hospitalization. The goal will be to provide a higher level of services to individuals in home-like settings that support their recovery and allows time for community-based planning and service implementation to address the individuals self-identified ongoing needs. Lastly, the expected programming will support community involvement and promote social interactions.

The redesign of the Crisis Stabilization House (CSH) program will also allow for expanded Crisis Mobile Team (CMT) services. This change will create the opportunity for 4.5 FTE existing Emergency Service Clinicians to be re-allocated solely to the completion of mobile crisis services in the community. This will greatly increase the number of clinical staff available to respond to mobiles and expand the hours of available adult mobile team staff. It should also be noted that the 2021 budget continues to support the specialized crisis response services for people with developmental and intellectual disabilities. The budget also contains an Emergency Service Clinician for a county-wide Crisis Assessment Response Team should discussions with the Sheriff's Department lead to the implementation of this team.

The Crisis Resource Center (CRC) offers a safe, recovery-oriented environment that provides short-term crisis intervention to individuals. These settings provide a multitude of services, which includes crisis stabilization, peer support, and linkage to ongoing support and services. There is one CRC located on the Southside of Milwaukee and one on the Northside that provides walk-in crisis services along with short-term stabilization services. 2021 includes a fully operational third CRC location on the northwest side of Milwaukee, which will be supported partly through BHD funding.

BHD continues to support the use of Certified Peer Support Specialists as an integral part of service delivery teams. The 2021 budget maintains funding for Parachute House (Peer Run Respite) and support services provided by Warmline, Inc. The budget also includes funding for the expansion of peer support services as a part of the CHC partnerships. Lastly, the BHD budget maintains funding dedicated to the completion of peer support trainings to have more trained peer specialists enter the job market.

Expenses are increased by $0.2m to support ongoing Community-Based Residential Facility and Adult Family home placements for individuals with complex needs. $2.7m BCA funds are shifted into this area to support these services.

Wisconsin Medicaid Cost Report (WIMCR) and CCS cost report revenue is increased by $0.9m. This impacts the following areas: crisis services, TCM, CSP, and CCS. Funding in 2021 will be based on the FY 2020 cost report.

Community Mental Health Financials by Major Program Area					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2020/2019 Variance**
Crisis Mobile Team					
Expense	$4,443,833	$4,660,687	$4,881,301	$5,073,112	$191,811
Revenue	$1,449,635	$911,483	$1,298,160	$2,315,494	$1,017,334
Tax Levy	$2,994,198	$3,749,204	$3,583,141	$2,757,618	($825,523)
CARS Care Coordination					
Expense	$884,136	$908,980	$1,052,255	$1,084,377	$32,122
Revenue	$168,098	$278,107	$86,351	$258,362	$172,011
Tax Levy	$716,038	$630,873	$965,904	$826,015	($139,889)
Targeted Case Management & Crisis Care Management					
Expense	$6,505,212	$6,560,972	$7,029,854	$7,399,791	$369,937
Revenue	$3,015,369	$3,640,161	$3,452,193	$4,010,899	$558,706
Tax Levy	$3,489,843	$2,920,811	$3,577,661	$3,388,892	($188,769)
Community Support Program					
Expense	$15,164,903	$15,969,922	$15,826,894	$16,626,726	$799,832
Revenue	$7,360,606	$8,033,566	$8,729,866	$9,842,042	$1,112,176
Tax Levy	$7,804,297	$7,936,356	$7,097,028	$6,784,684	($312,344)
Comprehensive Community Services					
Expense	$15,492,052	$23,042,579	$24,295,281	$36,425,777	$12,130,496
Revenue	$15,378,461	$20,070,811	$22,226,708	$33,115,501	$10,888,793
Tax Levy	$113,591	$2,971,768	$2,068,573	$3,310,276	$1,241,703
Community Recovery Services					
Expense	$230,836	$1,358	$0	$193,121	$193,121
Revenue	$348,543	$0	$0	$100,000	$100,000
Tax Levy	($117,707)	$1,358	$0	$93,121	$93,121
Community-Based Residential					
Expense	$13,551,949	$14,122,126	$13,554,226	$13,646,930	$92,704
Revenue	$9,780,317	$14,016,985	$10,572,898	$13,272,898	$2,700,000
Tax Levy	$3,771,632	$105,141	$2,981,328	$374,032	($2,607,296)
Access Clinic and CHC Partnerships (2018 included Day Treatment)					
Expense	$1,750,952	$1,252,482	$4,491,532	$4,846,690	$355,158
Revenue	$1,500,780	$1,073,375	$2,045,686	$1,952,188	($93,498)
Tax Levy	$250,172	$179,107	$2,445,846	$2,894,502	$448,656

CARS: Community AODA Services

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$16,241,982	$15,895,172	$15,371,022	$15,959,482	$588,460
Revenues	$12,605,045	$14,982,276	$13,559,695	$14,361,033	$801,338
Tax Levy	$3,636,937	$912,896	$1,811,327	$1,598,449	($212,878)

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Detoxification				
Admissions	6,698	6,216	6,000	6,216
AODA Residential				
Average Enrollment	99	102	112	112
Recovery Support Coordination				
Average Enrollment	386	551	400	500
Recovery Support Services				
Year-End Enrollment	188	122	240	240

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Detoxification 7 Day Readmissions	60.12%	50.67%	49.00%	49.00%
Percent abstinent from drug or alcohol use	63.65%	62.99%	64.18%	64.18%

Strategic Overview:

Milwaukee County's community AODA service program is an alcohol, drug treatment, and recovery service system. These services are open to Milwaukee County residents ages 18-59 with a history of alcohol or drug use. Priority is given to families with children and pregnant women (regardless of age). Milwaukee County BHD has a provider network for AODA residential services that provides a continuum of services, which include traditional residential, medically monitored residential and co-occurring bio-medically monitored residential, day treatment, recovery support coordination, outpatient services, and numerous recovery support services.

Strategic Implementation:

2021 AODA expenses are increased by $0.7m. This is primarily in support of expanded medication-assisted treatment (MAT) and Recovery Support Coordination services. Other expenses are shifted between AODA programs based on current utilization trends.

Revenue is increased by a total of $0.8m. State Opioid Response funds are increased by $0.4m and Bureau Justice Assistance grant funds $0.4m of enhanced AODA programming.

AODA Financials by Major Program Area					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2020/2019 Variance**
Detoxification					
Expense	$2,661,453	$2,734,471	$2,927,071	$2,796,202	($130,869)
Revenue	$2,333,731	$2,333,730	$2,333,731	$2,333,731	$ 0
Tax Levy	$327,722	$400,741	$593,340	$462,471	($130,869)
AODA Residential					
Expense	$5,607,958	$5,823,119	5,579,145	$5,421,931	($157,214)
Revenue	$5,351,007	$6,903,510	5,430,371	$5,430,371	$ 0
Tax Levy	$256,951	($1,080,391)	$148,774	($8,440)	($157,214)
Day Treatment & Outpatient – AODA					
Expense	$631,923	$703,843	$641,029	$657,381	$16,352
Revenue	$619,489	$611,376	$532,000	$532,000	$ 0
Tax Levy	$12,434	$92,467	$109,029	$125,381	$16,352
Recovery House					
Expense	$71,640	$45,538	$49,644	$27,819	($21,825)
Revenue	$0	$0	$0	$0	$ 0
Tax Levy	$71,640	$45,538	$49,644	$27,819	($21,825)
Recovery Support Coordination					
Expense	$3,296,405	$3,545,786	$2,930,517	$3,228,756	$298,239
Revenue	$3,470,248	$4,168,289	$2,810,011	$3,010,011	$200,000
Tax Levy	($173,843)	($622,503)	$120,506	$218,745	$98,239
Medication Assisted Treatment					
Expense	$79,777	$917,939	$389,715	$874,183	$484,468
Revenue	$0	$0	$100,000	$701,338	$601,338
Tax Levy	$79,777	$917,939	$289,715	$172,845	($116,870)
Prevention					
Expense	$3,138,513	$1,197,175	$1,222,810	$1,296,718	$73,908
Revenue	$287,639	$425,398	$1,191,194	$1,191,194	$ 0
Tax Levy	$2,850,874	$771,777	$31,616	$105,524	$73,908

Strategic Program Area 5: Wraparound Services

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$56,007,462	$57,739,134	$58,330,981	$60,949,846	$2,618,865
Revenues	$55,332,534	$56,969,014	$57,668,124	$61,122,755	$3,454,631
Tax Levy	$674,928	$770,120	$662,857	($172,909)	($835,766)
FTE Positions	0.0	45.5	44.5	50.5	6.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Wraparound				
Average Total Enrollment	1,139	1,146	1,246	1,100
Average Daily Number of REACH enrollees	540	860	600	900
Children's Mobile Crisis Team				
Number of Clients Seen (face-to-face)	1,235	1,085	1,650	1,160
Children's Comprehensive Community Services				
Year-End Enrollment	79	301	350	375

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Family Satisfaction with Care Coordination (5.0 Scale)	4.68	4.56	4.0	4.0
Percentage of enrollee days in a home type setting (enrolled through Juvenile Justice system)	65.3%	64.1%	75%	75%
Percentage of youth who achieved permanency at disenrollment	53.9%	54.1%	70%	70%
Average level of "Needs Met" at disenrollment (Scale of 1-5)	2.4	2.4	3.0	3.0

Strategic Overview:

BHD'S Children's Community Services and Wraparound Milwaukee system of care serves youth and young adults (aged 5-23) along with their families. Through this system of care, eligible youth and young adults in Milwaukee County receive coordinated, community-based mental health services and connections to community resources. All programs emphasize a strength-based care coordination model rooted in underlying need that offers a range of services and supportive options to youth and their families. These community-based services are designed to be individualized to

meet the needs of each family. To fulfill eligibility requirements for all programs, children or young adults must meet Serious Emotional Disturbance (SED) criteria. For the first three options listed below, those programs in which enrollment includes participation in the specialized Managed Care carve out Wraparound Milwaukee, other eligibility criteria consist of risk level for out of home care, including hospitalization, and involvement in two or more systems (Child Welfare, Juvenile Justice, Mental Health Social Services, and Education). For enrollment in Comprehensive Community Services (CCS), individuals must be found functionally eligible per the state assessment, in addition to having a SED diagnosis. Due to our historical ability to manage resources well and form valuable partnerships, the remaining options were able to be developed and sustained to offer Milwaukee County families increased access and choice. Once a determination of eligibility and need is made in partnership with the youth and their family, the following options are available under the Wraparound umbrella:

- Wraparound: Referrals are received from the Division of Youth and Family Services (DYFS) and the Division of Milwaukee Child Protective Services (DMCPS) for youth either placed out of home and outside of their community or are at risk of being placed. It provides cost-effective, community-based alternatives to residential treatment placements, juvenile correctional placements, and psychiatric hospitalization.
- REACH (Reaching, Engaging, and Assisting Children): Referrals come directly from families, schools, service providers, and the Children's Mobile Crisis (CMC) Team. Youth generally are not involved with DYFS or DMCPS. Under the same practice model, youth and families receive the same type of supports and services as those in the Wraparound program with the exception of placement services.
- OYEAH (Older Youth and Emerging Adult Heroes): Supports older youth and young adults (age 16-23) who are experiencing emotional and behavioral challenges to successfully transition to adulthood. In addition to mental health services, there is a focus on life skills, housing, and employment/training.
- CCS (Comprehensive Community Services for Children): An option for families, which provides support and services to youth and young adults who may be experiencing mental health or substance abuse diagnoses. As a voluntary community-based program, CCS addresses needs throughout a person's lifespan, with a coordinated and comprehensive array of recovery, treatment, and psychosocial rehabilitation services.
- FISS (Family Intervention and Support Services): A contract from DMCPS in partnership with St. Charles, which utilizes a shorter-term care coordination model aimed at stabilization and prevention. It is designed to assist families in meeting their needs while preventing court and system involvement. Children who are enrolled have identified behavioral issues, but diagnostic information is not required.
- Children's Mobile Crisis Team (CMC): Provides 24/7 crisis intervention services to any family in Milwaukee County with a child who is experiencing a mental health emergency in which the behavior of the child threatens his/or her removal from home, a community placement, and/or school placement. The team can also provide short-term case management and can link the child and family to crisis stabilization and community resources.

Strategic Implementation:

BHD'S Children's Community Services and Wraparound Milwaukee system of care contains a diverse number of programs, services, and supports available to Milwaukee County families and young adults aimed at providing comprehensive, individualized, and cost-effective care to children with complex mental health and emotional needs. The 2021 expectation for Wraparound Milwaukee is a daily enrollment of 1,100 children, young adults, and their families. Enrollment numbers in Wraparound are expected to remain consistent or slightly increase due to a planned integration of screening and assessment between DYFS and Wraparound Milwaukee. The expectation is to continue to see an increase in enrollments for both REACH and CCS, as new potential referral sources are identified and an integration with the Disability Services Division – Children's area continues. Additionally, enrollment into CORE (Coordinated Opportunities for Recovery and Empowerment), a specialized program within CCS, continues to see a steady enrollment of youth and young adults who are clinically at high risk for psychosis or who have already experienced their first episode of psychosis. The number of youth and young adults seen by Children's Mobile Crisis may exceed projections, however numbers reflect current staffing. With the implementation of Crisis Redesign, there is an expectation the continuum of care within crisis response will increase in both capacity and breadth. Wraparound will continue to depend on the use of Crisis Stabilization services as a component of this expansion.

Expenses increase by a net of $2.9m and revenues increase by a net of $3.4m based on projected enrollment and utilization trends for Wraparound and Youth CCS.

A net of 5.5 FTE positions are added to the 2021 Wraparound budget. 4.5 FTE positions are supported by grant funding. 1.0 FTE System Navigator Manager position is transferred from DHHS (Agency 800).

Wraparound Services by Major Program Area					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2020/2019 Variance**
Wraparound Services (Reach, O-Yeah, CMC)					
Expense	$52,995,112	$50,354,261	$54,517,868	$52,373,614	($2,144,254)
Revenue	$53,849,963	50,161,406	$54,357,800	$53,090,009	($1,267,791)
Tax Levy	($854,851)	$192,855	$160,068	($716,395)	($876,463)
Youth CCS					
Expense	$2,387,473	$6,645,293	$3,077,815	$8,129,230	$5,051,415
Revenue	$1,051,291	$6,387,718	$2,879,044	$7,601,466	$4,722,422
Tax Levy	$1,336,182	$257,575	$198,771	$527,764	$328,993
Family Intervention and Support Services					
Expense	$624,877	$739,580	$735,298	$735,683	$ 385
Revenue	$431,280	$419,890	$431,280	$431,280	$ 0
Tax Levy	$193,597	$319,690	$304,018	$304,403	$ 385

BUDGET SUMMARY

Category	2018 Actual*	2019 Actual*	2020 Budget*	2021 Budget*	2021/2020 Variance*
Expenditures					
Personnel Costs	$35,681,511	$51,669,498	$58,168,287	$56,022,685	($2,145,602)
Operation Costs	$72,756,644	$73,215,636	$75,917,012	$77,137,205	$1,220,193
Debt & Depreciation	$0	$0	$0	$0	$ 0
Capital Outlay	$1,017,132	$514,471	$96,000	$246,000	$150,000
Interdepartmental. Charges	$6,117,933	$8,639,990	$9,704,949	$9,910,467	$205,518
Total Expenditures	**$115,573,220**	**$134,039,595**	**$143,886,248**	**$143,316,357**	**($569,891)**
Revenues					
Direct Revenue	$4,436,945	$5,488,097	$4,407,438	$4,439,360	$31,922
Intergovernmental Revenue	$107,172,135	$102,485,574	$106,132,691	$106,769,403	$636,712
Indirect Revenue	$0	$0	$0	$0	$ 0
Total Revenues	**$111,609,080**	**$107,973,671**	**$110,540,129**	**$111,208,763**	**$668,634**
Tax Levy	**$3,964,140**	**$26,065,924**	**$33,346,119**	**$32,107,594**	**($1,238,525)**
Personnel					
Full-Time Pos. (FTE)	409.0	404.5	404.5	405.5	1.0
Seasonal/Hourly/Pool $	$0	$0	$0	$0	$0
Overtime $	$726,088	$621,276	$619,512	$643,272	$23,760

** Actual and budgeted figures as well as positions have been restated to reflect the integration of the Department on Aging and Veteran's Services within DHHS.*

Department Mission:
Empowering safe, healthy and meaningful lives

Department Vision:
Together, creating healthy communities

Department Description:
The Department of Health and Human Services (DHHS) includes the following divisions:

- Director's Office & Management Services Division
- Division of Youth and Family Services
- Disabilities Services Division
- Housing Division
- Aging Division
- Behavioral Health Division (BHD is budgeted in Organizational Unit 6300)

Major Changes in 2021

- The 2021 Budget reaffirms the department's commitment to the countywide mission of achieving racial equity to become the healthiest county in Wisconsin. While DHHS has challenged itself to be a leader in this area, the nationwide movement for racial and social justice necessitates an even bolder leadership. The budgeted positions DHHS to undertake this challenge by expanding and sharpening its focus around the areas of youth justice reform, services for older adults and veterans as well as ensuring equity within the department's provider network.
- Over the past few years, the department has been implementing a “No Wrong Door” customer service approach meaning that anyone, regardless of age, disability, race, gender, or socio-economic status can and will be served no matter a person’s entry point into the system. A major advancement toward this vision is the integration of the Milwaukee County Department on Aging as a division within the Department of Health and Human Services in 2021. Older adults in our community will now have more direct and seamless access to an array of services that were previously siloed.
- To further align other county programs and services as part of the No Wrong Door vision, the Department of Veteran’s Services is transitioned into DHHS in 2021. As part of DHHS, this office will continue to serve and advocate for all Milwaukee County veterans and their families with dignity and compassion.
- Based on a continuing downward trend in the placements of youth to Lincoln Hills and Copper Lake, the budget assumes an Average Daily Population (ADP) of 29 which reflects a decrease of 21 compared to the 2020 Budget resulting in decreased expenses of about $2.9 million. With the eventual closure of Lincoln Hills, $1 million of this savings is reinvested into services for youth that are community-based, utilize credible messengers and restorative practices, and aim to reduce recidivism.
- Work continues in assessing the department's contract procurement strategy, developing additional tactics to address structural barriers to expand provider network and ensure diversity. Additional funding is included to secure external evaluation of contracting practices, workgroup facilitation, diversity in DHHS contracting, and DHHS’s overall economic impact on communities of color.
- A new Rapid Rehousing Program will provide medium-term Rapid Rehousing Rent Assistance for up to one year for 64 homeless individuals and families. The goal of the program is to help people obtain housing quickly, increase self- sufficiency, and stay housed. Approximately, $550,000 has been awarded to the Housing Division to cover rent assistance and a position to support the program.
- Over the past few years, the number of children being served in the Children’s Long-Term Support (CLTS) Program has been increasing. This trend continues in 2021 which results in increased expenditures and offsetting revenue of $730,000.

Strategic Program Area 1: Director's Office & Management Services

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	**2018* Actual**	**2019* Actual**	**2020* Budget**	**2021* Budget**	**2021/2020 Variance***
Expenditures	$3,813,092	$4,382,181	$4,263,694	$3,845,378	($418,316)
Revenues	$3,763,098	$4,255,481	$3,021,801	$3,071,801	$50,000
Tax Levy	$49,994	$126,700	$1,241,893	$773,577	($468,316)
FTE Positions	23.0	23.0	28.0	27.0	(1.0)

** Actual and budgeted figures as well as positions have been restated to reflect the move of Veteran's Services programming into DHHS.*

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Home Energy Households Applied	65,424	62,592	65,000	70,000
211 Impact Customer Contacts	130,139	123,989	150,000	200,000
Quality Assurance Reviews Conducted	39	43	33	33
County Veteran Population Served per FTE	22,400	22,500	15,000	10,000

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
% Of Programs Targeted for Transition (i.e., in baseline phase) to be Transitioned to Performance-Based Contract	100%	100%	90%	90%
% Of Complete Invoices Approved within 5 Business Days	98%	99%	85%	85%
% Of Annual CPA Audit Reports for which all Compliance Issues are Addressed within 6 Months of Audit Receipt	100%	100%	95%	95%
% Of All Complete Requests for New Service Provider approval will be responded to within 10 business days (b)	96%	100%	95%	95%

Strategic Overview:
The Director's Office and Management Services provide administrative guidance, accounting support, and contract oversight to all DHHS program areas. This area is also responsible for managing service contracts related to Home Energy and 211-IMPACT. Beginning in 2021, this area now includes the county's Department of Veteran's Services which becomes a program within DHHS. DHHS and Veteran's Services share many common functions and a strong focus on customer service. This integration is expected to improve system navigation to further assist veterans in accessing State and federal benefits as well as advocating on their behalf.

Strategic Implementation:

Wisconsin Home Energy Assistance Program (WHEAP)

The WHEAP is funded by the State Department of Energy, Housing and Community Relations (DEHCR) and is operated by Milwaukee County utilizing two subcontractors, Community Advocates and UMOS, along with three county employees co-located at the agencies and managed by one employee in DHHS. The program supports six sites providing customers with more access points to apply for energy assistance throughout the community.

The program is funded by a combination of State and federal funding and a final revenue allocation will not be known until early fall 2020 for the 2021 federal fiscal year. For this reason, the budget assumes a base level revenue amount of $2.7 million and can be adjusted by a fund transfer mid-year 2021 once a final revenue allocation is identified under the contract with the State Department of Administration.

211-Impact Contract
The 211-IMPACT contract for $430,000 is funded by DHHS with $388,162 in tax levy (including $50,000 from Housing for its coordinated entry for homeless services) and $41,838 in Energy revenue. This is the same level of funding 211-Impact received from DHHS in 2020. BHD's budget includes $315,000 which will be executed under a separate contract with 211-Impact.

Racial Equity and Contracting

Over the last several years, DHHS has gradually transitioned to becoming a purchaser of services rather than a direct provider and now relies on a network of partner organizations for its service delivery. In fact, over 50 percent of the DHHS and BHD budgets combined comprise outside contracts. As a result, a greater need has emerged for a more structured and centralized quality assurance function across the department to ensure fidelity to program and service design as well as outcome-based oversight. To direct this departmentwide effort and begin the creation of a cohesive quality assurance section, one FTE of Quality Assurance Director is created at a cost of $115,635.

This position will also be involved in developing greater internal capacity to measure outcomes for services that support specific needs of targeted populations. Often, a lack of institutional diversity can promote bias against smaller providers. It is anticipated that a greater focus on cultivating smaller providers will allow for an expansion of the provider network and encourage non-profit diversity which will positively impact the talent pool that is available to Milwaukee County.

An allocation of $50,000 is included to secure external evaluation of contracting practices, workgroup facilitation, diversity in DHHS contracting and the department's overall economic impact on communities of color. This is expected to establish the initial framework to address provider network expansion.

Position Changes

In order to offset the costs identified above, 1.0 FTE Change Management Coordinator and 1.0 FTE Community Engagement Coordinator are abolished for a total savings of $171,220.

Veteran's Services
Services to Milwaukee County Veterans and their families will now be provided under the Department of Health and Human Services within the Management Services Division. These services include assisting veterans and their families in determining eligibility for the full range of State and Federal veteran's benefits as well as conducting outreach, briefings and benefit seminars at local military units, veteran's organizations, independent/assisted living facilities, and other public venues. As part of DHHS, veterans will be able to more easily access energy assistance, housing, and other needed services.

Total expenditures of $255,932, revenues of $13,000 and net tax levy of $242,932 are transferred to department 8000 along with the following 3.0 FTE positions:

1.0 Officer Veterans Services
1.0 Program Manager Veterans Services
1.0 Clerical Asst 1 NM

Strategic Program Area 2: Division of Youth and Family Services

Service Provision: **Mandated/Committed**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$47,571,016	$58,456,052	$62,409,509	$60,707,305	($1,702,204)
Revenues	$46,008,246	$42,317,976	$42,696,153	$42,057,538	($638,615)
Tax Levy	$1,562,770	$16,138,076	$19,713,356	$18,649,767	($1,063,589)
FTE Positions	196.0	195.0	192.5	193.5	1.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Number of New Referrals Received	1,521	1,332	1,500	1,300
Number of Youth Served in Diversion Alternative Program	235	N/A	N/A	N/A
Number of Youth Served in the Detention Alternative Programs	1,335	1,450	1,300	1,500
Number of Youth Served in Alternative to DOC Program	72	68	80	80
Number of Youth Served in Type II RCC as DOC Alternative	1	32	40	40
Number of Admissions to Youth Detention Center	1,180	1,168	1,500	1,200
Number of Youth Committed to the Wisconsin Department of Corrections (DOC)	56	48	10	10
Average Daily Population for Juvenile Correctional Institution (DOC)	65	49	50	29

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Completion of Diversion Alternative Program*	84%	N/A	N/A	N/A
Completion of Detention Alternative Programs	63%	64%	70%	70%
Completion of DOC Alternative Program	67%	70%	70%	70%
Average Rate of Detention (per 100,000 Youth)	64	67.3	70	65
Youth Satisfaction with their Human Services Worker	93%	94%	93%	93%
Family Satisfaction with their Human Services Worker	91%	94%	91%	91%
Recidivism for Youth on their First Supervision & One Year after the *Date* of their Court	18%	Not Available	25%	20%

** DYFS ended the Diversion Alternative Program in June 2019 and, therefore, is not expected to serve any youth in this program in 2021.*

Strategic Overview:

The Division of Youth and Family Services (DYFS) consists of:

- Administration: provides administrative oversight, clerical support, grant coordination, and quality assurance to all DYFS program areas.
- Community-based Alternative Programming: administers services and programs intended to divert youth from court, detention and the State Department of Corrections (DOC) affording youth the opportunity to become more productive citizens of their communities.
- Youth Detention Center: the original bed capacity of the Detention Center, located at the Vel R. Phillips Youth and Family Justice Center, was 120 beds. In February 2020, the DOC licensed an additional seven beds in the detention facility. These seven rooms were utilized as isolation rooms and can now be licensed as regular rooms for youth. This brings the total capacity to 127.

Strategic Implementation:

Transformation of Milwaukee County's youth justice system is underway and DYFS has assumed a pivotal role in defining this new system. In 2018, the Wisconsin State Legislature adopted Wisconsin Act 185 allowing for the establishment of local secured residential care centers and the closure of Lincoln Hills and Copper Lake Schools. As part of this systemwide change, DYFS is reshaping its community-based service array to establish more effective rehabilitative programming aligned with adolescent development, trauma-informed care, and evidence-based treatment practices as well as addressing the unique needs of females in the system.

DYFS continues to transform the youth justice system in Milwaukee and utilizes a growth-focused case management system that supports and advances racial equity within the community and division. DYFS engages its contracted and community partners along with Racial Equity Ambassadors (employees who receive training and education in racial equity to support their respective departments) in various projects and supportive services within the division. Further, DYFS utilizes a racial equity lens in reviewing all current policy and procedures, contracts and programming and will continue to expand efforts around community engagement through the "We Care Crew" (a community-wide effort to support neighborhoods of color launched in 2020) and other initiatives.

Wisconsin Act 185 & Youth Justice Reform

Act 185 directs the closure of Lincoln Hills and Copper Lake by July 1, 2021, the establishment of new Department of Corrections (DOC) Type 1 youth correctional facilities and new Secured Residential Care Centers for Children and Youth (SRCCCYs) as well as authorization of $80 million in state grants for counties to construct and expand their youth facilities. Since early 2019, DHHS has been working in partnership with a number of stakeholders to develop a SRCCCY plan for Milwaukee County.

In early 2020, DYFS received notice of a significantly reduced state grant award of $15.2 million (DHHS requested $23.6 million) to support its proposal for a 32-bed SRCCCY. In light of the limited resources to realize the full vision of youth justice reform, the County Executive and DHHS deferred grant acceptance in August of 2020 pending further information about the State's plan for its Type 1 facilities as well as potential operating support for SRCCCYs in the next biennial budget. In the meantime, DYFS will continue its work to expand its community-based service continuum in the 2021 Budget as discussed in the next sections below.

Department of Corrections Charges & ADP

Based on a continuing downward trend in the placements of youth to Lincoln Hills and Copper Lake, the budget assumes an Average Daily Population (ADP) of 29 which reflects a decrease of 21 compared to the 2020 Budget resulting in decreased expenses of about $2.9 million. With the eventual closure of Lincoln Hills, $1 million of this savings is reinvested into services for youth that are community-based, rehabilitative and reduce recidivism as described below under Community-Based Alternative Programming.

Community-Based Alternative Programming

DYFS is committed to providing community-based programming that is individualized and meets the unique needs of youth and families that touch the youth justice system. Reinvestment of funds formerly dedicated to DOC placements is needed to tackle racial inequity and provide support to vulnerable populations (i.e. ability, age, gender, etc.) disproportionately impacted by historical and current structural issues. To thrive and be healthy, communities, families,

and individuals need access to quality care that addresses their underlying needs in a way that promotes dignity. They also deserve investment in programming and services that are research proven to promote positive quality of life outcomes such as community safety, family and social support, housing as well as foster healthy behaviors.

The $1 million in savings resulting from the transition of youth from Lincoln Hills and Copper Lake will be used for Credible Messengers, an Achievement Center and other programs aimed at competency building, youth engagement, or community capacity building. A Credible Messenger Program would offer emotional first aid, violence interruption/mediation, and advocacy for youth justice system-involved youth. Achievement Centers would provide educational and vocational services, job placement, apprenticeships, and job certification programming for youth and their family members. The initiative would be supported through partnerships with schools, community organizations and other public agencies. Youth transitioning from Lincoln Hills and Copper Lake Schools and their families are also eligible for these services and programs that are designed to help maximize opportunities for success and integration into the community.

In addition, an appropriation of $500,000 is included in an allocated contingency account in the Division of Youth and Family Services to provide expanded community alternatives for youth. DHHS staff will submit a plan to the County Board of Supervisors as soon as practical on the recommended use of the funds to provide additional community-based services.

Bakari Residential Care Center
In partnership with the Behavioral Health Division's (BHD) Wraparound Program, DYFS operates the Bakari Type II Residential Care Center (RCC) through a contract with Wisconsin Community Services. As part of this program, a community-based Multisystemic Therapy Family Integrated Transitions (MST-FIT) is also provided in aftercare services for up to an additional four months. In 2020, DYFS reduced the number of beds at Bakari from 24 to 18 based on anticipated placements for a cost savings of $545,000 which is now reflected in the 2021 Budget. DYFS also contracts with Norris School District to provide the educational component.

These costs are offset with Medicaid revenue for those youth who are considered Wraparound eligible as well as Youth Aids revenue. Approximately, 85 percent of the available slots are anticipated to be filled by Wraparound-enrolled youth.

Position Changes
DYFS creates 1.0 FTE Zero-In Project Manager at a cost of $89,375 to support the continued transition of youth out of Lincoln Hills as well as 1.0 FTE Unit Therapist at a cost of $79,064 for the oversight of the clinical treatment of youth in MCAP.

Department of Corrections Charges & Youth Aids Revenue
As shown in the chart below, the 2021 Budget was adjusted to reflect actual experience and incorporates the increased JCI rate of $615 starting effective January 1, 2021 (compared to $550 for the last six months of 2020).

Although the base Youth Aids allocation is anticipated to be consistent with the 2020 Budget, the Early Intervention and AODA Juvenile Justice components have been eliminated. Early Intervention funding is no longer included in the State contract and counties now apply for these funds as part of a competitive grant process. In addition, DYFS will not apply for the AODA Juvenile Justice grant as the State modified its requirements and program design which created inconsistencies with the mission and goals of DYFS for delivering services to Milwaukee County youth.

	2019 Actual	2020 Projected	2020 Budget	2021 Budget	Variance 2021B/ 2020B
DOC Charges	$7,749,948	$6,941,589	$9,873,250	$6,996,685	($2,876,565)
ADP	47	35	50	29	(21)
Youth Aids Contract	**2019 Actual**	**2020 Contract**	**2020 Budget**	**2021 Budget**	**Variance 2021B/ 2019B**
Base Allocation	$34,942,825	$34,914,042	$34,834,919	$34,834,919	$0
AODA Funding - DCF	$447,692	$447,692	$447,692	$447,692	$0
Early Intervention*	$0	$150,000	$153,300	$0	($153,300)
AODA Juvenile Justice - DHS	$445,315	$45,000	$445,315	$45,000	($400,315)
Total Contract	**$35,835,832**	**$35,556,734**	**$35,881,226**	**$35,327,611**	**($553,615)**

** Early Intervention funding is no longer included in the State contract. Counties now apply for these funds as part of a grant application process facilitated by the Department of Children and Families (DCF).*

Strategic Program Area 3: Disabilities Services Division

Service Provision: **Mandated/Committed**

How We Do It: Program Budget Summary					
Category	**2018 Actual***	**2019 Actual***	**2020 Budget***	**2021 Budget***	**2021/2020 Variance***
Expenditures	$22,541,876	$26,596,253	$29,668,881	$30,264,509	$595,628
Revenues	$22,624,116	$23,256,903	$24,780,675	$25,307,283	$526,608
Tax Levy	($82,240)	$3,339,350	$4,888,206	$4,957,226	$69,020
FTE Positions	86.0	82.0	81.0	82.0	1.0

** Actual and budgeted figures as well as positions have been restated to reflect the merging of Aging's Elder Abuse Unit and the Adult Protective Services Unit within DSD.*

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Average Monthly CLTS Clients Waiver & COP	1,384	1,077	1,225	1,750
# of Birth to 3 Screenings Completed	3,638	3,900	4,250	4,300
# of Adults & Children Served Under Non-Family Care Purchase Contracts	147	104	250	200
Information and Assistance Calls Including Callbacks	29,099	29,629	30,100	30,500
# of GO Pass Walk-ins	4,918	6,105	4,800	3,000
% GO Pass Referrals Eligible	64%	90%	65%	90%
# of Disability Resource Center Referrals Processed	7,137	6,252	7,600	7,800
Publicly Funded Long-term Care Enrollments Completed	2,278	2,207	2,300	2,280
Elder Abuse Cases	1,013	1,155	1,100	1,650*
# of New IDAP Cases	81	59	65	40

**The 2021 Target reflects the combination of anticipated Elder Abuse and Adult Protective Services cases. Prior years reflect Elder Abuse cases only.*

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Percent of Eligible Children Served by Birth-to-3 Primarily Receiving Services in Natural Environments	N/A	99.5%	100%	100%
Percent of Eligible Children Served by Birth-to-3 Functioning within Age Expectations for Knowledge and Skills at Program Exit	N/A	24.9%	59%	40%
MA Match Rate Disability Resource Center	49%	49%	49%	49%
Participants in Supervised Living Options Program Maintaining Independence in Community Living	90%	90%	90%	90%
DRC Client Satisfaction Survey (on a scale of 1 to 5)	4.7	4.5	4.7	4.5

Strategic Overview:

The Disabilities Services Division (DSD) consists of:

- Administration
- Children's Services
- Adult Services

Services are provided to adults and children with physical and/or intellectual disabilities, which include case management, supportive living options, respite, employment, and early intervention services. These services enable people to live in the community as independently as possible and avoid expensive institutional placements. Additionally, DSD is the statutory agency responsible for providing the Adult-At-Risk Program which investigates allegations of abuse or neglect for adults with disabilities.

Strategic Implementation:

Adult Services

This area supports the Disability Resource Center (DRC) which provides information and assistance, options counseling, service access and prevention, disability benefits counseling, Family Care entitlement benefits enrollment and administration of the Growing Opportunities (GO) Pass Program. The resource center connects individuals to community services so that they can live independently in the community. In addition, through the assessment conducted for GO Pass, DSD and Aging staff can identify additional services that individuals may qualify for even if they are no longer eligible for GO Pass. The Disability Benefits Specialists within the resource center assist individuals in gaining access to Supplemental Security Income (SSI), Social Security Disability, Medicaid, or FoodShare.

Beginning in 2021, Adult Services operates a combined Adult Protective Services and Elder Abuse Program. The responsibility for each unit was previously split between DSD and the Department on Aging.

DSD also operates the General Assistance Burials and the Interim Disability Assistance Programs (IDAP).

Children's Services

DSD provides services to children with disabilities and their families. These include an early intervention program for infants, ages birth-to-three, the Children's Long Term Support (CLTS) waiver program, and the Children's Community Options Program (CCOP). These programs provide architectural modifications, educational materials, respite services, transportation, and many other supportive services so children can remain in their homes or community. The service delivery model of these programs centers on addressing the needs of the family to create a pathway of independence for their child.

The division's early intervention program is a critical program for parents who have children, ages birth to three, with a developmental delay. It is an educational/therapeutic model that provides support to the family to ensure that their child is meeting developmental milestones to be ready for school by age three. The division collaborates with all the major hospitals, clinics, pediatricians, day care providers, child protective services, and community-based agencies to achieve this goal.

Children's Long Term Support (CLTS) Expansion
For the past three years, DSD has been working in collaboration with the State to increase the number of children participating in CLTS and the Children's Community Options Program. As a result, expenditures and revenues increase by $730,000 due to additional children being served on the CLTS waiver. The program has been adding an average of 20 new cases per month. One FTE of Human Service Worker was created in mid-year 2020 to support this additional caseload and is supported by increased case management revenue.

Adult Protective Services and Elder Abuse Program
In 2021, the Disabilities Services Division (DSD) operates a combined Adult Protective Services and Elder Abuse Program to serve all Milwaukee County adults-at-risk, regardless of age or ability. Previously, these services were performed by two separate units based on age – customers ages 18 to 59 were served by DSD and those aged 60 and older were served by Aging. By combining both units and establishing a centralized intake process, services will be easier to access, seamless to operate and most importantly, connect people to additional resources such as legal support, other county programs and community-based services more quickly.

A total of 18.0 FTEs (12 previously within Department on Aging and six within DSD) will support the combined APS/EA Program and report to the Program Coordinator – Adult Services within DSD. With the exception of 1.0 vacant FTE Program Coordinator-Resource Center that is unfunded for a savings of $71,892, no other position changes have been made. The merging of these two work teams offers shared access to expertise and resources.

In accordance with Wis. Stats. §46.90(2) and 55.043(1d), the elder-adult-at-risk and adult-at-risk agency is now designated as the Disabilities Services Division.

The following 12.0 FTEs are transferred from the Department on Aging to DSD:

1.0 Unit Supervisor LTS
1.0 Paralegal NM
8.0 Human Service Worker Aging NM
1.0 Coordinator Elder Abuse Prevention
1.0 RN2 Aging

New Elder Abuse Grant Award
Beginning in 2021, the program will begin the implementation of a three-year grant for $375,000 ($125,000 annually) to develop and strengthen the multidisciplinary capacity of victim services that will better serve and support victims of elder abuse and financial exploitation.

Emergency Placements & Supportive Home Care
For 2021, an increase of $187,000 is included for adults-at-risk in need of emergency placement and for Supportive Home Care which assists people with disabilities with their daily living needs affording them the independence to remain in their own homes. DSD has been receiving an increased number of referrals for individuals who have been abused, neglected, or financially exploited. Because these individuals do not have Publicly Funded Long Term Care (PFLTC), DSD pays for the first 30-45 days of care in an Adult Family Home (AFH) until enrollment in PFLTC.

Strategic Program Area 4: Housing Division

Service Provision: **Committed/Discretionary**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$25,137,601	$28,041,863	$30,174,479	$30,775,898	$601,419
Revenues	$23,597,782	$22,093,391	$24,151,817	$24,252,507	$100,690
Tax Levy	$1,539,819	$5,948,472	$6,022,662	$6,523,391	$500,729
FTE Positions	39.0	39.5	39.0	41.0	2.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Number of Families Receiving Rent Assistance	1,781	1,837	1,850	1,925
Number of Individuals Placed by Community Intervention Specialist	332	439	275	500
# of HOME Loan Write Offs*	332	3	10	10
# of Loans Served	70	80	70	85

** In 2018, there was a one-time adjustment to clear out very old loans causing an increase in write offs*

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Occupancy Rate of Pathways to Permanent Housing	100%	100%	95%	95%
% Individuals Exiting to Permanent Housing in Pathways to Permanent Housing Program	90%	90%	80%	85%
% Individuals Maintaining Permanent Housing in Shelter Plus Care (My Home Program) for 6 Months*	98%	98%	95%	95%
Section 8 Management Assessment Program Score (90 = high performer)	93	Awaiting score	94	94
% of Chronically Homeless Individuals Placed by Housing Outreach & Maintaining Housing for 12 Months	97%	97%	92%	97%

Strategic Overview:

Housing administers thefollowing programs:

- Supportive Housing and Homeless Programs
- Housing Choice Voucher Program

- Community Development Block Grant (CDBG)
- HOME/Home Repair Loans
- Housing Outreach Services
- Real Estate Services

Strategic Implementation:

Housing First Initiative
Housing First is based on the concept that a homeless individual or household's first and primary need is to obtain stable housing. With the launch of this initiative in 2015, the Housing Division has been working in collaboration with BHD, City of Milwaukee, Milwaukee Police Department, and its network of providers to house many additional homeless individuals and families through the existing Section 8 Program. A majority of these individuals need case management services to be successful in permanent housing. Through the addition of wraparound services, individuals tend to be far more successful in maintaining their permanent housing unit. Nationally, the availability of these services has been shown to dramatically reduce expensive public service costs such as emergency room visits, inpatient psychiatric hospitalizations, police time, and court appearances. The budget reflects the continuation of funding for this initiative. With the dramatic reduction in the chronically homeless population, the Division has now turned its focus to individuals and families that do not meet that federal definition as well as providing prevention services.

Rent Only Payeeship Program
Building on the success of the Housing First initiative, the Housing Division expands its homelessness prevention efforts to launch a Rent Only Payeeship Program. An allocation of $75,000 is provided to prevent individuals from being evicted for not paying their rent out of their Social Security income. Every year, people with disabilities are evicted for not paying rent. Once there is an eviction on their record, it becomes very difficult to fund safe and affordable housing. By having payeeship services that focus on just paying rent and utilities, it allows the client to have greater flexibility and self-determination on how to budget the remainder of his or her funds. Without this flexibility, many individuals are reluctant to accept payeeship services.

Eviction Prevention & Foreclosure Initiative
The Housing Division will continue its focus on eviction prevention in 2021 and advocating for additional federal funding with the expiration of the Coronavirus Aid, Relief, and Economic Security Act (CARES) Act. Utilizing its County funds, the Division will maintain its important focus on those who are very low income and facing potential evictions from subsidized housing. The Housing Division will also continue rehabbing properties it acquires as a result of County foreclosures through the Opportunity Knocks Program as well as finding alternative housing options for those who have lost their homes through the foreclosure process.

Rapid Rehousing Grant
A new Rapid Rehousing Program will provide medium-term Rapid Rehousing Rent Assistance for up to one year for 64 homeless individuals and families. The goal of the program is to help people obtain housing quickly, increase self-sufficiency, and stay housed. The grant covers the cost of one Community Intervention Specialist which was created in mid-year 2020 as well as rent assistance. The Community Intervention Specialist position will be responsible for many of the activities of the grant including supportive services oversight, housing navigation, and coordination efforts. The Housing Division will receive $547,404 annually from Housing and Urban Development (HUD) starting October 1, 2020 to September 30, 2021.

Emergency Shelters
Funding of $721,000 is included in the budget for emergency shelters. This is the same allocation as 2020.

Supplemental Funding
An appropriation of $250,000 is included in an allocated contingency account in the Housing Division to provide supplemental funds to combat homelessness and housing insecurity. DHHS staff shall submit a plan to the County Board of Supervisors as soon as practical on the recommended use of the funds to provide additional resources to the Housing Division.

Right to Counsel

The Housing Division will analyze the possibility of establishing a "Right to Counsel" program to provide legal counsel for persons facing eviction or foreclosure in Milwaukee County. Criteria for inclusion in the program would require households reside in the 53206 Zip Code and/or include children under the age of 18 at the time of eviction or foreclosure. Funding for the program would include exploring external funding sources, including community partnerships with local organizations, grant opportunities, Community Development Block Grants (CBDG), and State or Federal funding. A report will be provided to the Milwaukee County Board of Supervisors by the April 2021 cycle analyzing the costs of creating such a program and how many residents may benefit.

Quality Assurance Position

One FTE of Quality Assurance Coordinator is created at a cost of $60,882 in salary and social security to further strengthen outcome-based oversight of programs and services under contract with the Housing Division. This position and the other QA positions within the division will work in conjunction with the new Quality Assurance Director being created in DHHS.

Aging Division Summary

How We Do It: Division Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$16,509,636	$16,563,245	$17,369,684	$17,723,268	$353,584
Revenues	$15,615,838	$16,049,920	$15,889,683	$16,519,634	$629,951
Tax Levy	$893,798	$513,325	$1,480,001	$1,203,634	($276,367)
FTE Positions	65.0	65.0	64.0	62.0	(2.0)

Strategic Overview:
Consistent with the "No Wrong Door" customer service approach and in accordance with State and local aging laws and policies, in particular Wis. Stat. § 46.82, the 2021 Budget integrates the Milwaukee County Department on Aging within DHHS.

Strategic Implementation:
The goal of No Wrong Door is to serve people across their lifespan with acceptable care that promotes dignity, regardless of race, gender, or socio-economic status, with services tailored to the individual. No Wrong Door will create easier access to quality care; the care and services will be driven by the person seeking help. Program enrollment is optimized with improved coordination within and across agencies.

The integration of Aging as a division within DHHS is anticipated to enhance the customer experience for older adults by:

- More direct access to an expanded array of services such as eviction prevention
- Mental health and energy assistance
- Quicker turnaround in service delivery for customers resulting in reduced stigma and better outcomes
- A reduction in administrative costs to avoid cuts to frontline staff and preserve direct services

The Department of Health and Human Services will report to the Milwaukee County Board of Supervisors quarterly on the status of the integration of the Department on Aging into the Department of Health and Human Services. The reports will include updates on the merging of the Aging and Disabilities Resource Center and the Adult Protective Services and the Elder Abuse Units, as well as any other program and administrative changes, along with community feedback that has been received due to the integration of the two departments.

Strategic Program Area 5: Aging Administration

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	($87,556)	($24,063)	$5,977	$0	($5,977)
Revenues	($134)	$0	$0	$0	$0
Tax Levy	($87,422)	($24,063)	$5,977	$0	($5,977)
FTE Positions	7.0	7.0	7.0	5.0	(2.0)

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Admin: Staff FTE ratio*	3:61	3:71	3:76	3:75

** Pay Period 26 data used to compute actual FTE count*

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Revenue dollars/fiscal staff	$17,806:4	$18,311:4	$18,024:4	$18,500:4
Overtime costs/personal service cost	$24 / $8,156	$25/ $7,980	$9 / $9,409	$26/ $9,038

Strategic Overview:

Administration provides leadership, fiscal and community relations support for the division and serves as a conduit for community collaboration on behalf of, and with, the older adults of Milwaukee County.

Strategic Implementation:

In 2021, this area seeks efficiencies in operations through a review of program and service offerings and will continue to utilize various County department services, including Facilities, Information Management Services Division (IMSD), Procurement, House of Correction graphics and Corporation Counsel legal services.

The Aging Administration budget includes changes in positions as a result of the integration. In 2021, 1.0 FTE Executive Director is abolished and 1.0 FTE Aging Administrator is created for no net tax levy impact. The Aging Administrator position will serve as the full-time aging unit director in accordance with Wis. Stat. § 46.82(5).

Due to the transition of Aging into DHHS, 1.0 FTE Administrator Finance Operations is unfunded for a savings of approximately $120,000. These savings are reinvested in maintaining the senior center operations. The duties and responsibilities of these positions are being absorbed within the existing fiscal operations of DHHS.

Revenues from other Aging program areas completely offset administrative service costs.

Strategic Program Area 6: Aging Resource Center

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual^**	**2019 Actual^**	**2020 Budget^**	**2021 Budget^**	**2021/2020 Variance^**
Expenditures	$6,566,458	$6,304,797	$7,143,856	$6,980,544	($163,312)
Revenues	$6,784,250	$7,000,328	$6,937,952	$6,985,008	$47,056
Tax Levy	($217,792)	($695,531)	$205,904	($4,464)	($210,368)
FTE Positions	51.0	51.0	50.0	50.0	0.0

^ Actual and budgeted figures as well as positions have been restated to reflect the transfer of Elder Abuse programming into Strategic Program Area 3: Disabilities Services Division.

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Number of people contacted at outreach events	10,822	16,626	11,000	13,000
Number of consumer calls	44,318	52,406	42,000	41,000
Options Counselling cases	4,605	5,342	5,200	5,984
Long Term Care applications	2,578	3,354	2,700	3,612
Long Term Care enrollments	2,404	2,171	2,300	2,992

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
100% Time reporting Medicaid match	53.1%	54.2%	52.0%	52.0%
Average time in phone queue (minutes)	4 m 5 s	3 m 5 s	3 m 0 s	2 m 50 s

Strategic Overview:

The Aging Resource Center (ARC) provides services in accordance with its contract with the State of Wisconsin Department of Health Services for people 60 years and older. These services include outreach, public education, information and assistance, long-term care options counseling, assistance applying for Medicaid, access to publicly funded long-term care programs, access to other public and private programs and benefits, outreach and assistance to those affected by dementia. As part of the 2021 Budget, the Disabilities Services Division (DSD) operates a combined Adult Protective Services and Elder Abuse Program to serve all Milwaukee County adults-at-risk, regardless of age or ability. A total of 12.0 FTEs previously assigned to Aging's Elder Abuse Unit are now transferred to the Disabilities Services Division.

Strategic Implementation:

The ARC operates as a separate organizational unit within DHHS in 2021. The planning and application process to integrate both the ARC and Disability Resource Center is anticipated to begin in late 2020 and continue throughout 2021 with implementation of a combined Aging and Disability Resource Center (ADRC) to occur in 2022.

The Aging Resource Center is primarily funded through state grants and Medicaid reimbursement funds. In 2020, the ARC received a new $180,000 grant for Nursing Home Relocation activities related to moving residents of nursing homes safely back into the community. Based on historic experience, time reporting revenue draw down is decreased by $427,000.

To better serve a growing population of diverse older adults in Milwaukee County, the following new initiatives are planned in 2021:

- The ARC continues to explore and advocate for the professional development and retention strategies for its employees, particularly Human Service Workers.
- The 2021 Budget creates two new Human Service Worker positions to meet the large demand for ARC services. This will enhance ARC's ability to provide robust services including in-home options counseling to customers who need help navigating an abundance of resources available to them before applying for Medicaid.
- Additionally, the 2021 Budget eliminates 1.0 vacant FTE Service Support Specialist, unfunds 1.0 vacant FTE Administrative Assistant, and unfunds 1.0 vacant FTE Program Coordinator – Resource Center. The work of these positions is streamlined and absorbed within existing staff.
- The division will continue using a racial equity lens to tailor its outreach work to older adults who live in underserved neighborhoods. Outreach strategies for 2021 include digital advertising, virtual one-one-one and small-group presentations, and social media messaging. All strategies are specifically directed and coordinated through a racial equity lens.

Adult Protective Services and Elder Abuse Program

As part of the 2021 Budget, the Disabilities Services Division (DSD) will operate a combined Adult Protective Services and Elder Abuse Program to serve all Milwaukee County adults-at-risk, regardless of age or ability. Previously, these services were performed by two separate units based on age – customers ages 18 to 59 were served by DSD and those aged 60 and older were served by Aging. By combining both units and establishing a centralized intake process, services will be easier to access, seamless to operate and most importantly, connect people to additional resources such as legal support, other county programs and community-based services more quickly.

A total of 18.0 FTEs (12 previously within Department on Aging and six within DSD) will support the combined APS/EA Program and report to the Program Coordinator – Adult Services within DSD. With the exception of 1.0 vacant FTE Program Coordinator-Resource Center that is unfunded for a savings of $71,892, no other position changes have been made. The merging of these two work teams offers shared access to expertise and resources.

In accordance with Wis. Stats. §46.90(2) and 55.043(1d), the elder-adult-at-risk and adult-at-risk agency is now designated as the Disabilities Services Division.

The following 12.0 FTEs are transferred from the Department on Aging to DSD:

1.0 Unit Supervisor LTS
1.0 Paralegal NM
8.0 Human Service Worker Aging NM
1.0 Coordinator Elder Abuse Prevention
1.0 RN2 Aging

Strategic Program Area 7: Area Agency on Aging

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$3,654,645	$3,768,175	$4,076,240	$ 4,130,200	$53,960
Revenues	$4,435,085	$4,088,454	$3,911,248	$ 3,901,487	($9,761)
Tax Levy	($780,440)	($320,279)	$164,992	$228,713	$63,721
FTE Positions	4.0	4.0	4.0	4.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Legal assistance: consultation hours	7,003	6,646	10,000	7,500
Legal assistance: seniors served	1,199	999	1,250	1,250
Transit/van rides provided to seniors	92,729	91,307	93,000	95,000
Alzheimer's Counseling and Community Support: # of information and referral	612	133	300	350
# of "Memories in the Making" session interactions	1,280	584	600	600
Evidence Based Prevention (EBP) program participants	610	721	700	750
Number of people trained in the EBP leadership initiative	37	34	26	37
Number of individuals reached through one-on-one outreach	1,789	2,227	2,000	1,600
Number of people reached through community outreach	10,822	14,399	11,000	10,000
Number of Telephone Reassurance calls	15,302	9,378	12,000	12,000

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Number of contracts that meet total assessment and monitoring	N/A*	95.0%	100.0%	100.0%
Percentage of survey customers who learn something useful about Aging services at a community presentation	N/A*	98.0%	90.0%	90.0%
Percentage of Evidence-Based Prevention Program (EBPP) participants who rate a class as "Excellent" or "Good"	49.0%	94.0%	90.0%	92.0%

Strategic Overview:

The Area Agency on Aging (AAA) is the federally designated lead community agency in planning, research, program development, advocacy, and oversight relative to all aging issues in the County. It distributes federal, state, and local funds through purchase of service contracts with home and community-based agencies to provide a comprehensive network of programs designed to allow older adults to live independently and with dignity. Some of the available community-based support includes caregiver support, neighborhood outreach, telephone reassurance services, transportation services, and late-life counseling. The Aging Division provides advocacy services through legal assistance programs and outreach to seniors.

Strategic Implementation:

In 2021, revenues reflect a small net decrease of $10,000 in various Older American Act grants, while expenses increase by $61,000. The contracted services increase by $82,000. This increase is distributed among a variety of contractual services offered to Milwaukee County seniors, including transportation to grocery stores and medical appointments, Neighborhood Outreach Program services, case management, National Family Caregiver support, and outreach to LGBT seniors.

Personnel services increase by $9,000 due to the addition of an Elder Benefits Specialist position. The in-house Elder Benefits Specialist position will complement services provided by Legal Action of Wisconsin, one of the Division's contracted vendors. This new Elder Benefit Specialist position improves customer service by providing much needed expertise within the Department and develops a new volunteer base to assist older adults, particularly in low-income communities, to enroll in Medicare. This position will also assist with prescription drug assistance, Medicaid, and other special help programs that are both affordable and meet specific needs of seniors.

The Milwaukee County 2019-2021 Area Plan lays the blueprint for AAA work. In addition to state and federal directives, the Area Plan also includes input from public hearings to define the Department on Aging's work for serving the older adult community of Milwaukee County. Some of the focus areas in 2021 include:

- Planning and developing the Division's 2022-2024 Area Plan.
- Continuing to refine the Division's service delivery network through a racial equity lens to ensure that the most underserved communities are receiving the services they need.
- Expanding advocacy opportunities and initiatives through the Senior Statesman Program and Wisconsin Aging Advocacy Network meetings/events.
- Enhancing family caregiver support services by convening a family caregiver summit and through increased/expanded outreach, promotional materials, and digital advertising.
- Expanding options within the Division's Evidence-Based Prevention Programs to address health disparities in underserved populations.
- Improving and enhancing transportation services to seniors by providing rides to grocery stores, senior centers, meal sites, doctor's appointments, and pharmacies. Grocery deliveries will continue in 2021.
- Improving social programming (including virtual programming) at various senior centers throughout Milwaukee County.
- Improving intergenerational programming that connects older adults and youth through expansion of the Division's Connecting Our Generations program. .

In 2019-2020, the AAA staff looked at its overall service delivery model through a racial equity lens. New opportunities were explored and will be implemented in 2021, particularly in the area of meal programming and intergenerational programming. As the Department begins planning in the fall of 2020 for its next three-year Area Plan, it will continue to use a racial equity lens as it makes enhancements to its service delivery model.

The Aging Division will also continue its collaboration with the Department of Administrative Services (DAS), Department of Health and Human Services, and the Commission on Aging to improve its contracting processes and outcomes. DAS and DHHS staff will continue to work with Aging Program Coordinators to expand vendor competition for services and clarify performance measures and performance outcomes for each contract.

Strategic Program Area 8: Senior Meal Program

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$5,081,936	$5,240,604	$5,206,744	$ 5,669,656	$462,912
Revenues	$4,393,321	$4,964,411	$5,040,483	$ 5,633,139	$592,656
Tax Levy	$688,615	$276,193	$166,261	$36,517	($129,744)
FTE Positions	3.0	3.0	3.0	3.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
New home delivered meal applications (intake)	1,237	657	1,275	700
Number of congregate meal sites*	24	27	26	27
Meals served at meal sites	232,991	210,359	240,000	225,000
Home delivered meals	366,205	338,013	400,000	480,000
Number of volunteer hours reported	46,141	41,345	43,000	43,000

** Count of meal sites as of January 1st of each year.*

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Cost per meal	$8.48	$8.50	$8.58	$9.00
Percentage of congregate diners reporting satisfaction	91.0%	95.0%	90.0%	95.0%
Percentage of home delivered meal participants reporting satisfaction	92.0%	90.0%	92.0%	93.0%

Strategic Overview:

The Aging Division provides nutritiously balanced hot lunches at community dining sites and at homes around the County to promote independent living for older adults. The Senior Meal Program operates 27 dining sites throughout the County.

Strategic Implementation:

In 2021, revenue increases by $593,000 primarily through a transfer of $714,000 surplus Older American Act, Title III funds from 2020. This surplus results from the receipt of $3.2 million in new funding under the Coronavirus Aid and Relief Emergency Response Act (CARES) and Families First Coronavirus Response Act (FFCRA) programs to combat the COVID-19 pandemic in 2020. This increase is netted with an anticipated reduction of $101,000 in donations and meal reimbursements.

For the first half of 2020, the division saw an increase in congregate (now carryout/pick-up) and home delivered meal services that coincided with the COVID-19 public health crisis. The division anticipates that this trend will continue in 2021. Consequently in 2021, an increase of $406,000 in food purchase is budgeted. As a response to the COVID pandemic, the division added weekend meal services and asked its transportation provider to deliver meals to seniors' homes. The division plans to adjust these services in 2021 based on COVID-19 trends.

In 2021, the division will continue to coordinate the following initiatives that enhance the senior dining program to better meet the changing demographics and preferences of the older adult population in our community.

- Presenting monthly statements to all home delivered meal participants to increase awareness of the true cost of their meals. While no older adult is denied a meal if they cannot afford to contribute, we expect that learning about the full cost of meals served will encourage increased donations. Starting in 2021, the Division hopes to implement an option allowing participants to use their SNAP benefits toward the voluntary contribution for their meals.
- Seeking new strategies to connect participants with the Division and dining sites through the development of an online donation platform. In 2020, the Division identified several different online platforms to enable seniors and their families to donate to the senior meal program. In 2021, the Division expects to implement the most optimal solution.
- Continuing to seek out new dining sites and flexible mealtimes. Most congregate sites serve meals at 11:30 am. However, there is increased demand among seniors wanting options for breakfast and/or dinner meals. The Division will seek opportunities to expand its service model to include dining sites at local restaurants and grocery stores that are primarily owned and operated by people of color and located in underserved neighborhoods.
- Reaching underserved populations. In 2019, three new meal sites opened: one at the Muslim Community Health Center, another at Greater Galilee Community Center, and a third at Water Tower View Apartments serving participants that are deaf or hard of hearing. Muslim Health and Community Center and Greater Galilee Community Center are open four days a week and serve approximately 30 participants per day. Water Tower View Apartments meets the fourth Monday of the month and serves approximately 30 participants monthly. The Division estimates that 10,000 additional meals will be served between these three sites in 2021.
- Currently, approximately 40% of the meals served through the Division's congregate meal program are provided to people of color. The Division has already begun conversations with various community partners in underserved neighborhoods to explore new meal models. The goal is to expand business opportunities for restaurants or caterers owned or operated by people of color and to predominantly serve minority older adults through these new service models.

Strategic Program Area 9: Senior Centers

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$1,294,153	$1,273,733	$936,867	$ 942,867	$6,000
Revenues	$3,316	($3,273)	$0	$0	$ 0
Tax Levy	$1,290,837	$1,277,006	$936,867	$942,867	$6,000
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target***
Members served	4,428	5,002	3,000	5,000
Recreational Activities: Number of Participants				
Exercise	52,185	43,440	60,000	14,000
Nutrition	7,061	11,477	7,500	5,000
Arts/ crafts	18,371	14,841	19,000	6,000
Special events	4,808	4,697	5,000	2,000
Education	10,570	8,803	10,700	3,500
Computer Training	9,287	6,200	10,000	3,500
Wellness checks (phone-calls)**	NA	NA	NA	21,000

** 2021 Target is reduced given the lower anticipated activities during the 2020 pandemic.*
*** Service offered in lieu of in-person recreational activities in the first quarter of 2021.*

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Average Satisfaction Survey Score*				
Clinton Rose Senior Center	98.0%	98.0%	99.0%	99.0%
Kelly Senior Center	96.0%	99.0%	99.0%	99.0%
McGovern Senior Center	87.0%	99.0%	99.0%	99.0%
Washington Senior Center	93.0%	96.0%	99.0%	99.0%
Wilson Senior Center	96.0%	99.0%	99.0%	99.0%

** On average approximately 900 participant surveys are offered to older adults at the collective senior centers. Three survey questions are asked related to their health, sociability allowing them to combat isolation, and satisfaction in their lives because they come to the centers. The results are aggregated and presented above.*

Strategic Overview:

The five county-owned senior centers offer a variety of social and recreational activities including: exercise and dance classes, educational and art activities, computers with internet access, pool tables, and special events. Senior centers

allow older adults to access vital community services and programs in one location designed to help them stay healthy and independent. At these centers, a variety of nonprofit and volunteer groups provide volunteer and donation opportunities for older adults. The centers also serve as congregate meal sites and some also serve as home delivered meal dispatch sites. The centers distribute federal commodity food boxes (known as "Stock Boxes") through a collaboration with the Hunger Task Force.

Strategic Implementation:

Over the last three years, the Division has worked with internal and external stakeholders to collect baseline senior center research that enables the community to begin thinking about the future of the Milwaukee County-owned senior centers. In 2017, the Milwaukee County Department on Aging (MCDA) partnered with the County's Department of Administrative Services to complete a current-state assessment of senior center infrastructure. In 2018-19, the Commission on Aging and MCDA staff partnered with the Wisconsin Policy Forum to complete research that looked at alternative senior center models throughout the U.S. Also in 2019, the Commission on Aging Advisory Council and MCDA staff solicited input from over 500 older adults through face-to-face sessions and surveys in an effort to collect additional input on the future of senior center programming – an effort that resulted in the publishing of the "Envisioning the Future – Milwaukee County Senior Centers" report. All these efforts are aimed at exploring operational social programming models that are fiscally sustainable while serving a broader audience of the County's older adults.

In 2018, the Division also began partnering with the Milwaukee Public Schools at county-owned senior centers to establish its Connecting Our Generations (COG) program. Piloted in 2018-19 and fully implemented in 2019-20, this program connects older adults at the Clinton Rose Senior Center with grade-school students at Brown St. Academy. Both the school and senior center are in underserved neighborhoods with high poverty levels, and all students and seniors who have participated in this program so far are African American. The Division plans to expand its COG program to other schools and senior centers in 2021, again using a racial equity lens to make decisions about which schools and senior centers to include.

Services, programming, and activities at each of the centers are centered around the needs of the participants. An Advisory Council at each center made up of staff and participants help direct the programming and services provided. Annual surveys available to all senior center customers provides them the opportunity to share their thoughts and ideas on programming options. Participant demographics at Clinton Rose, McGovern, and Washington indicate a high percentage of African American individuals and programming is centered around their needs. Like prior years, in 2021, senior programming will be provided five days a week, although the COVID-19 pandemic might require that the centers are closed for at least the first quarter of 2021.

The future of social programming, and whether that programming takes place at the physical senior center locations, remains undetermined due to the COVID-19 crisis. Virtual presentations, education, and programming activities are in the planning and beginning implementation stage to ensure that former senior center customers, as well as other older adults, can remain socially and physically active. The Division continues to work with the contracted vendor to provide robust services through a combination of in-person and virtual senior programming throughout the year, five days a week. An appropriation of $50,000 is also provided to augment services provided to seniors.

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Parks, Recreation & Culture Function

- Department of Parks, Recreation & Culture
- Zoological Department
- University of Wisconsin – Extension
- Consolidated Non-Departmental
  Cultural Contributions:
  - Fund for the Arts
  - Historical Society
  - Federated Library System
  - Marcus Center for the Performing Arts
  - Milwaukee Public Museum
  - Villa Terrace/Charles Allis Museum
  - War Memorial
  - Milwaukee Art Museum

DEPARTMENTAL NARRATIVES

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BUDGET SUMMARY

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures					
Personnel Costs	$18,290,243	$19,058,485	$19,652,830	$19,146,697	($506,133)
Operation Costs	11,217,483	$11,651,102	$11,282,789	$10,804,518	($478,271)
Debt & Depreciation	$0	$0	$0	$0	$ 0
Capital Outlay	$1,140,138	$1,372,419	$1,015,000	$1,065,000	$50,000
Interdepartmental. Charges	$4,113,912	$4,476,939	$4,361,161	$4,543,798	$182,637
Total Expenditures	**$34,761,776**	**$36,558,945**	**$36,311,780**	**$35,560,013**	**($751,767)**
Revenues					
Direct Revenue	$19,686,636	$19,868,596	$19,889,016	$18,834,089	($1,054,927)
Intergovernmental Revenue	$384,299	$338,049	$178,200	$255,200	$77,000
Indirect Revenue	$8,695	$20,628	$10,000	$15,000	$5,000
Total Revenues	**$20,079,630**	**$20,227,273**	**$20,077,216**	**$19,104,289**	**($972,927)**
Tax Levy	**$14,682,146**	**$16,331,672**	**$16,234,564**	**$16,455,724**	**$221,160**
Personnel					
Full-Time Pos. (FTE)	230.0	247.0	249.0	254.0	5.0
Seasonal/Hourly/Pool $	$5,343,260	$4,878,786	$4,887,790	$4,609,260	($278,530)
Overtime $	$272,951	$186,247	$177,048	$177,084	$ 36

Department Mission:

To steward a thriving park system that positively impacts every Milwaukee County Park visitor.

Department Vision:

To foster dynamic connections through our lands and community, heighten the quality of life in the county, and lead as a model park system.

Department Description:

Milwaukee County's park system is diverse and multifaceted. Comprised of parks, facilities, and services, it directly supports our community by providing opportunities for recreation, health, wellness, environmental stewardship, and improved quality of life.

Parks manages over 15,000 acres including 157 parks, 11 parkways, and 210 miles of trails. The system offers year-round recreation activities located throughout the county: natural areas, trails, beaches, marinas, playgrounds, athletic courts and fields, community recreation centers, horticultural facilities, golf and disc golf courses, aquatic centers, swimming pools, wading pools, splash pads, dog parks, an indoor ice rink, and food and beverage locations.

Milwaukee County Parks is organized into three divisions: Administration & Planning, Operations & Trades, and Recreation & Business Services.

Department Goals:

- Equitably balance the parks system to make it sustainable in services, facilities, staffing, and funding.
- Advance racial equity to support Milwaukee County as the healthiest county in Wisconsin.
- Grow an engaged, diverse workforce that reflects the diversity of Milwaukee County residents.
- Invigorate community health & wellness through recreation experiences.
- Continue to expand communications to inform and engage our employees, stakeholders, and community.
- Improve Parks processes to standardize internal systems.

Department Objectives:

- Racial Equity: making sure we advance the county vision that by achieving racial equity, Milwaukee is the healthiest county in Wisconsin.
- COVID-19: making sure we support public health, open spaces, and healthy recreation experiences.
- Diverse & Inclusive Workforce: making sure Parks staff is diverse and representative of county residents.
- Customer-focused Design: making sure we equitably provide the services the public needs and wants.
- Employee Perspective: making sure employees are heard, safe, supported, and confident in what they do.
- Improved Performance & Equitable Practice: making sure decisions are equitable, sustainable, and positive.
- Fiscal Health: making sure we work toward the establishment of long-term Parks resources

Major Changes in FY 2021

Parks was hit hard by the COVID-19 pandemic resulting in all-time staffing lows, county-wide spending freezes, and revenue losses from the closure and delayed opening of most Parks' revenue-generating facilities and services. Consequently, Parks projected a significant deficit in 2020.

The COVID-19 pandemic, in addition to the County's commitment to advance health and racial equity, has necessitated a shift from traditional parks use to new means of service provision. With this context—and sustainability—in mind, Parks has taken a facility-focused approach to meet the 2021 budget proposed levy target. Continued temporary facility closures will result in savings for seasonal labor, utilities, and commodities/services. This approach allows Parks to preserve its full-time workforce, and to flexibly distribute staff throughout the department.

Wehr Nature Center has operated with staff from both Milwaukee County Parks and UW-Extension defined by the "Nature in the Parks" contract. The 2020 budget included a reduction in the contract value, and in 2021 the function of the "Nature in the Parks" contract will transition within the county. Personnel departures in 2020 and the reorganization of UW-Extension as a division of UW-Madison provided an opportunity to refocus and centralize Wehr operations within Milwaukee County Parks. To maintain operations at the facility, expenditures will increase by $30k to support the creation of one Horticultural Director, three Park Naturalists (one unfunded), and one Office Assistant 3 to offset the Nature in the Parks contract.

The 2021 budget includes moderate revenue increases primarily within golf and marina operations. Golf permit fees for most 18-hole and 9-hole rounds will increase by $2 and $1 respectively. Golf permit fees were last increased in 2018 and this increase brings our fees in line with comparative courses in our market. Marina slip rentals will increase by 2% in 2021. Boat launch fees will increase across all categories. Fees for boat launching were last increased in 2010.

Facility closures that occurred in 2020 will continue throughout 2021 at McCarty pool, Jackson pool, Grobschmidt pool and Hales Corners pool. The indoor pool at Noyes is not planned to reopen until the fall of 2021. The 2021 budget includes funding for lifeguards at Bradford Beach.

In consideration of the backlog of anticipated hiring requests for 2021, Vacancy and Turnover increases by $344,000.

The same fourteen (14) wading pools and seven (7) splash pads operated in 2020 will continue operations in 2021 for a budgetary savings of $124,000. The location of these wading pools and splash pads were determined through an analysis of population density and demographics to ensure an equitable distribution of water-based recreational resources.

The 2021 budget allocates $40,000 for the implementation of a Parks workforce development program ("UpLift") which was cancelled in 2020 due to COVID-19. The purpose of this program is to advance diversity within the Parks workforce, increase access to Parks employment for underserved communities of color and concentrated poverty, and create a new career pipeline opportunity for traditionally underserved individuals.

Facility closures due to COVID-19 resulted in full time staff redeployment between facilities to reduce expenditures. Staff at Boerner Botanical Gardens were deployed to the Mitchell Park Conservatory during the winter months and conversely the Mitchell Park staff assisted with maintaining Boerner in the spring and summer. An appropriation of $272,059 is included to supplement seasonal staff funding, which may include reopening aquatic facilities scheduled to be closed due to fiscal constraints and/or COVID-19 pandemic concerns. Parks staff will provide a report to the County Board of Supervisors for consideration in the March 2021 cycle on the recommended use of the additional funds after more information on the impact of the pandemic on park operations can be determined.

2021 Staffing level changes

- 1.0 FTE Engineer is created to expand capacity for plan review of park specific partner projects funded through an agreement with the Milwaukee Metropolitan Sewerage District authorized in File #20-186.
- 1.0 FTE Contract Management Assistant is created.
- 1.0 FTE Sr. Budget & Management Analyst position is created, offset by abolishing 1.0 FTE Parks Operations Analyst and 1.0 FTE Office Assistant 3.
- 4.0 FTE (1.0 FTE Horticultral Director, 3.0 FTE Parks Naturalist (one unfunded), and 1.0 Office Assistant 3) are created to offset the expiration of the UW-Extension Nature in the Parks contract.

Summary of service level changes

- UW-Extension Nature in the Parks contract expires and positions will transition into Parks department at an expense of $30,000.
- Fee increases for golf permits, marina slip rentals, boat launch fees and miscellaneous other fees increase revenue by $225,000.
- Aquatic facility closures at the following outdoor pools McCarty, Jackson, Grobschmidt and Hales Corners. Indoor pool opening at Noyes will be delayed until the fall of 2021.
- Continued wading pool level of service from 2020 reducing 28 wading locations to 14 wading locations for a savings of $124,000.
- Implementation of Parks' workforce development program, UpLift, (cancelled in 2020 due to COVID-19) to increase access to Parks employment to underserved communities of color at an expense of $40,000.
- Funding in the amount of $65,000 is included for year-round operations at Mitchell Park Horticultural Conservatory and Boerner Botanical Gardens horticultural facilities, which may include increased expenditures for seasonal staffing.

A safety study at McKinley Beach will be performed and shall include information related to the prevention of drownings, the conditions of the water and its currents, the condition of the beach, any remediation efforts that should be executed by Milwaukee County, and any other relevant findings. Parks shall provide an initial report to the County Board of Supervisors by the March 2021 cycle, including an estimate of any costs associated with completing the study. A final report shall be provided to the County Board of Supervisors by the May 2021 cycle. $10,000 is appropriated for professional assistance if needed.

Parks will institute a non-resident fee schedule at Cool Waters Aquatic Park, Schulz Aquatic Park, and Pelican Cove. The nonresident fee shall be an additional $2 for adults and $1 for children. The anticipated revenue from this increase is approximately $9,000 and shall be used to supplement seasonal staffing needs.

Parks will increase boat launch fees (see table on page12) and institute a boat launch fee for vessels greater than 26 feet in length. The anticipated revenue from this increase is approximately $6,750 and shall be used to supplement seasonal staffing needs and/or make improvements to the launches or ancillary facilities such as fish cleaning stations.

Strategic Program Area 1: Administration, Finance & Operations

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$3,309,576	$3,647,634	$3,155,615	$3,159,978	$4,363
Revenues	$439,657	$487,450	$412,750	$386,000	($26,750)
Tax Levy	$2,869,919	$3,160,184	$2,742,865	$2,773,978	$31,113
FTE Positions	21.0	31.0	31.0	33.0	2.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
County Population	948,201	945,726	950,000	949,000
Park Acreage	15,726	15,269	15,774	15,775
FTEs Per 10,000 Residents *Median for peer agencies is 7.4 FTE/10,000*	2.31	2.53	2.43	2.58
Parks Amenities Matching Funds (sPark) Awarded	$0	$216,673	$12,500	$0
Number of Parks Amenities Matching Fund (sPark) Projects Awarded	0	14	1	0
Parks Grant Awards	$2,595,732	$3,575,804	$2,000,000	$3,500,000
Number of Active Friends Groups	32	36	40	40
Number of Volunteers Engaged	7,250	7,300	7,500	7,500
Number of Volunteer Hours	59,000	60,000	60,000	62,000
Number of Parking Citations	3,893	4,131	4,500	4,500
Number of Capital Projects Completed	31	56	35	55
Number of Right of Entry Permits	121	119	110	120

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Acres/1000 Residents *Median for peer systems is 12.5*	16.091	16.145	16.470	16.50
Operating Cost Recovery *Median for peer systems is 29%*	58%	55%	58%	55%
Operating Expenses Per Capita *Median for peer agencies is $*41.95	$36.66	$39.34	$38.95	$41.95
Tax Levy Support Per Capita	$15.48	$17.61	$16.08	$17.75
Non-Tax Revenues Per Capita *The median for national peer agencies is $9.04*	$20.76	$21.56	$20.20	$21.56
Parks Amenities Matching Fund External Dollars Leveraged	$0	$433,346	$400,000	$450,000
Parking Citations Revenues	$112,897	$118,204	$120,000	$120,000
County funding for adopted Parks Capital Projects	$2,579,879	$1,346,230	$7,500,000	$10,000,000

Strategic Overview:

The Administration & Planning Division is comprised of the Director's Office, Marketing and Communications, Finance, Fund Development, Engagement, Contract Management, Safety, Security & Training, Planning, and serves as a liaison to both Human Resources and Risk.

The Director's Office is the public face of the office, providing the overall department management, guidance and communication on policy, strategy, operations, and programs. Additionally, the Director's office is focused on special projects, external relationships, communications, and engagement with the Board of Supervisors.

Marketing & Communication oversees marketing and public relations for the park system and its facilities, events, services, and front desk reception. This section also manages branding, marketing strategy, promotion, social media, media relations, print and digital marketing, web administration, content development, and graphic design.

Finance is responsible for the proper and timely reporting of Parks' financial transactions in accordance with Generally Accepted Accounting Principles and following Governmental Accounting Standards for operating and trust fund accounts. This section manages purchasing and receiving of goods and services, requests for payment of obligations and invoices, recording of revenues, receivables and deferrals, petty cash management, and the proper reporting of fixed assets in accordance with County policies.

Fund Development leads the department in the acquisition of donations, supports donor campaigns, aids in prospecting and soliciting, supports Parks' Community Project Request process, manages sponsorships, and supports grant development.

Engagement manages volunteers and friends' groups to support Parks services. This section also manages volunteer opportunities for external organizations, subsidized youth worker programs, and is the liaison to The Park People of Milwaukee County.

Contract Management oversees the development and compliance of Parks' agreements, memos and letters of understanding, easements, management agreements, and other contractual documents. These tools outline the obligations and opportunities, are building blocks with external partners, and support public-private and intergovernmental relationships.

Safety, Security, & Training maintains safety and order in Milwaukee County Parks through interactions with patrons, various law enforcement and fee compliance tasks, and park neighbors. Additionally, this section oversees training and

professional development for Parks employees, administers the County Learning Management System (LMS) for Parks, administers the Park Ranger program, and collaborates with County Risk Management.

Planning provides parks master planning, capital project management, in-house design, and supports the maintenance and acquisition of parkland in accordance with Parks mission. Efforts include property disposition, development review, evaluation of park improvements and resource protection areas, needs assessments, easements, right-of-entry permitting, maintenance of Parks Geographic Information System (GIS), administration of grants, records and archive retention, and evaluation of third-party project requests.

Goals & Objectives:

- Advance marketing and communications plans
- Increase and diversify Parks' audience through engagement
- Expand sponsorship opportunities
- Improve financial tracking methods to more holistically monitor departmental resources
- Update and implement standard contractual processes
- Improve department engagement through improved communication and project specific procedures
- Broaden volunteer opportunities and activities through designated channels
- Advance the development of Parks' procedures within the County's Administrative Manual of Procedures
- Build workforce development and succession plans
- Improve short and long-term capital outlay processes, including major maintenance goals
- Support Parks' performance management goals
- Provide department-wide administrative support for pandemic-response

Strategic Implementation:

Parks will examine the possibility of upgrading and replacing the lighting system at the Humboldt Park tennis courts with highefficiency, LED lights with daylight-sensitive dimmers and timers. Working with the Office of the Comptroller and the Department of Administrative Services, the investigation will include the potential for bond eligibility of the project and any alternative funding sources, including grants. Parks will provide a written report back to the Milwaukee County Board of Supervisors by the March 2021 cycle with its findings and should include the relative priority of such a project in comparison to other capital projects.

The Department of Administrative Services – Procurement Division will release a Request for Proposals (RFP) for the purpose of hiring an expert to conduct a comprehensive sound study at The Rock Sports Complex to ensure that BPC County Land, LLC is complying with noise mitigation requirements set forth in File No. 17-598. Upon completion of the RFP, a recommendation will be provided to the Milwaukee County Board of Supervisors with cost estimates and potential funding options. An appropriation of $50,000 is included in an allocated account within this non-departmental account to offset potential costs of conducting the comprehensive sound study.

<u>Staffing level changes</u>

- Creation of one (1) Engineer Parks to expand capacity for plan review of park specific partner projects funded through an agreement with the Milwaukee Metropolitan Sewerage District authorized in File #20-186.
- Creation of one (1) Contract Management Assistant
- Creation of one (1) Sr. Budget & Management Analyst funded through the abolishment of one (1) Parks Operations Analyst and one (1) Office Assistant 3.

Strategic Program Area 2: Operations & Trades

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$15,644,540	$16,559,541	$16,181,119	$16,692,697	$511,578
Revenues	$1,123,910	$1,017,095	$1,004,562	$926,610	($77,952)
Tax Levy	$14,520,630	$15,542,446	$15,176,557	$15,766,087	$589,530
FTE Positions	115.0	130.0	132.0	132.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Total Trail Miles	181	174	225	225
Number of Oak Leaf Trail Miles	125	125	127	127
Number of Parkway Miles	65	64	60	62
Soft Trail Miles Maintained as Hiking/Biking	68	75	60	75
Number of Golf Courses Maintained	15	15	14	14
Number of Athletic Fields	231	232	233	233
Number of Disc Golf Courses	5	6	6	6
Number of Dog Exercise Areas	8	8	8	8
Number of Parks	158	157	157	157
Number of Playgrounds	113	114	112	113
Acres Mowed	3,100	3,600	3,070	3,000
Square Footage of Buildings Maintained *Based on insurance schedule*	1,263,850	1,279,908	1,263,850	1,265,000

Variances in 2019 data due to transition for measurement to GIS layers

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Parkland Managed as Natural/Agricultural Areas	67%	64%	67%	67%
Natural Areas Management Ratio *Actively managed natural areas as proportion of total natural areas (passive, non-developed,*	12%	26%	12%	15%

Strategic Overview:

The Park Operations & Trades Division is responsible for the operation of Milwaukee County Park facilities and is comprised of Operations, Land Resources/Natural Areas, and Skilled Trades.

Operations activities include the management and maintenance of general access to parks, park grounds, trails, land and natural resources, landscaping, and golf course turf maintenance; management and maintenance of natural areas, storm water facility maintenance, sports fields, playgrounds, wading pools, splash pads, picnic areas, agricultural lands, pavilions, and historical parkways; and equipment and fleet maintenance. Additionally, Operations provides customer service and special event support; coordinates with elected officials, partners, citizens, community groups, volunteers, friends groups, other stakeholders, and user groups; and responds to concerns regarding maintenance, encroachments, forestry issues, stream blockages, and safety issues.

Land Resources/Natural Areas provides technical services to meet the Parks stewardship obligations for significant natural resources on approximately 15,300 acres of Parks land. This includes coordinating department-wide efforts to protect, manage, and interpret natural resources and implementation of the agency's Ecological Restoration Management Plans, Urban Forest Sustainability Plan, and Natural Resources Management Plan. Staff also supports volunteer activities related to natural resource management and reviews county development plans for natural resource impacts.

Skilled Trades are responsible for the maintenance, upkeep and improvement of Parks buildings, structures and systems throughout the parks system; ensuring health, safety, and code compliance of park facilities; and providing preventative and corrective maintenance on park assets. Staff supports building and infrastructure systems such as HVAC, electrical, mechanical, carpentry, and plumbing through a combination of in-house and contracted services.

Goals & objectives:

- Provide relevant training opportunities for operations staff
- Expand outreach programming and naturalization/stewardship within the Golf Course properties
- Continue implementation of the Milwaukee County Parks Urban Forestry Management Plan
- Create and implement the Natural Resources Management Plan
- Continue work on Oak Creek Watershed Restoration Plan
- Update Trails Network Plan and continue to expand the Oak Leaf Trail and other trail systems
- Continue implementation of the CityWorks Work Order and Asset Management System
- Provide department-wide operations support for pandemic-response

Strategic Implementation:

The Department of Parks, Recreation, and Culture will work with the Jackson Park Community Association (JPCA) to facilitate the restoration of the baseball practice field at Manitoba Park. The JPCA is planning to complete the restoration through volunteer labor and non-tax levy contributions. A written report will be provided to the Milwaukee County Board of Supervisors by the March 2021 cycle detailing the potential paths forward for restoration of the practice field.

<u>Staffing level changes</u>

- No staffing level changes.

<u>Summary of service level changes</u>

- Continued wading pool level of service from 2020 reducing 28 wading locations to 14 wading locations for a savings of $124,000.
- Implementation of Parks workforce development program, UpLift, to increase access to Parks employment for underserved communities.

Strategic Program Area 3: Recreation & Business Services

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$15,807,659	$16,351,771	$16,975,045	$15,707,338	($1,267,707)
Revenues	$18,516,063	$18,722,728	$18,659,904	$17,791,679	($868,225)
Tax Levy	($2,708,404)	($2,370,957)	($1,684,859)	($2,084,341)	($399,482)
FTE Positions	94.0	86.0	86.0	89.0	3.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Total Attendance Aquatics	207,853	148,073	250,000	175,000
McKinley Marina Slip Rentals	612	619	615	619
McKinley Marina Annual Boat Launch Permits	319	254	330	275
McKinley Marina Daily Boat Launches	3,875	3,603	4,500	3,900
Total Community Center Memberships	1,137	1,245	1,200	800
Total Community Center Daily Passes	11,855	10,770	12,500	7,500
Number of Sports Complex Court Hour Rentals	4,276	4,100	4,335	3,000
Number of Sports Complex Field Rentals	609	550	645	400
Total attendance: Boerner Botanical Gardens	214,071	170,154	220,000	180,000
Total attendance: Mitchell Park Domes	179,190	191,177	200,000	150,000
Total attendance: Wehr Nature Center	79,062	68,120	88,000	70,000
Total attendance: King Comm. Center	36,989	61,545	38,500	40,000
Total attendance: Kosciuszko Comm. Center	71,555	62,240	73,000	40,450
Total attendance: Sports Complex	208,000	202,000	220,000	150,000
Total attendance: Wilson Recreation	65,500	66,250	68,000	40,000
Rounds of Golf Played: Regular	221,282	226,485	235,000	235,000
Rounds of Golf Played: Par 3	14,504	13,694	14,000	12,000
Number of Events Catered by Parks	260	411	275	300
Number of Building Rentals	2,272	2,235	2,300	560
Number of Athletic Field Permits	8,498	7,820	9,000	8,000
Number of Special Events	952	997	955	250

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Number of Picnic Rentals	3,024	2,887	3,200	3,200
Number of Dog Exercise Area Permits	6,950	6,945	7,000	7,000
Number of Disc Golf Permits	1,599	1,196	1,450	1,500

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Cost per Swimmer: Indoor Pools	$15.31	$20.12	$8.00	$8.00
Cost per Swimmer: Outdoor Pools	$14.25	$9.74	$5.00	$5.00
Cost per Swimmer: Water Parks	$1.80	$7.12	$1.00	$1.00
McKinley Boat Slip Occupancy Ratio	93%	95%	93%	94%

Strategic Overview:

The Recreation & Business Services Division is comprised of Aquatics, Food & Beverage, Horticulture, McKinley Marina, Public Services, Recreation, Golf, Organized Sports, and Special Events. The division seeks to enrich the community by providing recreational services and programming throughout the Milwaukee County Parks system.

Aquatics oversees pool operations, management, and maintenance of indoor and outdoor deep well pools and family aquatic centers. Trained lifeguards staff these facilities to keep swimmers and patrons safe.

Food & Beverage operates and sells food and beverages at 55 facilities throughout the system including South Shore Terrace, the Whitnall Park Beer Garden, the Vine at Humboldt Park, the Traveling Beer Garden series, golf courses, ice rinks, horticulture facilities, pool and aquatics facilities, recreation centers, and events. In addition, the food & beverage team offers catering options in conjunction with golf outings and other facility rentals.

Horticulture includes Boerner Botanical Gardens, Wehr Nature Center, and the Mitchell Park Conservatory (the Domes), as well as the Mitchell Park Greenhouse Complex. These facilities provide an opportunity for visitors to experience nature in both formal and natural environments, through passive recreation or through educational offerings. They also offer rental rooms, on-site facilities, and serve as host to special events.

McKinley Marina operates, manages, and maintains the marina infrastructure including floating docks which house 655 slips for season-long tenants and transient boaters, buildings, grounds, and the marina basin. The marina offers slip rentals, fuel sales, launch permits, and storage space for rent on a seasonal basis.

Public Services facilitates the rentals of park pavilions, picnic shelters and open space picnic areas. This area is responsible for the sale of disc golf permits, dog park permits and all on-line boat launch permits.

Recreation encompasses the Kosciuszko and Martin Luther King, Jr. Community Centers, the Wilson Park Recreation Center, and the Milwaukee County Sports Complex. Recreation manages, operates, and maintains these facilities, while providing a variety of recreational opportunities including sports leagues, exercise areas, room rentals, camps, classes, trainings, and events.

Golf oversees golf course operations and management, clubhouse management, facilitation of golf tournaments, outings, leagues, and merchandise sales at 14 courses. PGA Professionals provide expanded services at the six main courses.

Organized Sports and Special Events manage the permitting and coordination of organized sports leagues, athletic field rentals, courts and special events.

Goals and objectives:

- Maintain concessions through improved services and offerings.
- Increase opportunities at horticulture facilities through increased programming, special events, and concessions sales.
- Continue implementing Parks Recreation Management Software and Point of Sale System (POS) with the expansion of the on-line sales platform to include picnic site rentals for the 2021 picnic season.
- Continue improving the quality of user/customer service interaction.
- Provide department-wide recreational support for pandemic-response.

Strategic Implementation:

Staffing level changes

- Creation of one (1) Horticultural Director funded through the expiration of the UW-Extension Nature in the Parks contract in 2021.
- Creation of three (3) Park Naturalists (1 unfunded) funded through the expiration of the UW-Extension Nature in the Parks contract in 2021.
- Creation of one (1) Office Assistant 3 funded through the expiration of the UW-Extension Nature in the Parks contract in 2021.

Summary of service level changes

- UW-Extension Nature in the Parks contract expires and positions will transition into Parks department at an expense of $30,000.
- Fee increases for golf permits, marina slip rentals, boat launch fees and miscellaneous other fees increase revenue by $225,000.
- Aquatic facility closures at the following outdoor pools McCarty, Jackson, Grobschmidt & Hales Corners. Indoor pool opening at Noyes will be delayed until the fall of 2021.
- Funding in the amount of $65,000 is included for year-round operations at Mitchell Park Horticultural Conservatory and Boerner Botanical Gardens horticultural facilities, which may include increased expenditures for seasonal staffing.

Parks will coordinate and organize a food truck event during at least two weekends in summer 2021. At least two of these events will occur in a parking lot near Bradford Beach or McKinkley Marina. This amendment does not supersede the ability of the Milwaukee County Parks Director from holding food truck events at other locations throughout the Milwaukee County Parks system in 2021. Food truck vendors shall prioritize new and ethnically diverse food offerings that do not compete with current Milwaukee County partners or vendors at the Lakefront. Operation of the events shall conform to all public health guidelines and Milwaukee County guidance on the COVID-19 pandemic. Parks shall provide a report back to the Milwaukee County Board of Supervisors by the March 2021 cycle with an update on the planning process and an estimate of potential revenues generated through the event.

Parks will institute a non-resident fee schedule at Cool Waters Aquatic Park, Schulz Aquatic Park, and Pelican Cove. The nonresident fee shall be an additional $2 for adults and $1 for children. The anticipated revenue from this increase is approximately $9,000 and shall be used to supplement seasonal staffing needs.

Parks will increase boat launch fees to the amounts listed in the table below. Parks shall institute a boat launch fee for vessels greater than 26 feet in length, also indicated in the table below. The anticipated revenue from this increase is approximately $6,750 and shall be used to supplement seasonal staffing needs and/or make improvements to the launches or ancillary facilities such as fish cleaning stations.

Milwaukee County Parks Boat Launch Fees			
Fee	**Interval**	**2020**	**2021**
Marina-McKinley, Launch No Motor	Daily	6.75	8.00
Marina-McKinley, Launch Jet Ski	Daily	9.00	12.00
Marina-McKinley, Launch Under 20'	Daily	10.50	12.00
Marina-McKinley, Launch Over 20'	Daily	14.75	16.00
Marina-McKinley, Launch Over 26’	Daily	-	18.00
Marina-McKinley, Launch No Motor	Season	67.50	80.00
Marina-McKinley, Launch Jet Ski	Season	90.00	125.00
Marina-McKinley, Launch Under 20'	Season	105.00	120.00
Marina-McKinley, Launch Over 20'	Season	147.49	160.00
Marina-McKinley, Launch Over 26’	Season	-	180.00
Marina-McKinley, Launch No Motor	Sr Season	45.00	55.00
Marina-McKinley, Launch Jet Ski	Sr Season	60.00	100.00
Marina-McKinley, Launch Under 20'	Sr Season	70.00	80.00
Marina-McKinley, Launch Over 20'	Sr Season	85.00	110.00
Marina-McKinley, Launch Over 26’	Sr Season	-	140.00
Marina-McKinley, Launch No Motor	Non Res Daily	7.00	8.00
Marina-McKinley, Launch Jet Ski	Non Res Daily	10.00	13.00
Marina-McKinley, Launch Under 20'	Non Res Daily	12.00	13.00
Marina-McKinley, Launch Over 20'	Non Res Daily	15.50	20.00
Marina-McKinley, Launch Over 26’	Non Res Daily	-	26.00
Marina-McKinley, Launch No Motor	Non Res Season	70.00	80.00
Marina-McKinley, Launch Jet Ski	Non Res Season	100.00	135.00
Marina-McKinley, Launch Under 20'	Non Res Season	120.00	135.00
Marina-McKinley, Launch Over 20'	Non Res Season	155.00	200.00
Marina-McKinley, Launch Over 26’	Non Res Season	-	265.00
Marina-McKinley, Launch No Motor	Non Res Sr Season	55.00	70.00
Marina-McKinley, Launch Jet Ski	Non Res Sr Season	70.00	125.00
Marina-McKinley, Launch Under 20'	Non Res Sr Season	90.00	125.00
Marina-McKinley, Launch Over 20'	Non Res Sr Season	105.00	140.00
Marina-McKinley, Launch Over 26’	Non Res Sr Season	-	160.00

Mitchell Park Horticultural Conservatory

Parks will issue a Request for Proposal (RFP) related to the lease of a greenhouse at the Mitchell Park Horticultural Conservatory (Domes) to a private entity for the purpose of propagating hemp clones. Parks shall provide a report to the Milwaukee County Board of Supervisors by the end of January 2021 with an update on the status of the RFP and options for moving forward.

Per Milwaukee County Ordinance 47.32 current fees for Mitchell Park Horticultural Conservatory are included in the table below. Free admission is provided to Milwaukee County residents on the first (1st) Thursday of every month, excluding major holidays. The Parks Director is authorized to adjust the dates of free admission as needed.

Category	County	Non-County
Adults (18+ yrs)	$ 7.00	$ 8.00
Youth (6-17 yrs)	$ 5.00	$ 6.00
Students (w/college ID)	$ 5.00	$ 6.00
Adults with Disabilities	$ 5.00	$ 6.00
Seniors (60+ yrs)	$ 5.00	$ 8.00
Children (0-5 yrs)	Free	Free

Parks fee schedule detailing the 2020 Adopted and 2021 Adopted rates are attached to the 2021 Budget File No. 20-733. Parks may not increase any fee during the year without approval by the Milwaukee County Board of Supervisors.

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BUDGET SUMMARY

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures					
Personnel Costs	$7,608,102	$7,989,867	$8,814,444	$8,662,007	($152,437)
Operation Costs	$6,289,429	$6,031,188	$7,315,310	$7,488,236	$172,926
Debt & Depreciation	$0	$	$0	$0	$ 0
Capital Outlay	$751,979	$486,148	$408,865	$512,336	$103,471
Interdepartmental. Charges	$514,424	$569,488	$546,596	$590,844	$44,248
Total Expenditures	**$15,163,934**	**$15,076,691**	**$17,085,215**	**$17,253,423**	**$168,208**
Revenues					
Direct Revenue	$14,522,176	$14,975,501	$17,905,058	$18,384,772	$479,714
Intergovernmental Revenue	$0	$	$0	$0	$ 0
Indirect Revenue	$0	$	$0	$0	$ 0
Total Revenues	**$14,522,176**	**$14,975,501**	**$17,905,058**	**$18,384,772**	**$479,714**
Tax Levy	**$641,758**	**$101,190**	**($819,843)**	**($1,131,349)**	**($311,506)**
Personnel					
Full-Time Pos. (FTE)	128.6	151.5	151.5	151.5	0.0
Seasonal/Hourly/Pool $	$1,526,418	$1,179,446	$1,202,290	$1,199,452	($2,838)
Overtime $	$238,670	$200,339	$288,084	$306,012	$17,928

Department Mission:

The Milwaukee County Zoo will inspire public understanding, support, and participation in global conservation of animal species and their environment by creating a unifying bond between visitors and the living earth and will provide an environment for personal renewal and enjoyment for guests.

Department Description:

The Milwaukee County Zoo includes four divisions that provide services in support of Wisconsin's largest zoo: Administration, Finance & Operations, Marketing and Communications, Maintenance, Grounds & Environmental Services, and Animal Management & Health.

Major Changes in FY 2021

The 2021 Budget continues to position the Zoo to increase attendance and revenues in admissions, Society memberships, Group Sales, revenue share contracts/leases, special exhibits, and special events. Due to the impact of the pandemic in 2020, the Zoo is not recommending an admission fee increase. The budget also focuses on implementing operational efficiencies and/or cost savings while maintaining assets at an acceptable level.

This budget incorporates the County's strategic focus areas of Creating Intentional Inclusion, Bridging the Gap, and Investing in Equity by the following:

- Bridging the Gap: The top annual exit survey response for the question "why you visit the Zoo" is to be with family and friends. This Zoo offers a safe, family atmosphere and will continue to provide excellent customer service to its guests.
- Investing in Equity: The budget includes revenue-generating events and educations programs, including a partnership with the Zoological Society to serve children and families experiencing high economic need. Below provides a short summary and more details can be found under the appropriate division sections.
- Creating Intentional Inclusion: The Zoo is focusing on a more diverse staff beginning with two Zookeeper interns and programming and one business intern, developing a pricing strategy that incorporates affordability and more accessibility, and adjusting the marketing strategy to focus more on broader and diverse audience. The budget also continues the Teens Grow Greens partnership.

The COVID-19 pandemic has had significant impacts to the Zoo in 2020, including temporary closure of operations, followed by phased re-openings with limitations on attendance as well as reduced opportunities to host large events. These closures and limitations have led to reduced Zoo revenue collections in 2020, and have resulted in a need to identify savings through various methods including staff furloughs, hiring and spending freezes, and other savings.

In order to avoid more substantial cuts that might be required for possible revenue deficits in 2021, the Zoo has identified $658,400 of savings in multiple areas including staffing costs, commodities and services, and operating capital. While funding for these costs are included in the 2021 budget, accounts will be "frozen" until it can be demonstrated that revenue collections can support the expenditures. The Zoo will work with the Office of Performance, Strategy & Budget to monitor public health conditions and operational feasibility for revenue generating functions. Failure to earn the revenues associated with the segregated operational funding will require corrective action including but not limited to the already identified savings options.

The Zoo budget is heavily based on generating revenue to support its operation. For 2021, a pricing strategy will be developed for implementation in the 2022 Budget. The goals will be to grow earned revenue while remaining affordable and accessible, mitigate revenue loss when attendance is down, grow advanced ticket sales on-line, increase attendance during off-peak times, and enhance forecasting models. This pricing strategy will also include a marketing and social media plan to inform guests of the changes and promote the new structure.

This budget includes changes to reimage/rebrand special events to enhance attendance, appeal, and profitability. More details can be found under the Marketing and Communications Division.

The Zoo now operates the zip line and ropes course in-house. See the Administration /Finance/ Operations Division section for details.

The special exhibit will be an animal superpowers exhibit made with Lego bricks. See the Administration /Finance/ Operations Division section for details.

The 2020 budget eliminated the special programs function and reassigned the duties to various positions. The budget did incorporate funds for reclasses to compensate for the additional responsibilities. Due to the COVID-19 pandemic and resulting fiscal challenges, only two of the five positions were reclassified. The 2021 Budget includes funding to complete the 2020 reorganization and is completely offset with reduced seasonal hours.

The 2021 Budget includes funding to reclass four positions that have serious pay equity issues. Funding for this is completely offset with reduced seasonal hours.

Focus continues on updating exhibits to address U.S. Department of Agriculture, Animal and Plant Health Inspection Services and Association of Zoos and Aquariums standards and to enhance the guest experience. The 2020 Budget included funds for Phase 3 of Adventure Africa Master Plan to renovate the Rhino Exhibit. Planning continues into 2021 and it is anticipated that the Zoo's 2022 Capital Budget Request will include construction funds. This phase of the project will not be submitted until the Zoological Society of Milwaukee commits to 50% of the costs of the project.

In 2021 the Milwaukee County Zoo will increase its parking rate for cars, from $12 in 2020 to $15. This will allow for continued high class services and commitment to our citizens, residents and guests.

Strategic Program Area 1: Administration, Finance & Operations

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$4,205,370	$3,810,586	$4,975,352	$4,932,392	($42,960)
Revenues	$11,618,014	$11,914,080	$13,826,011	$13,699,124	($126,887)
Tax Levy	($7,412,644)	($8,103,494)	($8,850,659)	($8,766,732)	$83,927
FTE Positions	18.0	20.0	21.0	21.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Zoo Attendance	1,146,045	1,242,162	1,351,500	1,351,500
General Admission Rev	$5,015,335	$5,465,209	$6,723,014	$7,636,707
Zoo Rides Revenue	$919,527	$1,046,867	$1,109,203	$1,110,000
Vendor Revenues	$2,577,127	$2,609,247	$2,912,319	$3,019,421
Society Membership Rev	$3,195,655	$3,315,477	$3,356,554	$3,356,554

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Average visitor spending*	$12.67	$12.06	$13.25	$13.78
AZA Accreditation Status	Accredited	Accredited	Accredited	Accredited
Guest Survey: Excellent or Very Good Food Service**	85.1%	66.3%	90%	90%
Guest Survey: Excellent or Very Good Service at Retail Outlets**	87.8%	81%	90%	90%
Guest Survey: Excellent or Very Good Service at Ride Locations**	90.6%	82%	90%	90%
Guest Survey: Excellent or Very Good Service at Gates/Admissions*	93.7%	84.4%	90%	90%

** Average visitor spending = total revenue/total attendance*
*** Annual Exit Survey Results*

Strategic Overview:

Administration, Finance and Operations Division provides effective leadership for all Zoo functions and responsibilities. Direct oversight includes business analytics, cash management, financial and capital project planning, accounts payable and receivable, personnel and payroll, reception, radio dispatch, information technology, safety and security services, contract review, program evaluations, performance measures, oversight of Guest Experience and Safety committees, manages school field trips, other general office services, management of major revenue sources, such as admissions, parking, miniature train, Zoomobile, and the carousel rides, special

exhibit and the zip line and ropes course. Staff from this program area also oversee revenue generating contracts and leases with outside vendors.

Strategic Implementation:

The Milwaukee County Zoo partners with the Zoological Society of Milwaukee Education Department to provide six programs serving children and their families attending schools with high economic need. In 2019, 40,250 students and 133 adults were served from Milwaukee Public Schools, six local parochial schools, West Allis and West Milwaukee and Milwaukee Sign Language. The budget continues this partnership.

The Accounting Section is re-organized to focus more on business data analytics and while general ledger, auditing and account reconciliation are important functions, a broader range of focus is needed to stay up to date with business trends and strategies. Included is the creation of a summer intern program geared towards underserved and/or economically challenged student populations living in metro-Milwaukee to expose students to a career in data analytics. The reorganization has an expenditure savings of about $36,000.

The operation of the Zip Line / Ropes Course is now handled in-house. Based on the proforma data from the prior vendor, net revenues after sales tax are estimated at $183,986 with $74,496 in expenditures for a net profit of $109,490. The following position action is needed to staff the amenity.

The 2021 special exhibit will be an animal superpowers exhibit made with Lego bricks. Admission to the exhibit is $3 per person and will run from Memorial Day weekend through Labor Day.

The Zoo has two types of revenue share contracts – 1) the vendor pays the Zoo directly and 2) the Zoo collects the revenues and pays the vendor their portion of the revenue per the contracts. For 2021, the collection and payment to vendor contracts are reduced by $159,040 to better reflect experience for a zero net tax levy impact. For the Sea Lion Show contract with Ocean Connections, the vendor will use the Zoo's point-of-sale equipment and the Zoo will pay the vendor their share of the ticket sales. Estimates include $180,000 in revenue collection with $135,000 payment to the vendor for a net revenue to the Zoo of $45,000.

As part of the reimage/rebranding of special events, a new Holiday Night Lights event is planned for 2021. The event will run for 15 nights with a maximum capacity of 4,500 guests per night. Expenditures for the event total $247,422. Revenues are projected at a 65% fill rate which totals $810,631 for a net profit of $563,209. Ticket prices are $20 and $18 for adults and children respectively. Position impacts to the Administration, Finance and Operation Division to support the event are as follows:

The budget maintains the 2020 Admission and parking fees. A new pricing strategy is planned for the 2022 Budget.

The Zoo Director maintains authority to discount or waive fees and provide one free admission day during the months of January, February, March, October, November, and December. The Zoo is also authorized to enter into the following Professional Service Contracts in 2021. They are included in the budget in lieu of separate review and approval during the budget year. These contracts are with an identified vendor.

Contract Amount	Description	Provider
$135,000	Sea Lion Show	Ocean Connections
$55,000	Strollers and Wheelchairs	Scooterbug Inc.
$35,000	Mold-a-Ramas	William A. Jones Co.
$33,000	Pony Rides	Patch 22
$60,000	Digital food tickets for a la Carte	Magic Money

Strategic Program Area 2: Marketing and Communications

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$2,253,380	$2,386,160	$2,535,882	$2,767,101	$231,219
Revenues	$2,810,530	$2,938,469	$3,823,502	$4,413,585	$590,083
Tax Levy	($557,150)	($552,309)	($1,287,620)	($1,646,484)	($358,864)
FTE Positions	10.3	10.8	9.8	9.8	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Advertising Expenditures	$566,588	$581,450	$598,000	$598,000
Group Sales Revenue	$1,733,848	$1,632,131	$2,246,344	$2,246,344
# of Public Special Events	24	20	25	20
Social Media Followers	134,532	174,899	165,000	225,000
# of Sponsorships	30	29	32	23

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Guest experience survey: Extremely or Very Satisfied*	98.3%	94.4%	90.0%	90%
Guest educational value survey Extremely or Very Educational*	95.4%	95.4%	90.0%	90%
Attendance at Public Special Events	221,995	249,375	308,060	330,458
Attendance for Special Exhibit	214,549	147,952	215,034	168,980
Sponsorship Revenue	$278,051	$364,213	$345,000	$455,000

** Annual Exit Survey Results*

Strategic Overview:

The Marketing and Communications Division facilitates Zoo programs and materials that promote and market the Zoo. Through advertising, public and media relations, social media marketing, promotional activities, sponsorship, public special events, private event rentals, the full and seasonal staff in this area seek to increase public use, enjoyment and awareness of the Zoo, which ultimately generates revenue and attendance.

Strategic Implementation:

The budget is shifting a larger portion of the marketing strategy including advertising, social media and public relations to a broader and more diverse audience to help foster a more inclusive community.

The Special Events section is refreshing and reworking events to broaden audience reach and increase profitability. Revenues from the event makeovers generate additional revenues of $103,062.

A new event, Holiday Night Lights is planned for 2021. The event will run for 15 nights with a maximum capacity of 4,500 guests per night. Expenditures for the event total $247,422. Revenues are projected at a 65% fill rate which totals $810,631 for a net profit of $563,209. Ticket prices are $20 and $18 for adults and children respectively.

Strategic Program Area 3: Maintenance & Facilities

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$3,881,431	$3,966,367	$4,451,164	$4,631,157	$179,993
Revenues	$1,642	$6,349	$58,000	$65,700	$7,700
Tax Levy	$3,879,789	$3,960,018	$4,393,164	$4,565,457	$172,293
FTE Positions	28.0	45.0	45.0	45.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Number of Work Orders Completed	2,925	987	2,500	1,100
Dollars Spent on Asset Maintenance	$959,139	$892,947	$873,585	$993,199
Number of Energy Savings Projects	6	5	7	7

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Guest Survey: Excellent or Very Good Cleanliness*	96.4%	95.7%	90.0%	90%
Work Orders completed in a timely manner	87.0%	91%	90.0%	90%
Energy Usage Reduction	Natural Gas 4.7% Electricity 1.7% Water (8.7%)	Natural Gas (.7%) Electricity (1.8%) Water 6.3% 6.3%	-5.0%	-5%

** Annual Exit Survey Results*

Strategic Overview:

This program area provides maintenance, improvement and overall grooming of the grounds. The state of the grounds is critical to visitor satisfaction and return visits. Also included in this program area are mechanical and preventative maintenance programs for equipment, ventilating, air-conditioning, heating systems, minor electrical and plumbing repairs, housekeeping and general cleaning of the entire Zoo. Along with the 197 acres of zoo grounds, there are 48 buildings requiring HVAC care and an additional 81 buildings to maintain. This division also partners with Teens Grow Greens to connect the Zoo with the Community.

Strategic Implementation:

This division partners with the non-profit Teens Grow Green and the Zoological Society to assist in providing an apprenticeship opportunity for Teens Grow Green graduates, including management learning. This program accomplishes the following: connects the Zoo with the community's high school aged youth and involvement in the Milwaukee community; provides horticulture career pathway development; and provides encouragement and discourse around horticulture as a career path for youth.

One of the goals of this division is to have a successful preventative maintenance program to establish consistent practices designed to improve the performance and safety of the buildings and equipment on Zoo grounds. This program extends the useful lifecycle of assets decreasing the need for capital replacements, enhances the efficiency of equipment keeping them running more efficiently and lowering power expenses, and enhances the performance of assets by increasing uptime. To support this goal, the Commodities and Services accounts increase $48,342 to align the budget close to actual experience for building and roadway materials.

An appropriation of $88,614 is included to repair the pathway that is heavily used during the Zoo's 4-day a la Carte event. The pathway is a safety hazard and needs to be fixed.

As part of the reimage/rebranding of special events, a new Holiday Night Lights event is planned for 2021. The event will run for 15 nights with a maximum capacity of 4,500 guests per night. Expenditures for the event total $247,422. Revenues are projected at a 65% fill rate which totals $810,631 for a net profit of $563,209. Ticket prices are $20 and $18 for adults and children respectively.

Strategic Program Area 4: Animal Management & Health

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$4,823,753	$4,913,578	$5,122,817	$4,922,773	($200,044)
Revenues	$91,990	$116,603	$197,545	$206,363	$8,818
Tax Levy	$4,731,763	$4,796,975	$4,925,272	$4,716,410	($208,862)
FTE Positions	72.3	75.8	75.8	75.8	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target***	**2021 Target***
# of Species in collection	326	352	400	360
# of Specimens in collection	2,447	2,222	2,800	2,400
Value of staff time on conservation messages*	$122,514	$143,162	$153,252	$222,245
Dollars towards conservation/research*	$815,022	$352,532	$698,146	$294,604

* Combined Zoo and Society.

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Participation in AZA Species Survival Plans	Yes	Yes	Yes	Yes
Reduce the number of exhibits that appear empty with no reason	7.6%	7%	10.5%	10.5%
Percentage of budget towards conservation and research	6.1%	4.5%	5.0%	3%

Strategic Overview:

This program area is responsible for the care and management of the Zoo's extensive animal collection. To allow for conservation, propagation, and display, this includes monitoring and maintaining the animals and providing safe and enriching environments, well-balanced and nutritious diets, and high-quality preventive and clinical veterinary care for the 360 species of 2,400 mammals, birds, fish, amphibians, reptiles and invertebrates represented. The animal facilities are designed and programs are presented to provide educational and entertaining experiences for the visitors. This division is also responsible for evaluating and approving requests from local, regional, national and international scientists seeking to conduct behavioral, cognitive or physiological research with the animal collection.

Strategic Implementation:

The Family Farm operation requires a leadership level role to facilitate specialized animal programs, education programs, visitor experiences, contractor support and a dynamic team of animal care professionals. The 2021 Budget

incorporates succession planning, increased operational independence and both volunteer and diversity programs with the following budget actions. Initial savings of $5,220 is generated due to step changes with a maximum impact of $3,000 once the new position reaches the top step.
Abolish upon vacancy 1 position of Heritage Farm Supervisor
Create 1 position of Assistant Curator – Family Farm

For 2021, one of the Animal Division intern programs mentioned above will partner with Vincent High School Agriculture Program to provide students the unique opportunity that includes summer employment in the Family Farm.

The free bird show is eliminated in 2021 due to fiscal constraints at a cost savings of $105,000.

The Zoo has a goal of contributing the equivalent of three percent of the budget towards conservation and research efforts through field conservation, education, staff programs and training, green practices and contributions. For 2021, that goal is $516,850.

Railroad Expendable Trust Account (Org. 0320)

The Railroad Fund exists for the purpose of recording the receipt of all revenue derived from the operation of the Zoo's miniature passenger railroad. Expenditures include personnel costs for engineers and operators, repair and maintenance of locomotives, and other commodities and supplies.

Expenditure	Revenue	Tax Levy
$1,053,000	$1,053,000	$0

The Zoomobile fee is increasing from $3 to $5 to help generate budgeted revenues of $86,000.

SPECIMEN EXPENDABLE TRUST ACCOUNT (Org. 0319)
The Specimen Fund exists for the purpose of recording receipts from the sale of animals. Disbursements are made for the purchase of animals and related expenditures such as, freight and express charges on the shipment of animals.

Expenditure	Revenue	Tax Levy
$55,570	$55,570	$0

CONSERVATION/RESEARCH PROGRAM TRUST ACCOUNT (Org. 0330)
A Conservation/Research Program Trust is created in 2017 to record donations and contributions towards conservation, research and green practices which allows expenditure authority to support these functions in addition to supporting other expenses for the benefit or improvement of the Zoo and to support the Zoo's mission.

Expenditure	Revenue	Tax Levy
$98,500	$98,500	$0

BUDGET SUMMARY

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures					
Personnel Costs	$47,557	$48,291	$50,094	$49,262	($ 832)
Operation Costs	$328,914	$375,935	$393,348	$394,188	$ 832
Debt & Depreciation	$0	$0	$0	$0	$ 0
Capital Outlay	$0	$0	$0	$0	$ 0
Interdepartmental. Charges	$0	$0	$8	$8	$ 8
Total Expenditures	**$376,471**	**$424,226**	**$443,450**	**$443,458**	**$ 8**
Revenues					
Direct Revenue	$98,369	$83,588	$100,000	$100,000	$ 0
Intergovernmental Revenue	$0	$0	$0	$	$ 0
Indirect Revenue	$0	$0	$0	$	$ 0
Total Revenues	**$98,369**	**$83,588**	**$100,000**	**$100,000**	**$ 0**
Tax Levy	**$321,914**	**$340,638**	**$343,450**	**$343,458**	**$ 8**
Personnel					
Full-Time Pos. (FTE)	0.8	0.8	0.8	0.8	0.0
Seasonal/Hourly/Pool $	$0	$0	$0	$0	$0
Overtime $	$0	$	$0	$0	$0

Department Mission:
The mission of UW Madison, Division of Extension Milwaukee County (hereafter Extension Milwaukee County) is: "We teach, learn, lead, and serve, connecting people with the University of Wisconsin-Madison, and engaging with them in transforming lives and communities. This aligns with Milwaukee County's mission: "We enhance the quality of life in Milwaukee County through great public service.".

Department Description:
Extension is a partnership between each county in Wisconsin and the state government. Wisconsin State Statute 59.56(3) defines this partnership. Extension Milwaukee County is the community outreach arm of UW-Madison. Our educational programs apply the research and resources of UW Madison to strengthen county citizens, youth, families, non-profits, businesses, and communities. Programs are planned and implemented by developing partnerships with community organizations, building collaborations, and incorporating teamwork. Our department designs and implements educational programs, conducts local research, trains leaders and volunteers, and builds partnerships for the benefit of citizens in Milwaukee County. Extension Milwaukee County is made up of seven major program areas: 4-H, Positive Youth Development, Health and Well-being, Community Development, Urban Gardening, FoodWIse, and Horticulture. We have been a long-term partner with Milwaukee County Parks through Wehr Nature Center and Boerner Botanical Gardens, and use county land for the Extension Garden Rental Program. We also partner with the Department on Aging, Milwaukee Public Schools, the Office of African American Affairs, and hundreds of community organizations and non-profits.

Administration is responsible for working with a team of educators and support staff in program development, identifying new priorities, securing additional funding sources that leverage county tax levy, assisting with administration of grant processes, and assessing and communicating the impact of our programming with communities, non-profits, businesses, and government in Milwaukee County. The Director (Department Head) position is funded by the state. The Senior Administrative Assistant position is funded by Milwaukee County.

Our major programs are:

4-H & Positive Youth Development offers children and youth (K-5–Grade 13) research-based curricula that promotes active, hands-on learning, leadership opportunities and skill building through activities such as civic engagement, career exploration, team building, workforce readiness, environmental studies, arts, multicultural awareness, and STEM (science, technology, engineering and math).

Community Development focuses on neighborhood organizational development, data collection and analysis, and entrepreneurship.

Health and Well Being provides training in the areas of financial literacy, food safety, and nutrition education. It includes the USDA-supported FoodWIse Program that brings $1 million in educational programming to Milwaukee County each year. Nearly 65% of FoodWIse class participants are African American, Asian, Native American, and Latino from low-income, underserved communities. FoodWIse also engages in supporting farmers markets, youth gardens, nutrition, community food systems, and food recovery networks through policy system and environmental change.

Horticulture and Urban Agriculture prepare and maintain dedicated county land for Milwaukee County residents to grow food. We provide information, training, and support to improve the social and economic lives of ethnic minorities, community farmers, and underserved neighborhoods at 20 community garden sites throughout the county.

Major Changes in FY 2021
In 2021, the professional services contract will increase by 2% over 2020. Tax levy support in 2021 remains flat with no increase from 2020. Our one County FTE position remains at 0.75. All remaining positions in Extension Milwaukee County are state positions.

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$410,992	$424,226	$443,500	$443,458	($ 42)
Revenues	$89,078	$83,588	$100,000	$100,000	$ 0
Tax Levy	$321,914	$340,638	$343,500	$343,458	($ 42)
FTE Positions	0.8	0.8	0.8	0.8	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
FoodWIse Policy System & Environmental Change Program				
Neighborhood Residents Served	N/A	N/A	2,000	3,000
EBT/Foodshare @ Farmers Markets	N/A	9	11	13
Food Donation Gardens Supported	N/A	N/A	2	3
Leveraged Dollars	N/A	$7,400	$267,000	$280,000

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
FoodWIse SNAP-ED & EFNEP Program				
Unduplicated participants	3,666	2,725	985	3,582
Community partners[1]	81	66	77	110
In-person participants	N/A	8,464	5,734	12,500
4-H Youth Development				
Youth Enrollment	60	173	117	130
SySTEMatics participants	157	67	Postponed*	70
Positive Youth Development				
Youth in Growing Connections program[2]	N/A	N/A	20	40
Youth participation at Vel R. Phillips Juvenile Justice School	N/A	30	Postponed*	40
Community & Urban Gardening				
Urban Apiaries – Provided technical assistance	52	47	20	50
Urban Apiary Program participants	45	23	Postponed*	25
Community garden plots leased	2,738	2,851	2,563	2802
Residents using community garden plots	1379	1609	1315	1,700
Community partners utilizing garden sites	16	16	15	25
Horticulture & Master Gardener (MG) Program				
New volunteers trained	201	114	125	150
Hours of MG Volunteer Service	15,046	17,621	10,500	15,000
Youth gardens maintained by Master Gardeners	9[3]	8	8	9
Volunteer Hours at Boerner Botanical Gardens	4,077	2,829	Postponed*	3,000
Master Gardener supported horticulture sites	80	30	15	35
Master Gardener Public Education Presentations	113	133	25	140
Calls to Horticulture & Plant Diagnostics Helpline	802	841	850	900
Milwaukee County resident master gardeners	351	390	358	410
Community Development Education Program				
Number of Returning Citizens Trained[3]	N/A	N/A	25	75
Small business owners of color interviews	N/A	N/A	25	25

Notes:

[1] FoodWIse community partners includes both the FoodWIse educational outreach program and the FoodWIse Policy System and Environmental Change program (PSE)

[2] Growing Connections is funded by a 5-year USDA Children, Youth, and Families at Risk (CYFAR) grant of $640,000. This is currently the only CYFAR grant in the state. This program is taught by our educators in the Positive Youth Development and Community Development Programs.

[3] Returning Citizens is funded through a partnership with the Wisconsin Department of Corrections ($253,000.)

* Multiple program targets are postponed or reduced due to COVID-19

How Well We Do It: Performance Measures

Performance Measure	2018 Actual	2019 Actual	2020 Target	2021 Target
Community Urban Gardening				
Increase in Community Garden plots leased	4%	4%	-10%	9%
Horticulture Master Gardeners				
Percent increase in Horticulture Helpline & Diagnostic Services	34%	17%	-68%[1]	71%
4-H SySTEMatics				
Percent that indicated increase in Science and Math Skills	N/A	83%	Postponed*	85%
Percent that indicated the importance of college planning	N/A	85%	Postponed*	85%
Percent that indicated they participate more in school classes	N/A	94%	Postponed*	95%
4-H Community Clubs				
Percent who exhibited at 4-H or Science Fairs	N/A	37%	Postponed*	50%
Positive Youth Development: Growing Connections				
Percent of Youth that learned core gardening	N/A	N/A	Postponed*	80%
Percent of Youth that met at least one of their goals	N/A	N/A	Postponed*	80%
Percent of Youth that indicated they developed impactful mentor/mentee relationships with adults	N/A	N/A	Postponed*	70%
Percent of Youth that shared that these experiences help them respect others and work in a team environment	N/A	N/A	Postponed*	70%
Community Development Education				
Percent of Participants who graduate	N/A	N/A	50%	50%
Percent of Graduates who increase employment readiness and re-entry well-being	N/A	N/A	90%	90%
FoodWIse Educational Programming (SNAP-ED and EFNEP)				
Percent of youth surveyed reporting intent to eat more fruits and vegetables, whole grains, and/or consume fewer sugar-sweetened beverages.	N/A	30%	41%	60%
Percent of adult EFNEP participants surveyed that indicated they implemented budgeting techniques when grocery shopping	N/A	60%	58%	68%

After completing the FoodWIse StrongBodies Program, participants report increased participation in physical activity	100.0%	90%	90%	95%
FoodWIse Policy System and Environmental Change (PSE)				
Percent increase in Farmers Markets that Accept EBT/Foodshare	N/A	43%	55%	65%
Percent increase in neighborhood residents served by produce from garden site	N/A	N/A	100%	50%
Percent increase in Funds leveraged	N/A	N/A	3,500%	5%

[1] The major reduction in Master Gardener Volunteer Service in 2020 is due to Covid-19.

[2] SNAP-Ed is the acronym for Supplemental Nutrition Assistance Program-Education and EFNEP is the acronym for Expanded Food and Nutrition Education Program. These programs are both funded by federal USDA funds

[3] The reason for the large increase was due to the establishment of the FoodWIse Policy System and Environmental Change program as part of the Extension Department in 2018.

Extension Milwaukee County will continue to leverage local, state, federal and private sector funds that match the county's support.

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Strategic Program Area 1: Fund for the Arts

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$402,750	407,825	$407,825	$407,825	$ 0
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$402,750	$407,825	$407,825	$407,825	$ 0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Number of Agencies receiving Community/Cultural Events CAMPAC	4	4	4	4
Number of Agencies receiving Matching Grants CAMPAC Funding	36	34	37	38

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Sales tax revenue Tax revenue generated by funded arts groups	$661,671	$750,620	$650,000	$650,000
FTE Arts Group staff (Full Time Employees)	463	420	450	450

Strategic Implementation:
The Milwaukee County Fund for the Arts, through the Milwaukee County Cultural Artistic and Musical Programming Advisory Council (CAMPAC), allocates County property tax dollars to support and encourage cultural and artistic activities, which have an important impact on the economic well-being and quality of life of the community.

Since 2014, the application process for CAMPAC has included information regarding sales tax paid from all applicant groups. In 2019, CAMPAC funding assisted these organizations in generating over $750,000 in sales tax revenue. The collective budgets of these arts groups total almost $65 million in economic activity directly employing 420 full time positions.

The CAMPAC funding is allocated among these program areas: Matching Grants and Community Cultural Events.

I. MATCHING GRANTS

The Matching Grants program continues to be the highest funding priority, as it leverages outside dollars to sustain the County's arts organizations. This program allows the County to offer a broad variety of artistic experiences to its residents, while providing base support to small and large organizations according to an equitable formula.

II. COMMUNITY CULTURAL EVENTS
On an annual basis, the CAMPAC provides Community Cultural awards to organizations in the County that are focused on increased diversity in their membership, viewership, and community outreach. The overall goal is to ensure that underserved communities receive equal access to fulfilling arts programming.

As part of the 2020 Adopted Budget, the contract between Milwaukee County and the CAMPAC Administrator was not funded. Administration of the CAMPAC was shifted to the Milwaukee County Department of Parks, Recreation, and Culture (DPRC). The CAMPAC funding used to hire an administrator ($13,000) was reallocated to the funds available for CAMPAC distributions.

The Department of Parks, Recreation and Culture staff, working in conjunction with the Milwaukee County Cultural Artistic and Musical Programming Advisory Council (CAMPAC), will review the eligibility requirements for CAMPAC awards to determine if there are more racially equitable methods to allocate the funds, especially to smaller groups with limited access to private fundraising. A summary of the findings and recommendations shall be submitted to the County Board of Supervisors for review and approval prior to the distribution of funds for 2021.

Strategic Program Area 2: Historical Society

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$308,721	$258,105	$258,105	$258,105	$ 0
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$308,721	$258,105	$258,105	$258,105	$ 0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Attendance-Public (General)	8,000*	7,629	9,000	9,000
Attendance-Public (Programming)	4,000*	8,567	5,000	5,000
Attendance-Other	2,500*	2,636	4,000	4,000
Research Requests	4,400	4,271	5,000	5,000

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Annual % Increase in Patron Usage of MCHS Resource Material	-5%*	-3%*	6%	5%**
Annual % Increase in Overall Attendance (for all MCHS Operated Facilities)	-25%*	25%*	3%	5%**

**Due to construction on outside cornice, attendance has been impacted 2017-2019.*

2021 Targets are a goal and may change throughout the year as the MCHS better understands the impact of the COVID-19 Pandemic on our 2020 Target/Actuals.

Strategic Overview:
The Milwaukee County Historical Society (MCHS) was founded as a service provider to the County and continues to serve in this role by preserving and making accessible historic County records. Through the research library, people can access essential vital records including documents that prove relationships or verify citizenship. As a cultural organization, MCHS offers exhibits, programs and special events, educational field trips and school visits, and more.

As directed by the Board of Supervisors and County Administration, the MCHS continues to evaluate and improve operations to achieve the highest levels of efficiency.

Notes of Operation:

- Coronavirus Pandemic Impacts:
    - The MCHS was closed from March 14, 2020 through June 28, 2020 due to the Coronavirus pandemic. This closure had significant impacts on the MCHS finances and visitor numbers.

- During the closure, the MCHS continued to carry out its mandate of making historical documents available to the public. Requests for vital documents were fulfilled during this time with no lapse in service.

- The long-term impact to the MCHS is unclear as the situation continues to unfold, however, the organization will to continue to monitor its fiscal health moving forward.

- MCHS and Milwaukee County Parks Department are working on an operating agreement for Kilbourntown House in Estabrook Park. The MCHS will assume all responsibility except for mechanicals; an increased responsibility for MCHS.

Information about MCHS and Record Retention:

The MCHS was founded to carry out the state statute of third-party record retention for Milwaukee County. Since 1935, the Society has served the county in this role by retaining and preserving documents such as naturalization records, civil court records, documents from elected officials, maps, etc. The MCHS is also a service provider to Milwaukee County due to its records retention and service role.

Beginning in 2020, the County will be transferring digital records to the MCHS for archival management. The first deposit housed at the MCHS includes unstable files/infrastructure. The MCHS intends to build infrastructure, begin the digital preservation process, and address the instability of these documents.

Strategic Program Area 3: Federated Library System

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$66,650	66,650	$66,650	$116,650	$50,000
Revenues	$0	0	$0	$0	$ 0
Tax Levy	$66,650	$66,650	$66,650	$116,650	$50,000

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Library Materials Circulated	6,149,770	5,906,536	6,450,000	6,100,000
Active Cardholders *	527,534	311,531	550,000	315,000
Digital Materials Circulated	535,134	603,433	645,000	660,000
Items Delivered	1,110,393	910,153	1,200,000	950,000
MCFLS and CountyCat Website Page Views	12,053,251	12,573,854	13,000,000	13,150,000
CountyCat Mobile Searches	14,840,534	12,782,266	16,800,000	14,000,000

** New method of counting cardholders as required by state counts active cardholders or new cardholders in the past three years*

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Active Cardholders as a Percent of Population.	55.4%	33%	59%	35%

Strategic Overview:
The Milwaukee County Federated Library System (MCFLS) is overseen by the Department of Public Instruction and serves 15 administratively autonomous and fiscally independent public libraries in Milwaukee County. These public libraries are wholly funded by their municipality and join the MCFLS organization voluntarily. The MCFLS is responsible for supporting all public libraries in the county and coordinating the smooth interaction among members behind the scenes in many facets of the library environment.

The MCFLS supported libraries and county residents in 2020 by engaging its board of trustees and member libraries on a strategic planning process that culminated with the MCFLS 2020-2024 Strategic Plan. A host of new strategic directions emerged from discussions with libraries over the past year, including a need for a better library experience for County residents, a cohesive marketing and advocacy strategy and support to allow members to connect to each other and encourage collaboration.

In December of 2019 the MCFLS released a new CountyCat Mobile app for residents which has gotten strong use with over 15,000 downloads in the first month. The system and member libraries came together to form a marketing and advocacy committee and hope to have a consultant in place to help guide a marketing plan in 2020 and beyond.

BUDGET SUMMARY

	2019 Actual	2020 Budget	2021 Budget
Expenditures			
Technology, Reference, Interlibrary Loan	$1,866,398	$ 1,812,892	$1,850,000
Continuing Ed and Consulting	$92,509	122,166	$125,000
Delivery	$292,296	325,269	$325,000
Payment to Members for Non-Res Access	$1,087,524	1,137,936	$1,145,000
Library Services to Youth	$1,505	4,003	$4,500
Library Services to Special Users	$7,174	7,254	$7,500
Public Information	$37,339	65,394	$65,000
Administration	$369,900	341,792	$345,000
Electronic Resources	$442,119	499,893	$510,000
MultiType Initiatives	$7,957	8,081	$8,500
Member Office Supplies	$34,334	49,500	$50,000
Total Expenditures	**4,239,055**	**4,374,180**	**4,435,500**
Revenues			
State Aid to Public Library Systems	2,855,318	2,855,319	2,855,319
Federal LSTA Funding	17,107	11,200	11,200
Passthrough Contract Income	1,081,184	1,163,110	1,200,000
Interest Earned from State Aid	19,297	5,000	2,000
Unexpended Funds-Previous Years	98,584	35,000	30,000
All Other Sources	210,643	237,901	236,981
Milwaukee County Contribution	***66,650***	***66,650***	***66,650***
Total Revenue	**$ 4,348,783**	**$ 4,374,180**	**$ 4,402,150**
Budget Surplus/(Deficit):	**109,728**	**-**	**$ (33,350)**
County Contribution as % of Total Revenue:	**1.5%**	**2%**	**1.5%**

A one-time allocation of $50,000 is provided to the Federated Library System to expand digital resource materials. The COVID-19 pandemic has highlighted the need to make more materials available electronically to aid library users who are unable to physically access a system location. This allocation is separate from the annual support provided to the Milwaukee County Federated Library System.

Strategic Program Area 4: Marcus Center for the Performing Arts

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	850,000	800,000	$750,000	$700,000	($50,000)
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$850,000	$800,000	$750,000	$700,000	($50,000)

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Budget**
Attendance-Public (Programming)*	444,345	463,710	615,000	290,000
Attendance-Private (Events/Rental)*	56,993	35,277	50,000	35,000
Attendance-Other*	30,250	43,683	35,000	25,000
Number of Events Annually	1695	1805	1650	1400
Number of Days Activity in Facility	344	348	340	190
Number of Performance Weeks-All Theaters by Tenant Groups**	81	73	70	45
All Theaters by Non-Tenant Groups	20	14	30	15
Free Events for Children	40	35	40	40
Children Outreach Events	46	36	45	40
Free Family, Adults, Community Events	43	50	35	40

**Total attendance for FY2020 Budget was 700,000 and FY2021 Budget is 350,000.*
***Includes MCPA Broadway & other MCPA Productions*

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**
% of Attendees from Milwaukee County	40%	39%	40%	40%
% of Attendees from outside Milwaukee County	60%	61%	60%	60%
% of Customer Satisfaction	99.99%	99%	99.99%	99.99%
% of Customer Satisfaction with Facility**	99.99%	99%	99.99%	99.99%

***The Marcus Center averages about 50-60 complaints a year, which is less than .01%.*

Strategic Overview:
The Marcus Center was built with private money in 1969 and deeded to Milwaukee County as a public trust for the preservation and enrichment of the performing arts, including drama, music and dance. The facility is home to the *Milwaukee Symphony Orchestra, Milwaukee Ballet, Florentine Opera, Milwaukee Youth Symphony Orchestra, First Stage Children's Theatre, Black Arts MKE, Broadway Series, Off-Broadway Series, Marcus Center Presents* and many other performing arts groups. In addition to the Marcus Center providing a first class facility for the performing arts, the Center supports a number of free community events and activities year-round, including ethnic and cultural festivals such as *Doctor Martin Luther King Birthday Celebration, Cantos de Las Americas, Caesar Chavez Birthday Celebration, LIVE @ Peck Pavilion, KidZ Days* children's programming*, and KidZ Days in the City* children's outreach programming. The Marcus Center also supports those have served our country be celebration Flag Day and presenting other programming that is focused on these audience. We continue to expand this programming to serve our mission as a designation County War Memorial building.

Strategic Implementation:
In March of 2016, Milwaukee County and the Marcus Center finalized a contribution agreement outlining the operating and capital support through 2025. The 2021 tax levy contribution is $700,000.

Strategic Program Area 5: Milwaukee Public Museum

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$3,500,000	$3,500,000	$3,500,000	$3,500,000	$ 0
Revenues	$0		$0	$	$ 0
Tax Levy	$3,500,000	$3,500,000	$3,500,000	$3,500,000	$ 0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Attendance-Museum*	255,270	269,769	294,500**	135,000**
Attendance-Theater/Planetarium*	177,271	170,293	174,250**	85,000**
Attendance-Exhibitions*	62,571	44,152	57,410	0

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Annual Attendance Over/(Under) the 400,000 Base Level*	95,112	84,214	126,160**	(180,000**)
Unrestricted Endowments Assets Over/(Under) the $1,550,000 Base Level*	Yes	Yes	Yes	Yes
Generate Positive Unrestricted Operating Earnings* [1]	Yes	Yes	Yes**	Unknown**

**The Performance Measures identified are partially based on conditions that must be met by the Milwaukee Public Museum (MPM) as outlined in the existing Lease & Management Agreement.*

*** These are the original budget estimates for FY2020 which goes from 9/1/19 through 8/31/20. Museums worldwide are either closed or are experiencing unprecedented decreases in attendance levels due to COVID-19. The expectations are that this decline in attendance will continue until there is a vaccine which could be a year or longer away. Based on current forecasting, MPM anticipates that its revenue for its Fiscal Year ending August 31, 2020 could be up to 30% below expectations and prior year. MPM expects a difficult year from an attendance perspective as well as membership and fundraising, based on information from past epidemics and on what is happening currently across the world. In tandem, these criteria may result in the MPM being unable to achieve positive unrestricted operating income net assets for both FY 2020 and 2021.*

Strategic Overview:
Pursuant to Wisconsin Statute 59.56(2), Milwaukee County (County) may acquire, own, operate and maintain a public museum in the County and appropriate money for such purposes. As a museum of human and natural history, it provides a dynamic and stimulating environment for learning. The museum interprets the world's cultural and natural heritage through collections, research, education and exhibits. It holds its collections as a public trust and is dedicated to their preservation for the enrichment of present and future generations.

[1] Positive Unrestricted Operating Earning is defined by unrestricted operating net income plus depreciation being greater than zero.

Strategic Implementation:
MPM provides detailed quarterly reports of financial status and museum programmatic updates throughout the fiscal year to the Milwaukee County Parks and Finance/Audit committees.

The budgeted funds included as part of the 10-year Lease and Management Agreement (LMA) provide operational support to run the museum on behalf of the County and to provide access to schools, families and the community in a variety of ways. MPM intends to continue serving over 500,000 visitors during each fiscal year and to provide services and educational opportunities to a diverse constituency. Milwaukee schools will also continue to receive free admission to MPM during the months of September through November (pursuant to current LMA).

Current LMA background:

Original LMA

In 2013, the County and the MPM entered into a new LMA (adopted County Board file #13-598). The original LMA states that MPM must achieve several operating and financial goals. If the goals are not achieved, the County may reduce its annual operating contribution by $250,000 for the subsequent year. Additionally, if MPM receives at least $5,000,000 in cash or donor commitments for capital projects by December 31, 2017, the annual operating contributions will remain at $3,500,000 for calendar years 2018-2022.[2]

The County is responsible for authorizing *up to* $4,000,000 in museum capital improvement projects by December 31, 2017. As of December 31, 2017, the County included adopted capital projects in the amount of approximately $5.8 million (2014 Adopted Capital Budget through 2017 Adopted Capital Budget).

The initial term of the agreement is through December 31, 2022 and can be automatically extended for four (4) successive periods of five (5) years each through December 31, 2042.[3]

[2] On August 15, 2013, the County entered into a new LMA with the MPM whereby the County owns the current museum building at 800 West Wells Street and all of the artifacts, exhibits, and other items of historical or scientific value or significance owned or held by the County and used or intended to be used for exhibition, display, education or research in connection with the activities and operations of the MPM and the County would lease the current building, the personal property, and the artifacts to MPM, and MPM would undertake the primary responsibility for managing and operating the museum.

[3] Pursuant to the LMA, each Extended Term shall commence upon the expiration of the Preceding Term, except that any Extended Term shall not commence if one party gives the other notice not less than six (6) months prior to the expiration of any Preceding Term that such party elects not to extend, in which case, the LMA shall terminate upon the expiration of such Preceding Term.

Amendments to Original LMA

In 2018, the LMA was amended by the County and the MPM based on a strategic facility vision put forward by MPM and alignment of MPM Endowment covenants (adopted County Board file #18-532). Changes to the LMA include the following:

A. $5,000,000 in cash or donor commitments for capital improvements:[4]

1. The date at which the MPM is to receive at least $5,000,000 in cash and donor commitments changed from December 31, 2017 to December 31, 2020.

2. Include monies received or pledged for a possible new building as well as the current building before any future funding amounts would be decreased.

3. Of the total $5,000,000 commitment goal, MPM is limited to only including $1,000,000 of these total funds to be from donor commitments and cash specifically raised towards exhibits. Exhibits continue to bring in revenue, but do not necessarily directly assist the site, building or future relocation.

B. Endowment unrestricted net assets:[5]

1. The criteria that the MPM Endowment (the "Endowment") maintain at least $2,000,000 in unrestricted net assets was reduced to $1,550,000 to match the updated covenant MPM has with its bank for its line of credit facility.

In 2020, the LMA was amended a second time by the County and the MPM due to the negative financial impacts related to the COVID-19 pandemic (adopted County Board file #20-482). Changes to the LMA include the following:

A. Annual attendance:

1. The criteria for annual attendance of the Museum, its theater/planetarium and special exhibits, events, and programs was waived for the Museum Fiscal Years 2020 and 2021.

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[4] Milwaukee County Department of Administrative Services/MPM joint report (file 18-532): *"Since the Agreement was signed in 2013 MPM has undergone significant changes in leadership and organizational strategy, and the MPM's Board of Directors is now focused on advancing plans to create a new facility for the museum in the coming years. As this strategy has taken shape it became clear that it was an unwise use of donor (or public) funds to invest in major capital improvements to the current facility, which MPM plans to eventually leave. Accordingly, any potential future capital requests from MPM related to the current facility will be solely limited to those urgent necessities needed to maintain minimum structural and operational standards for the museum filed and/or to sustain business revenue. A change to this criteria is requested to reflect the current strategy, allowing funds raised both to improve the current facility and also to advance plans for the future facility count toward this criteria, and extending the deadline to meet the $5,000,000 total."*

[5] Milwaukee County Department of Administrative Services/MPM joint report (file 18-532): *"This condition was made to match the requirement of a covenant MPM had with its bank for its line of credit facility, calling for this same $2,000,000 baseline as a guarantee for the line. Since the Agreement was signed in 2013 MPM's bank (CIBC) has reduced this requirement to $1,550,000 in unrestricted net assets required in the Endowment. This amendment seeks to similarly reduce the County requirement to $1,550,000 in unrestricted net assets in the Endowment, in order that the County's requirement match that of MPM's bank."*

B. Unrestricted operating earnings:
   1. The criteria that the Museum have positive unrestricted operating earnings as defined by unrestricted operating net income plus depreciation being greater than zero be waived for the Museum Fiscal Years 2020 and 2021.

Annual County Base-Level Operating Contributions to MPM (pursuant to LMA)

Approved County Board file #18-532 adjusted the $5.0 million MPM capital donor/pledge requirement deadline from December 31, 2017 to December 31, 2020. As a result of this (and adherence to the other LMA requirements), County operating contributions to the MPM for years 2018 through 2020 remained at $3.5 million.

For 2021, the $3.5 million operating contribution is included provided the MPM meets its LMA commitments for fundraising capital amounts (for the facility and/or a future facility) as well as meeting performance criteria. It is anticipated that the 2022 operating contribution will remain at the $3.5 million level assuming the same LMA requirements are met by the MPM.

Strategic Program Area 6: Villa Terrace/Charles Allis Museums

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$225,108	$225,108	$225,108	$225,108	$ 0
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$225,108	$225,108	$225,108	$225,108	$ 0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Attendance-Public (General)	8,539	8,744	9,000	7,000
Attendance-Public (Programming)	8,791	8,428	8,000	7,000
Attendance-Private (Events/Rental)	10,138	9,705	13,500	10,000
Attendance-Other	1,126	1,098	1500	500

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Level of customer satisfaction with the facility (out of 5.0)	3.5	4.0	5.0	5.0

Strategic Overview:
The Charles Allis and Villa Terrace Art museums (museums) contribute to the quality of life of Milwaukee County (County) residents and visitors by creating opportunities to experience history, culture, and the arts.

A public-private partnership between the County and the Charles Allis and Villa Terrace Museums, Inc. (CAVT) honor the gifts to the community of Charles and Sarah Allis (in 1946) and Lloyd and Agnes Smith (in 1967) through the preservation of their architecturally significant homes, world-class art collections, and gardens, while telling the story of the founding of Milwaukee as a city of industry and entrepreneurship.

The museums contribute to the County's quality of life by offering vibrant exhibitions, collaborative educational programs, performances, and other events. Programming includes five new art exhibitions each year that feature local and regional artistic production and promote such work in a way that larger institutions cannot. The museums also offer concerts, films, family art-making workshops, lectures, tours and special events. CAVT partners with the Rufus King International High School art program throughout the year, culminating in a student art show at the Charles Allis Art Museum. The museums continue to work with county-wide public grade-school art programs each fall. The facilities are available for rent by civic, cultural, veterans, educational, business and private groups. Both museums are on the National Register of Historic Places.

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Strategic Program Area 7: War Memorial Center

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$486,000	$486,000	$486,000	$486,000	$ 0
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$486,000	$486,000	$486,000	$486,000	$ 0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Attendance-Public (General)	21,200	23,210	22,000	22,000
Attendance-Public (Veterans/Military)	6,195	6,818	6,500	6,500
Attendance-Private (Events/Rental)	106,380	108,283	90,000	90,000
Attendance-Education	7,159	9,892	6,000	5,500

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**
# of Events Veterans/Military	149	148	150	150
# of Events Private	592	569	620	620
# of Events Education	46	116	115	75
# of Events Education off-site	5	10	5	5
% of Events from Milwaukee County	95%	96%	85%	85%
% of Events from outside Milwaukee County	5%	4%	15%	15%

Strategic Overview:
In 2017, Milwaukee County transferred ownership of the portions of the Saarinen Building, North Tract and Underbridge formerly leased to Milwaukee County War Memorial, Inc. (WMC) to WMC and portions of the Saarinen Building formerly leased to the Milwaukee Art Museum, Inc. (MAM) to MAM. The Center is situated at the south end of Lincoln Memorial Drive overlooking Lake Michigan and is directly adjacent to County parkland.

The Center stands as a memorial to those who have given their lives for our collective freedom. “Honor the Dead Serve the Living” is the motto of the Center.

The Center provides a variety of internal and outreach programs that offer unique opportunities for students and the community to learn about patriotism, history, and the accomplishments of our veterans.

The Center provides office space to organizations such as the USO of Wisconsin, Paralyzed Veterans of American-Wisconsin Chapter, Rotary Club of Milwaukee, Kiwanis Club of Milwaukee, Chipstone Foundation, International

Association for Orthodontics, and the War Memorial Center itself. To maximize utilization of the facility, the Center is available for general use by the public, veterans' groups, art groups and civic groups.

Strategic Implementation:
The County and the War Memorial Center have a funding agreement that provide for operating and capital funding levels. In accordance with the Agreement, the 2021 tax levy contribution for operating support is $486,000.

Strategic Program Area 8: Milwaukee Art Museum

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$1,290,000	$1,290,000	$1,290,000	$1,290,000	$ 0
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$1,290,000	$1,290,000	$1,290,000	$1,290,000	$ 0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Attendance-Public (General)	268,451	241,436	257,500	145,000
Attendance-Public (Programming)	54,507	55,978	53,300	15,000
Attendance-Private (Events/Rental)	32,920	24,169	28,700	20,000

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
# of Milwaukee County Visitors	182,013	167,714	179,935	95,400
Number of non- Milwaukee County Visitors	173,865	153,869	159,565	84,600
Customers Satisfaction with Events*	4.3 out of 5	4.3 out of 5	4.5 out of 5	4.3 out of 5
Customers Satisfaction with the Facility*	4.1 out of 5	4.1 out of 5	4.1 out of 5	4.3 out of 5

**Data per visitor surveys*

Strategic Overview:
The mission of the Milwaukee Art Museum (MAM) is to serve the community and present art as a vital source of inspiration and education. Through exhibitions and related programs, the MAM is committed to bringing people together to inform, educate and engage in conversation around art. Exhibitions planned for next year include*: The Quilts of Pauline Parker, Susan Meiselas: Through a Woman's Lens, and Americans in Spain: Painting and Travel, 1820-1920.*

Strategic Implementation:
In accordance with the current MAM and Milwaukee County Agreements, the 2021 tax levy contribution for operating support is $1,100,000. An additional $190,000 is included in the 2017-2026 budgets as a result of an arbitration settlement outlined in the sale of the O'Donnell parking garage through County Board resolution file #16-229.

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Debt Service Function

- Debt Service

DEPARTMENTAL NARRATIVES

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BUDGET SUMMARY

Category	2018 Actual*	2019 Actual*	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures					
Personnel Costs	$0	$0	$0	$0	$ 0
Operation Costs	$0	$0	$0	$0	$ 0
Debt & Depreciation	$134,536,226	$107,384,579	$87,926,338	$88,097,556	$171,218
Capital Outlay	$0	$0	$0	$0	$ 0
Interdepartmental. Charges	($39,789,962)	($46,124,366)	($40,552,243)	($40,531,716)	$20,527
Total Expenditures	**$94,746,264**	**$61,260,213**	**$47,374,095**	**$47,565,840**	**$191,745**
Revenues					
Direct Revenue	$67,784,613	$30,053,403	$10,050,000	$5,025,000	($5,025,000)
Intergovernmental Revenue	$1,863,156	$624,037	$159,821	$141,710	($18,111)
Indirect Revenue	$6,554,710	$3,347,553	$3,598,267	$5,711,360	$2,113,093
Total Revenues	**$76,202,479**	**$34,024,993**	**$13,808,088**	**$10,878,070**	**($2,930,018)**
Tax Levy**	**$18,543,785**	**$27,235,220**	**$33,566,007**	**$36,687,770**	**$3,121,763**
Personnel					
Full-Time Pos. (FTE)	0.0	0.0	0.0	0.0	0.0
Seasonal/Hourly/Pool Pos.	0$	$0	$0	$0	$ 0
Overtime $	$0	$0	$0	$0	$ 0

* 2018 and 2019 actuals exclude balance sheet entries to record principal retired for proprietary fund departments. This adjustment is intended to allow 2018 and 2019 information to be reported on a basis comparable to the subsequent year budget summaries.

** County sales and use tax revenues are dedicated primarily to the payment of general obligation debt service costs. For budgetary purposes, the County's pledge to levy ad valorem taxes for the payment of debt service payments treats sales tax revenues and property tax revenues as interchangeable.

Summary of Bonds and Notes Outstanding

Type of Issue	True Interest Rate	Date of Bond Issue	Final Maturity Date	Bonds or Notes Outstanding 12/31/20	2021 Requirements Principal	2021 Requirements Interest
C	2.43	08/14/13	09/01/23	6,635,000	2,790,000	199,050
C	2.60	11/06/14	12/01/29	23,535,000	2,615,000	722,394
C	2.50	11/12/15	10/01/30	23,730,000	2,380,000	640,500
Q	2.34	11/12/15	10/01/25	2,410,000	490,000	61,895
R	1.25	11/12/15	10/01/21	2,335,000	2,335,000	70,050
C	2.36	11/10/16	09/01/31	20,030,000	1,825,000	491,600
R	1.53	11/10/16	12/01/22	5,125,000	2,630,000	178,700
Q	2.42	11/10/16	10/01/26	4,260,000	715,000	88,700
C	2.04	11/08/17	09/01/27	14,525,000	2,075,000	316,438
R	1.48	11/08/17	12/01/23	7,400,000	2,490,000	197,800
N	1.29	11/08/17	09/01/21	1,650,000	1,650,000	37,125
R	2.31	10/11/18	08/01/24	35,865,000	7,250,000	1,793,250
M	3.19	10/11/18	08/01/23	4,230,000	1,415,000	131,125
C	2.80	11/15/18	08/01/28	9,920,000	1,240,000	310,000
N	2.30	11/15/18	08/01/22	5,000,000	2,500,000	150,000
T	3.22	11/15/18	08/01/23	3,810,000	1,270,000	119,380
R	1.40	10/02/19	10/01/26	20,070,000	1,685,000	1,003,500
C	1.81	10/02/19	08/01/29	7,710,000	830,000	138,875
N	1.33	11/07/19	08/01/23	3,405,000	1,000,000	78,100
T	1.86	11/07/19	08/01/24	4,540,000	1,145,000	83,980
E	1.51	11/07/19	08/01/24	9,360,000	2,880,000	187,200
N	1.75	11/07/19	08/01/29	9,030,000	730,000	180,600
C	1.16	10/28/20	09/01/31	12,195,000	0	151,401
N	1.09	10/28/20	09/01/30	2,965,000	300,000	35,819
T	0.57	10/28/20	09/01/25	6,185,000	1,240,000	99,085
N	0.53	10/28/20	09/01/24	9,660,000	1,575,000	84,872
Non-Pension Obligation Debt Projected Outstanding Balance as of December 31, 2020 and Associated Debt Service				$ 255,580,000	$ 47,055,000	$ 7,551,439

Summary of Bonds and Notes Outstanding (continued)

Type of Issue	True Interest Rate	Date of Bond Issue	Final Maturity Date	Bonds or Notes Outstanding 12/31/20	2021 Requirements Principal	2021 Requirements Interest
Penison Obligation Notes						
Taxable GO	6.84	12/01/09	12/01/33	$ 105,603,105	$ 5,783,327	$ 7,164,985
Taxable GO	3.28	03/15/13	12/31/30	102,795,000	5,435,000	3,497,311
Taxable GO	2.76	06/27/13	12/01/23	32,465,000	10,455,000	1,085,496
Pension Obligation Note Balance as of December 31, 2020 and associated Debt Service				$ 240,863,105	$ 21,673,327	$ 11,747,792
Total 2021 Principal/Interest					**68,728,327**	**$ 19,299,229**

Total 2021 Debt Service	**88,027,556**

Type of Issue Explanation

C - Corporate Purpose Bonds

N - General Obligation Notes

M - Marcus Center Taxable Refunding

T - Taxable Notes

R - Refunding Bonds or Notes

Q - Qualified Energy Conservation Bonds

E - Enterprise Software Project

DEBT SERVICE EXPENSES (8021 and 8022)

The 2021 Budget includes appropriations of $68,728,327 and $19,299,229 for principal and interest payments associated with general obligation debt. The total 2021 debt service amount of $88,027,556 is an increase of $171,218 over the 2020 Budget amount of $87,856,338.

DEBT ISSUANCE EXPENSE (8026)

Currently, a significant portion of debt issue expenses are paid from the proceeds of each financing. Under current Federal law, up to 2 percent of each financing may be used to cover expenses related to the issue. Once the corporate purpose financing amounts have been determined and more robust debt issuance expense estimates have been identified by the Office of the Comptroller, the Department of Administrative Services will process an administrative appropriation transfer in order to make the necessary adjustments.

In recent years, additional levy has been needed to finance additional bond counsel expenses associated with investigating the impact to outstanding bonds associated with the potential disposition of County assets, leasing/contracting out areas in which the County has or may issue tax exempt debt and complying with the new disclosure rules that have been implemented by the Federal government. For 2021, the amount of levy for these remains at $70,000.

PENSION OBLIGATION BONDS

Pension Obligation Bond Debt Service

In 2009, Milwaukee County sold $400 million in pension obligation bonds to improve the funding ratios of the pension system and to take advantage of higher investment rates of returns compared to the interest rate of taxable general obligation bonds. The original debt consisted of two bond issues: $265 million in taxable general obligation promissory notes for a 20-year term and $135 million in taxable pension anticipation notes for a five-year term with a December 2013 maturity date. In March 2013, the County issued taxable general obligation pension notes to replace the anticipation notes.

In 2013, the Office of the Comptroller was contacted by JP Morgan to inquire if the County would be interested in purchasing the County's outstanding 2024 notes that were part of the 2009 issue. The Office of the Comptroller subsequently received initial authorization from the County Board and County Executive to issue new pension obligation notes to refund any of the 2009 pension obligation notes that the County is able to achieve an appropriate level of savings. In June 2013, the County closed on the issuance of $99,300,000 of 2013B Taxable General Obligation Pension Refunding Bonds. These proceeds were used in order to purchase outstanding 2024 notes and the County achieved $1,571,900 of net present value savings.

The 2021 debt service costs for the pension obligation notes issued in 2009 and 2013 is $33,421,119.

To accurately reflect all benefit related costs, the pension obligation debt service expenses are budgeted in the Org. 1950 - Employee Fringe Benefits. In addition, to accurately reflect all debt service costs, this amount is also included in the principal and interest amounts within the General Debt Service Fund Budget. To avoid duplication of the debt service costs, the amount is abated in the General Debt Service Budget.

DEBT SERVICE CONTRIBUTIONS

Reserve for County Bonds (4703)

The 2021 contribution from the Reserve for County Bonds is $5,711,360. The $5,711,360 includes $371,174 of net bid premiums from the 2020 Bond Sales. The break down for the $371,174 includes: $151,400 of bid premiums from the Series 2020A General Obligation Bonds, $35,818 of bid premiums from the Series 2020B General Obligation Promissory notes, $99,085 of bid premiums from the Series 2020C Taxable General Obligation Promissory Notes, and $84,871 of bid premiums from the Series 2020D General Obligation Promissory Notes.

County Fleet Debt Service Abatement

The 2021 principal costs for the debt issued for vehicles and equipment in 2013-2020 is $4,599,664. To accurately reflect all fleet-related costs, this amount is budgeted in the Org. 5300 – Fleet Management Division and cross charged to user departments. In addition, to accurately reflect all debt service costs, this amount is also included in the principal and interest amounts within the General Debt Service Fund Budget. To avoid duplication of the debt service costs, the amount is abated in the General Debt Service Budget.

Internal Revenue Service (IRS) Build America Bond (BAB)/Recovery Zone Bond Interest Payments Reimbursements (2410)

In February of 2009, the U.S Congress enacted the American Recovery and Reinvestment Act (ARRA). The ARRA contained many provisions that provide Federal tax credits and stimulate the investment market. In an effort to expand the number of investors and broaden the tax-exempt municipal market, the ARRA contained provisions that allowed state and local governments to issue taxable Build America Bonds (BABs) that provide a credit to investors or credit to issuers that is equal to 35 percent of the interest costs for bonds issued. The ARRA also provided state and local governments the opportunity to issue Recovery Zone Bonds and Qualified Energy Conservation Bonds (QECBs). The RZBs provide a tax credit of 45 percent on the interest payments on the bonds and the QECBs provide a tax credit that covers the entire interest payments.

In March 2013, pursuant to the requirements of the Balanced Budget and Emergency Deficit Control Act of 1985, as amended ("Sequester") automatic spending reductions occurred across various areas of the Federal Budget.

The Internal Revenue Service (IRS) issued guidance regarding the sequestration reduction for reimbursements between October 1, 2019 and September 30, 2020. The sequestration rate during this period is 5.9%.

In October 2018, the Series 2009C BABs, the Series 2009E BABs, and the Series 2010A BABs/RZBs were refunded by the Series 2018A General Obligation Refunding Bonds and the Series 2018B Taxable General Obligation Refunding Bonds.

In October 2019, the series 2010C BABs were refunded by the Series 2019A General Obligation Refunding Bonds and the Series 2019B Taxable General Obligation Refunding Bonds.

For 2021, $141,710 is anticipated to be received from the IRS as reimbursement of 2021 interest expenses relating to the remaining Qualified Energy Conservation Bonds. The estimate includes a reduction of 5.9% as a result of the continuing impact of Sequestration for the remaining outstanding Qualified Energy Conservation Bonds.

The 2021 reimbursement amount of $141,710 is $18,111 less than the 2020 budgeted reimbursement amount of $159,821.

Jail Assessment Surcharge (1315)

Jail Assessment Surcharge revenue of $1,025,000 is projected to be used to pay 2021 debt service costs for the construction of the Criminal Justice Facility (CJF) as allowed by Wisconsin Statutes Section 302.46(2). This estimate represents the five-year average of actual surcharges.

Sale of Capital Asset (4905)

Doyne Hospital Sale Revenues

Based on the sale agreement between Milwaukee County and Froedtert Memorial Lutheran Hospital (Froedtert), the County will receive annual payments over 25 years beginning in 1996 and ending in 2020 based on the net operating cash flow generated by Froedtert.

For 2020, the Froedtert revenue is budgeted at $9,000,000. In June 2020, the Office of the Comptroller projected a 2020 shortfall for Froedtert revenue of $2,250,000 due to lower cash flows resulting from the COVID 19 pandemic. In late July, updated projections from Froedtert indicated 2020 revenue closer to the original $9,000,000.

The 2021 payment represents the final payment from Froedtert. The 2021 payment is budgeted at $4,000,000. The estimate is based approximately on a half year payment amount of the 2020 projected amount.

Year	Budget	Actual	Surplus (Deficit)
2015	$7,000,000	$8,550,000	$1,550,000
2016	$7,200,000	$7,534,046	$334,046
2017	$8,000,000	$9,314,000	$1,314,000
2018	$8,500,000	$9,526,000	$1,026,000
2019	$9,000,000	$9,891,000	$891,000
2020	$9,000,000	$9,000,000	$0
2021	$4,000,000		

**2020 Actual is estimated.*

**2020 Actual is estimated as Froedtert is currently auditing its year-end financials. Froedtert staff anticipates final figures to be released in early October 2020.*

INTEREST ALLOCATION* (9880)

Org. No.	Capitalized and Operating Interest Expense for Proprietary Fund Departments	2021 Amount
1160	DAS-Information Management Services Division	$ 347,951
5300	Fleet Management Division (Vehicle Initiative-Principal)	4,599,664
5300	Fleet Management Division (Vehicle Interest)	584,823
5500	DAS - Utility	9,766
5605	Milwaukee County Transit/Paratransit Services	1,308,602
5725	DAS - Facilities Management Division	259,791
1200-1850*	Capital Projects	0
	Sub-Total	$ 7,110,597
1950	Taxable Pension Obligation Notes	$ 33,421,119
	Total Estimated 2021 Debt Service Abatement	$ 40,531,716

* The interest allocation amounts on general obligation bonds and notes for capital projects will be calculated at the end of 2021. As in prior years, an administratitive transfer will be processed by the Office of the Comptroller to modify capital project budgets and the Debt Service Budget to adjust budgets based on actual amounts.

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Non-Departmental Revenue Function

- Consolidated Non-Departmental Revenues:
  - Unclaimed Money
  - Land Sales
  - Potawatomi Allocation
  - State Shared Taxes
  - State Exempt Computer Aid
  - County Sales Tax Revenue
  - Prior Year Surplus
  - Other Miscellaneous Revenue
- Property Taxes

DEPARTMENTAL NARRATIVES

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BUDGET SUMMARY

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Revenues					
1901 Unclaimed Money	$0	$1,800,387	$0	$1,250,000	$1,250,000
1902 State Personal Property Aid	$0	$1,616,781	$1,499,781	$1,381,286	($118,495)
1933 Land Sales	$0	$0	$0	$0	$0
1937 Potawatomi Allocation	$4,292,924	$4,608,613	$4,608,613	$3,018,584	($1,590,029)
1986 Fire Charge Uncollectable	$0	$0	($850,000)	($905,071)	($55,071)
1993 State Shared Taxes	$27,302,732	$27,363,423	$31,315,051	$30,905,438	($409,613)
1994 State Exempt Computer Aid	$5,008,256	$5,129,456	$5,129,455	$5,159,455	$30,000
1995 Milwaukee Bucks Sports Arena	$0	$0	($4,000,000)	($4,000,000)	$0
1996 County Sales Tax Revenue*	$79,226,314	$82,282,089	$82,496,808	$77,072,095	($5,424,713)
1998 Surplus from Prior Years	$0	$0	$5,000,000	$5,000,000	$0
1999 Other Misc. Revenue	$116,106	$46,275	$25,000	$25,000	$0
Total Revenue	**$115,946,332**	**$122,847,024**	**$125,224,708**	**$118,902,787**	**($6,321,921)**

*The figures stated above are presented as gross sales tax collections (less State administrative fees). Org 1996 contains net sales tax collections in the Operating Budget after allocations to capital improvements.

Department Mission: The objective of the non-departmental revenue agencies is to properly account for revenue sources that are not under the jurisdiction of any single department. The Office of Performance, Strategy, and Budget (DAS-PSB) has primary responsibility for budgeting and accounting for these revenues. The Non-Departmental revenue budgets are based on historical trends, current economic data, contract terms, and policy changes at the State and Federal level as appropriate.

Recommended Amounts are based on the following:

Unclaimed Money: Pursuant to Section 59.66 of the Wisconsin Statutes, the County Treasurer is to publish a notice that the Treasurer's Office possesses unclaimed money. If no legal claim is made within the time specified in such notice, all funds and interest earned are to be turned over to the General Fund of the County treasury. Every other year, the Treasurer widely advertises unclaimed funds before they are forfeited. As a result, this revenue fluctuates from one year to the next and is difficult to predict. Funding is budgeted in this area in odd numbered years. In 2021, $1,250,000 is budgeted.

State Personal Property Aid: As part of 2017 Act 59, municipal and county levy limits were set by the amount equal to an inaugural 2020 Personal Property Aid distribution to compensate local governments for an exemption to personal

property tax of machinery, tools and patterns not used in manufacturing. The Wisconsin Department of Revenue estimates the payment to Milwaukee County to be $1,381,286.

Land Sales: Accounts for the sale of County land in accordance with state statute. Monies received through this revenue stream will be allocated in accordance with established policies on one-time revenues and Chapter 6 of the Milwaukee County Code of Ordinances..

Potawatomi Revenues: Represents payments based on Class III Net Win during the period July 1, 2019 to June 30, 2020 by the Potawatomi Bingo Casino per contract. The amount is net of allocations to operating departments (see below). The 2019 net win payment was nearly $6,097,000. The 2021 Budget decreases by $1.6 million due to decreased gaming activity caused by the COVID-19 pandemic.

DHHS-Behavioral Health Division (Org. 6300)

- $337,203 to support the Community Services Section programs
- $500,000 is budgeted to support Alcohol and Other Drug Abuse (AODA) treatment through the Non-Temporary Assistance to Needy Families (TANF) AODA Voucher System.

Department of Health and Human Services (Org. 8000)

- $350,000 to increase the level of revenue in the Division's Birth-to-Three program to avoid a reduction in Federal revenue due to non-compliance with the Maintenance of Effort expenditure requirement.
- $201,320 to support the programs of the Delinquency and Court Services Division.
- $100,000 to provide case management services for homeless and disabled veterans

Fire Charge-Uncollectable: The Fire protection charge will continue to be budgeted in the Water Distribution System (Agency 550) and charged out to all County Grounds users of the water system. However, payment from some non-County users of the water system has been challenging and has resulted in uncollectable payments. Although the County will continue to pursue payment for these charges, uncollectable revenue of $905,071 is budgeted to account for potential uncollectable revenue.[1]

State Shared Taxes: Represents payment from the State under the County and Municipal Aid payment program. The base payment is given to each County on a per capita basis. The Utility Payment compensates local governments for costs incurred in providing services to tax exempt public utilities. Wisconsin State Statute 48.561(3) requires the Wisconsin Department of Administration to reallocate $20,101,300 from Milwaukee County's shared revenue allocation to the Wisconsin Child Welfare Program. State Shared Revenues to the County are projected to hold steady in 2020. As outlined in 2015 Wisconsin Act 60 ("Act 60"), Milwaukee County is required to commit $4,000,000 annually to the construction of the Milwaukee Bucks Sports Arena. See Org. Unit 1800-1995 for further explanation.

The State of Wisconsin (State) received $67.1 million of Mitigation Trust Funds from the national settlement with Volkswagen (VW) Corporation. The State apportioned part of its award towards a competitive statewide transit capital assistance grant program (Grant Program) to fund the replacement of eligible public transit vehicles. As a condition of the Grant Program (§ 79.035(7)), award recipients receive a reduction in State Shared Revenue (Shared Revenue) of 75% of the actual award amount amortized over a 10-year period. Pursuant to approved County Board file #18-640, the County applied for funding and was awarded $5,461,500 in Grant Program funding. The Grant Program funding replaced bond funding for eligible County bus replacements.[2] Based upon Grant Program criteria, the County will receive an annual Shared Revenue reduction of $409,613 beginning with the 2021 budget year through the 2030 budget year.

[1] Prior to the transfer of the fire protection charge to the water utility in 2012, DAS-Facilities, DAS-Fiscal Affairs and Corporation Counsel staff reviewed the existing fire protection agreement(s) as well as any applicable state statutes, county ordinance, and/or existing agreements between the non-county water system users and the County.
[2] Eligible buses included those in the 2018 and 2019 Adopted Capital Budget.

STATISTICAL SUPPORTING DATA	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Base Payment	$ 43,091,742	$ 43,011,333	$ 47,023,962	$ 47,023,962
Utility Payment	4,314,727	4,392,699	4,358,532	4,392,389
Subtotal State Shared Taxes	$ 47,406,469	$ 47,404,032	$ 51,382,494	$ 51,416,351
VW State Grant (Buses)	0	0	0	(409,613)
State Child Welfare Reallocation	(20,101,300)	(20,101,300)	(20,101,300)	(20,101,300)
Total State Shared Taxes	$ 27,305,169	$ 27,302,732	$ 31,281,194	$ 30,905,438

State Exempt Computer Aid: Represents State payments to compensate for the exemption of computers from property tax rolls, per 1997 Wisconsin Act 237. The formula for determining the county share of State Exempt Computer Aid was discontinued in the 2017-19 Wisconsin State Budget and replaced with a flat increase of 1.47% in 2018 to 2019. In 2020 and each year thereafter, State Exempt Computer Aid will not have an inflation factor. The estimate at the time of budget preparation results in approximately $5,129,500 budgeted in State Exempt Computer Aid.

Milwaukee Bucks Sports Arena: Wisconsin State Statute 79.035(6) requires an annual $4 million reduction to Milwaukee County's shared revenue to offset costs for the Milwaukee Bucks sports and entertainment facility. This non-departmental account acknowledges the County's contribution to the sports and entertainment facility through 2036.

County Sales Tax Revenue: Sales tax collections are projected to decrease by approximately $5.6 million, from $84.0 million to $78.4 million. The net sales tax budgeted in Org 1996 is $69.8 million ($78.4 million gross sales tax less State administrative fee of $1.4 million and capital improvements allocations of $7.3 million). An allocation of $36.7 million is provided for debt service, resulting in $33.1 million available for general fund purposes.

Gross Sales Tax Collections	$ 80,637,471	$ 83,747,674	$ 83,966,216	$ 78,444,880
State Administrative Fee	(1,411,156)	(1,465,585)	(1,469,408)	(1,372,785)
County Sales Tax Collections	**$ 79,226,314**	**$ 82,282,089**	**$ 82,496,808**	**$ 77,072,095**
Less Sales Tax Allocated to Capital Improvements	$ (4,844,618)	$ (10,781,492)	$ (7,354,784)	$ (7,256,584)
County Net Sales Tax Collections	$ 74,381,696	$ 71,500,597	$ 75,142,024	$ 69,815,511
Less Allocations to Debt Service	(29,174,734)	(30,582,773)	(33,566,007)	(36,687,770)
Available for General Fund	$ 45,206,962	$ 40,917,824	$ 41,576,017	$ 33,127,741

Surplus (Deficit) from Prior Year: Represents $5,000,000 of the County's overall 2019 surplus as applied to the County's 2021 budget (County Board file 20-336) per 59.60 of Wisconsin State Statutes.

Other Miscellaneous Revenue: Includes all other revenue sources, including closure of Tax Increment Financing (TIF) districts. Any revenue in excess of the amount budgeted shall be allocated in a manner consistent with the County's financial policy related to land sales and one-time revenues.

BUDGET SUMMARY

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Revenues					
Property Tax Levy	$292,617,631	$294,286,116	$301,109,336	$303,968,779	$2,859,443
Total Revenue	**$292,617,631**	**$294,286,116**	**$301,109,336**	**$303,968,779**	**$2,859,443**

Statistical Supporting Data			
General County	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$1,183,817,913	$1,180,526,340	($3,291,573)
Revenues	$837,780,931	$830,282,086	($7,498,845)
General Obligation Bond Issues	$44,927,646	$46,275,475	$1,347,829
General County Property Tax Levy	**$301,109,336**	**$303,968,779**	**$2,859,443**

Property tax levy represents the remaining amount of dollars required to perform services to the public. It is the “ad valorem” (general ownership) tax liability imposed on homeowners and businesses for owning real estate. The amount that each homeowner or business pays is based on the value of the property(s).

Summary of 2021 Tax Levy					
		2021 Budget			
Dept.	Department				Type
No.	Description	Expenditures	Revenues	Tax Levy	Fund*
Legislative and Executive					
1000	County Board	$1,215,784	$0	$1,215,874	GEN
1011	County Executive-General Office	$862,999	$0	$862,999	GEN
1020	County Executive-Intergov Relations	$281,852	$0	$281,852	GEN
	Total Legislative and Executive	$2,360,725	$0	$2,360,725	
Staff Agencies					
1090	Office on African American Affairs	$988,666	$0	$988,666	GEN
1120	Personnel Review Board,Civil Service Commission & Ethics Board	$263,596	$0	$263,596	GEN
1130	Corporation Counsel	$1,531,697	$200,000	$1,331,697	GEN
1140	Human Resources	$4,914,492	$6,200	$4,908,292	GEN
1151	Department of Administrative Services	$66,632,791	$17,906,047	$48,726,744	**
	Total Staff Agencies	$74,331,242	$18,112,247	$56,218,995	
County-Wide Non-Departmental Revenues					
1901	Unclaimed Money	$0	$1,250,000	($1,250,000)	GEN
1986	Fire Charges Uncollectable	$0	($905,071)	$905,071	GEN
1902	State Personal Property Aid	$0	$1,381,286	($1,381,286)	GEN
1933	Land Sales	$0	$0	$0	GEN
1937	Potawatomi Revenue	$0	$3,018,584	($3,018,584)	GEN
1993	State Shared Taxes	$0	$30,905,438	($30,905,438)	GEN
1994	State Exempt Cmptr Aid	$0	$5,129,455	($5,129,455)	GEN
1995	Milwaukee Bucks Sports Arena	$0	($4,000,000)	$4,000,000	GEN
1996	Cnty Sales Tax Revenue	$0	$69,815,511	($69,815,511)	GEN
1998	Surplus from Prior Year	$0	$5,000,000	($5,000,000)	GEN
1999	Other Misc Revenue	$0	$25,000	($25,000)	GEN
	Total Non-Departmental Revenues	$0	$111,620,203	($111,620,203)	

County-Wide Non-Departmental Expenditures					
1913	Civil Air Patrol	$11,500	$0	$11,500	GEN
1921	Human Resources/Payroll Sys	$1,755,892	$0	$1,755,892	GEN
1930	Internal Service Abatement	($133,802,771)	($133,802,771)	$0	GEN
1935	Charges to Other County Units	($8,144,914)	$0	($8,144,914)	GEN
1945	Appropriation for Contingencies	$5,000,000	$0	$5,000,000	GEN
1950	Employee Fringe Benefits	$225,129,649	$119,257,491	$105,872,158	GEN
1961	Litigation Reserve	$186,362	$0	$186,362	GEN
1971	Centralized Cross Charges	$3,026,502	$12,656,321	($9,629,819)	GEN
1972	Wage and Benefit Modification	$3,233,867	$0	$3,233,867	GEN
1985	Capital/Depreciation Contra	($3,389,618)	$2,042,296	($5,431,914)	GEN
	Total County-Wide Non-Dept	$93,006,469	$153,337	$92,853,132	
Courts and Judiciary					
2000	Combined Court Related Services	$29,207,536	$12,157,059	$17,050,477	GEN
2430	Department of Child Support	$18,738,007	$16,974,844	$1,763,163	GEN
2900	Courts-Pre-Trial Services	$5,244,934	$435,027	$4,809,907	GEN
	Total Courts and Judiciary	$53,190,477	$29,566,930	$23,623,547	
General Government					
3010	Election Commission	$575,402	$45,750	$529,652	GEN
3090	County Treasurer	$1,267,379	$4,767,320	($3,499,941)	GEN
3270	County Clerk	$955,140	$523,352	$431,788	GEN
3400	Register of Deeds	$1,072,914	$4,554,500	($3,481,586)	GEN
3700	Comptroller	$4,634,110	$143,000	$4,491,110	GEN
	Total General Government	$8,504,9945	$10,033,922	($1,528,977)	
Public Safety					
4000	Sheriff	$45,856,029	$12,147,111	$33,708,918	GEN
4300	House of Correction	$49,173,167	$5,585,842	$43,587,325	GEN
4500	District Attorney	$12,266,742	$5,716,702	$6,550,040	GEN
4800	Emergency Management	$7,235,176	$1,285,035	$5,950,141	GEN
4900	Medical Examiner	$4,339,094	$3,161,647	$1,177,447	GEN
	Total Public Safety	$118,870,208	$27,896,337	$90,973,871	

Public Works					
5040	DOT-Airport	$92,577,125	$92,577,125	$0	ENTER
5090	DTPW - Transportation Services	$2,022,420	$1,738,081	$284,339	GEN
5100	DOT-Highway Maintenance	$23,224,266	$23,224,266	$0	GEN
5300	DOT-Fleet Maintenance	$15,845,059	$16,746,316	($901,257)	GEN
5600	Transit/Paratransit	$130,847,652	$123,562,590	$7,285,062	ENTER
5800	DOT-Director's Office	$266,839	$266,839	$0	GEN
	Total Public Works	$264,783,362	$258,115,217	$6,668,144	
Health and Human Services					
6300	DHHS-Behavioral Health Division	$233,125,541	$180,045,092	$53,080,449	GEN
8000	Dept of Health & Human Services	$143,316,357	$111,208,763	$32,107,594	GEN
	Total Health and Human Services	$376,441,898	$291,253,855	$85,118,044	
Parks, Recreation and Culture					
1908	Milwaukee County Historical Society	$258,105	$0	$258,105	GEN
1914	War Memorial	$486,000	$0	$486,000	GEN
1915	Villa Terrace/Charles Allis	$225,108	$0	$225,108	GEN
1916	Marcus Center for the Performing Arts	$700,000	$0	$700,000	GEN
1917	Milwaukee Art Museum	$1,290,000	$0	$1,290,000	GEN
1966	Federated Library	$116,650	$0	$116,650	GEN
1974	Milwaukee County Fund for the Arts	$407,825	$0	$407,825	GEN
9000	Parks, Recreation and Culture	$35,560,013	$19,104,289	$15,534,665	GEN
9500	Zoological Department	$17,253,423	$18,384,772	($1,131,349)	GEN
9700	Milwaukee Public Museum	$3,500,000	$0	$3,500,000	GEN
9910	University Extension	$443,458	$100,000	$343,458	GEN
	Total Parks, Recreation and Culture	$60,240,582	$37,589,061	$22,651,521	
Debt Service					
9960	General County Debt Service	$47,565,840	$10,878,070	$36,687,770	DEBT
	Total Debt Service	$47,565,840	$10,878,070	$36,687,770	
Capital Projects					
1200-1876	Capital Improvements	$79,996,322	$79,996,322	$0	CAP
	Total Capital Projects	$79,996,322	$79,996,322	$0	

Expendable Trust Funds					
601	Office for Disabilities Trust Fund	$10,000	$10,000	$0	TF
0701-0702	BHD Trust Funds	$17,200	$0	$17,200	TF
0319-0330	Zoo Trust Funds	$1,207,070	$1,207,070	$0	TF
	Total Expendable Trust Funds	$1,234,270	$1,217,070	$17,200	
	Total County	$1,180,526,340	$876,557,561	$303,968,779	

* Fund type
** Multi-fund

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Non-Departmental Expenditures Function

- Employee/Retiree Fringe Benefits
- Consolidated Non-Departmental Expenditures:
  - Appropriation for Contingencies
  - Offset to Internal Service Charges
  - Charges to Other County Departments
  - Human Resources Payroll System
  - Law Enforcement Grants
  - Litigation Reserve
  - Capital Outlay/Depreciation Contra
  - Civil Air Patrol
  - Wages & Benefits Modification
  - Centralized Crosscharges

DEPARTMENTAL NARRATIVES

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BUDGET SUMMARY

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance
Expenditures					
Direct Fringe Benefits	$212,295,426	$220,077,398	$222,882,677	$221,755,018	($1,127,659)
Operation Costs	$3,256,870	$2,170,124	$2,169,000	$1,180,000	($989,000)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$793,752	$712,447	$423,506	$2,194,631	$1,771,125
Total Expenditures	**$216,346,048**	**$223,059,969**	**$225,475,183**	**$225,129,649**	**($345,534)**
Revenues					
Direct Revenue	$22,645,766	$22,820,340	$22,528,608	$22,074,528	($454,080)
Intergov Revenue	$0	$0	$0	$0	$0
Total Revenues	**$22,645,766**	**$22,820,340**	**$22,528,608**	**$22,074,528**	**($454,080)**
Net Fringe Costs	**$193,700,282**	**$200,239,629**	**$202,946,575**	**$203,055,121**	**$108,546**

Note: The budget summary table excludes crosscharges to departments to more accurately reflect the total fringe benefits costs.

Department Mission: This non-departmental unit includes expenditures for employee and retiree (legacy) fringe benefit costs, and revenues from premium contributions for those benefits.

Department Description: Appropriations for employee and legacy fringe benefits in this non-departmental unit include: health and dental insurance, contributions to various pension plans, life insurance, Medicare premium contributions, employee bus passes, fees required by the Affordable Care Act, and health insurance actuarial services.

The cost of these benefits, net of employee and retiree premium contributions (which are shown as direct revenues in the table above), are allocated out to revenue generating departments based on their share of countywide staffing levels. This enables the County to be reimbursed for its total personnel costs to provide services.

2021 Budget Impact on Employees

In 2021, Milwaukee County maintains an excellent package of fringe benefits for employees. The 2021 Budget does not include any major changes to benefits or employee contribution rates while including a mid-year pay increase for all non-represented employees. Despite facing a structural deficit of $42 million in 2021, the County has chosen to prioritize employee total compensation.

Employee Total Compensation in 2021:

Pay Increase
Most non-represented employees will receive a mid-year 1% pay increase in 2021. Non-represented employees in pay ranges with a midpoint above $100,000 will receive a 0.5% pay increase in 2021. The funds for this salary increase are budgeted in Org 1972 – Wage and Benefit Modification Account

Health Insurance Premiums
The County pays about 88% of active health benefit costs, while employees are responsible for about 12%. There are no changes to health insurance premiums in 2021. 2021 rates (after including Wellness credit):
Employee Only: $97/month
Employee + Child: $143/month
Employee + Spouse: $226/month
Employee + Family: $254/month

Pension Contribution
The general employee pension contribution remains at 6.2% in 2021. Public safety represented employee contributions are subject to collective bargaining.

Flexible Spending Account
The employee Flexible Spending Account is maintained in 2021. The County will match up to $1,000 in employee on a dollar-for-dollar basis for this tax advantaged account.

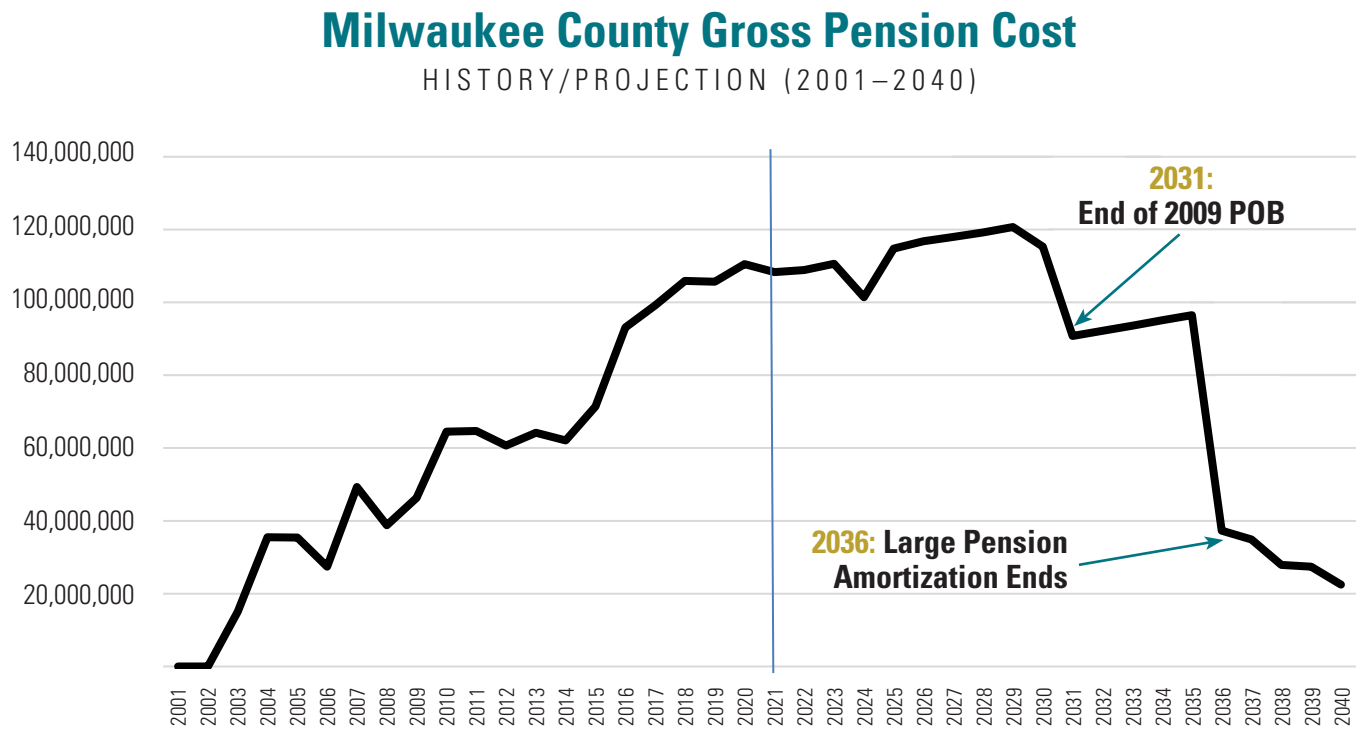
The chart below shows the impact of the past two budgets on an example employee with a salary of $60,000 who opts for the Employee + Family health care plan:

Salary Item	2020	2021
Salary – Start of Year	$60,000	$60,600
Salary Increase	$600*	$305
Health Care Premium Contribution	($3,048)	($3,048)
Pension Contribution @ 6.2%	($3,720)	($3,757)
Net Salary after Contributions	$53,382	$54,099

*2020 Salary Increase: 1% start of year.

Long-Term Impact on County Budget

- Only about 1/3 of Fringe Benefit costs are for current employees. The other 2/3 of costs are for promises to past retirees. $112.6 million, or about 42% of the County's operating property tax levy is allocated to retiree health and pension benefits. This is an amount that is not available for programs and services that are mandated by the State of Wisconsin or program are a part of the County's strategic plan. Health insurance costs are funded on a pay as you go basis - meaning costs are less predictable and can change significantly, year over year.
- Pension costs are based on an amortization schedule supplied by the Pension Board's actuary. The chart below shows the County's actual gross pension cost from 2001 to 2020 and the projected cost from 2021 to 2040. In 2001 and 2002, the County pension system was 100% funded and the actuary recommended no County contributions. In 2021, a total contribution of $110 million is budgeted for pension expenditures. Costs have increased significantly since 2001 due to three main factors: 1) A significant enhancement in the pension benefit level for most County employees was adopted in 2001. The enhancements were subsequently repealed, but employees who were active at that time remained eligible for the enhanced benefit. 2) The assumed rate of return for the pension fund was as high as 9.0%. This was considered reasonable at the time due to the strong performance of markets in the 1990s. However, for several years in the early 2000s, many investments lost value and fell significantly short of the 9.0% target. When investments do not meet the rate of return assumption, the County is required to increase contributions to make up the shortfall. 3) In the 2000s, the County did not always make the full contribution requested by the pension actuary. By not fully funding the actuary's recommendation, the County was required to make a large amount of contributions in later years to account for lost interest.
- Pension costs are expected to see small annual increases before significant decreases in 2031 and 2037. The decrease in 2031 is the expected end of Pension Obligation Bond (POB) Payments. The County current pays $33 million annually in debt service costs for these bonds. The decrease in 2036 represents the end of the amortization period for most of the current pension debt. If assumptions on rate of return and demographics are met, Milwaukee County's only pension costs in 2040 will be the normal costs for benefits earned during the year.



Source: Pension Fund Actuary (Segal Consultants), Office of the Comptroller, Milwaukee County budget documents

2021 Employee & Retiree Fringe Benefits Summary

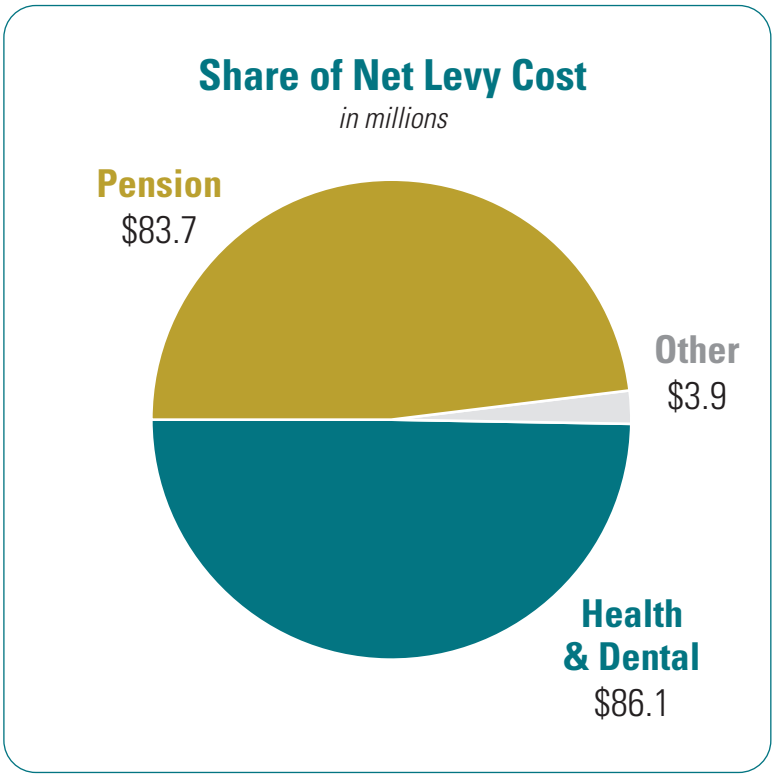
2020-2021 Fringe Benefit Budget Comparisons

ITEM	2020 BUDGET	2021 BUDGET	2020-2021 Change
Gross Health & Dental Costs	$109,529,789	$109,264,523	($265,266)
	+	+	
Gross Pension Costs	$111,811,512	$109,853,119	($1,958,393)
	+	+	
Gross Costs - Other Benefits	$4,133,882	$6,012,007	$1,878,125
	=	=	
TOTAL Gross Benefit Costs	**$225,475,183**	**$225,129,649**	($345,534)
	-	-	
Less Employee/Retiree Health Premiums	($8,434,613)	($8,596,465)	($161,852)
	-	-	
Less Employee/State Pension Contributions	($12,730,638)	($12,000,000)	$730,638
	-	-	
Less Other Benefit Revenues	($1,363,357)	($1,478,063)	($114,706)
	=	=	
TOTAL Net Benefit Costs - Allocated to Revenue Departments	**$202,946,575**	**$203,055,121**	**$108,546**
	-	-	
Estimated Revenue Offset at 14.5%	($29,427,253)	($29,442,993)	($15,739)
	=	=	
Approximate Direct Tax Levy Cost, Employee & Retiree Fringe Benefits:	**$173,519,322**	**$173,612,129**	**$92,807**

The table above shows that the 2021 budget includes $225 million in gross fringe benefit costs. Revenues directly related to fringe benefits, such as employee and retiree health insurance premiums, employee pension contributions required by State Statute, and other revenues offset approximately $22.1 million of this total. The remainder, $203.1 million, is allocated to revenue-generating departments. This is done for two primary reasons. One is to show the "true cost" of providing each service, as personnel costs including fringe benefits comprise a large share of the County's operating cost. The second reason for this allocation is that many departments receive outside revenue reimbursement for these costs, reducing the County's tax levy requirements. For instance, all personnel costs allocated to the Airport Division of the Department of Transportation are reimbursed by various fees and charges at the County's airports. In the Department of Child Support Services, approximately two-thirds of the cost is reimbursed by federal revenues. The remainder, approximately $173.6 million in 2020, represents tax levy. Countywide, approximately 14.5 percent of fringe benefit costs that are allocated out are reimbursed by outside revenue sources.

In 2021, only departments and portions of departments with substantial outside revenue reimbursement are directly charged for fringe benefit costs. The fringe benefit rate for the 2021 Budget is $16,200 per benefit eligible FTE for active health care and 12.5% of salary for active pension. In early 2021, the Office of the Comptroller will update these rates for departmental use during the year.

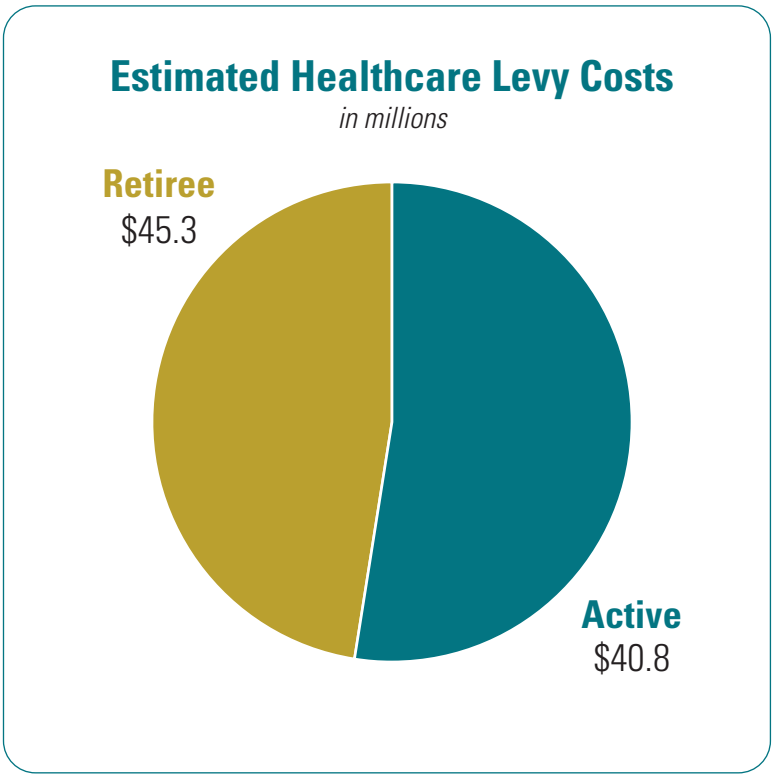
Of the total tax levy cost (after reimbursement from outside revenue sources) for employee and retiree fringe benefits, health and dental costs make up the largest share at approximately $86.1 million or 50 percent of the total. Pension benefits represent approximately $83.7 million or 48 percent, and other benefits such as life insurance and the employee bus pass program require $3.9 million in levy or 2 percent of the total.



Health & Dental Benefits Overview

The County allocates its benefit costs to active employees and retirees based on estimates provided by various sources, including the health care actuary and the Office of the Comptroller. In some cases, benefits are solely categorized to either active employees (dental insurance) or to retirees (Medicare Part B premium reimbursements).

For health care expenditures, which include medical claims and Medicare Part B premium reimbursements, retirees account for an estimated 53 percent of tax levy funded benefits, while active employees represent 47 percent.



The 2021 Budget includes two minor changes to Health Benefits:

- Employees who terminate County employment will maintain benefits coverage through the end of the termination month, in line with peer organizations.
- All retirees will be automatically enrolled in Medicare Advantage. Retirees will be able to opt into the traditional plan.

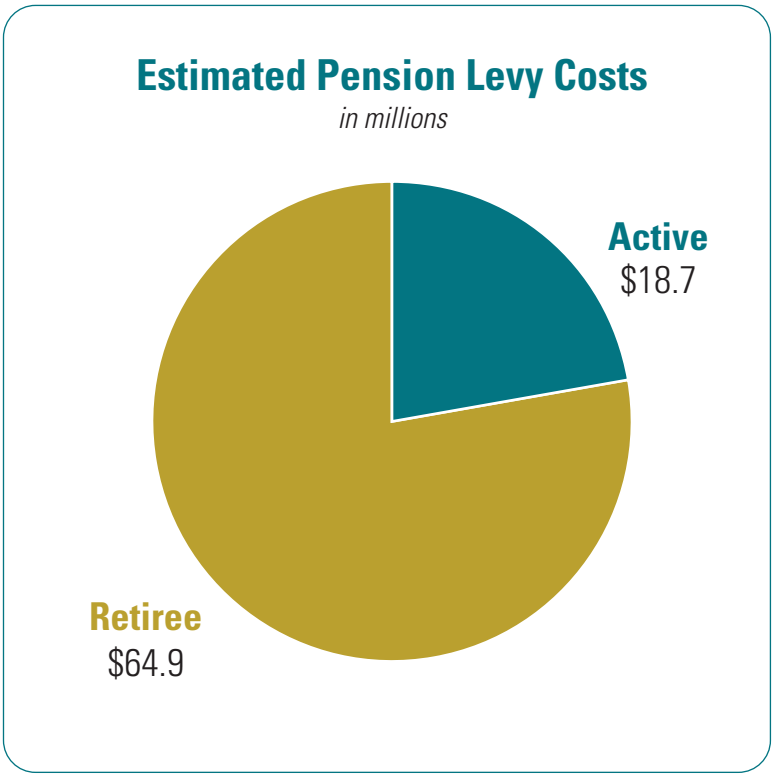
The Flexible Spending Account (FSA) Employer contribution for 2021 is a maximum of $1,000. Employees eligible for an FSA must provide $1,000 (a 1 dollar to 1 dollar match) to receive the maximum County contribution. The employee FSA is unchanged in 2021.

Expenditures in Org. 1950 – Employee Fringe Benefits include:

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

Pension Benefits Overview

Milwaukee County offers a pension benefit to vested employees through the Milwaukee County Employee Retirement System (ERS). ERS is one of the three public pension systems in the state of Wisconsin. As with health care and dental benefits, the County allocates pension-related costs between active employees and retirees. For 2021, the projected tax levy cost of pension benefits is approximately $83.7 million. Of this total, approximately $64.9 million or 78 percent is allocated to retiree costs and $18.7 million or 22 percent is allocated to active employees.



The 2021 budget provides total appropriations for pension benefits of $109.8 million. This amount represents a decrease of about $2.0 million due to a decrease in amortization costs and the elimination of Doyne Pension costs based on communications from Froedert financial staff.

Item	2020 Budget	2021 Budget	2020/21 Change
OBRA Retirement System Contrib.	$373,000	$703,000	$330,000
ERS Normal Cost	$18,700,000	$19,536,000	$836,000
ERS Unfunded Actuarial Liability	$58,364,000	$56,193,000	($2,171,000)
Pension Obligation Bonds	$33,430,512	$33,421,119	($9,393)
Doyne Pension	$944,000	$0	($944,000)
TOTAL Pension Costs	**$111,811,512**	**$109,773,881**	**($1,958,393)**

The Employees Retirement System (ERS) and 1990 Retirement System of the County of Milwaukee ("OBRA") contributions represent amounts recommended by the County's pension actuary.

Revenues

Revenues of $12.0 million are budgeted in 2021. Revenues decrease due to a higher expected rate of vacancies due to the fiscal pressures of the COVID-19 pandemic. For 2021, general employees shall contribute 6.2 percent of salary to the pension plan (no change from 2020). Public safety employee contributions are subject to collective bargaining.

BUDGET SUMMARY

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures					
Personnel Costs	$0	$0	($106,322,084)	($93,949,096)	$12,372,988
Operation Costs	$2,875,265	$1,852,331	$8,975,121	$6,953,754	($2,021,369)
Debt & Depreciation	$0	$0	($5,744,677)	($6,636,389)	($891,712)
Capital Outlay	$0	$0	$9,384,171	$3,246,771	($6,137,400)
Interdept. Charges	($3,804,925)	($7,244,441)	($34,608,059)	($41,738,220)	($7,130,161)
Total Expenditures	**($929,660)**	**($5,392,110)**	**($128,315,528)**	**($132,123,180)**	**($3,807,652)**
Revenues					
Direct Revenue	$0	$325,000	$8,087,573	$2,042,296	($6,045,277)
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$9,130,314	$9,534,413	($123,915,863)	($121,146,450)	$2,769,413
Total Revenues	**$9,130,314**	**$9,859,413**	**($115,828,290)**	**($119,104,154)**	**($3,275,864)**
Tax Levy	**($10,059,974)**	**($15,251,523)**	**($12,487,238)**	**($13,019,026)**	**($531,788)**

Department Mission: The non-departmental expenditure units represent expenditure allocations that are not under the management of or related to a core function of any County department or office. Because these items are largely technical in nature, they have no strategic outcomes and since they are not under the management of any departments, they have no activity data or performance measures.

Department Description: Three of the non-departmental expenditure units account for services that are not directly related to any single County department:

- The Appropriation for Contingencies is designed to (a) account for unanticipated emergencies or revenue shortfalls in the coming year (unallocated contingency) or (b) account for items that are anticipated to possibly occur but may not (allocated contingency).
- The Human Resources Payroll System allocates costs of the Countywide payroll and employee data system (Ceridian).
- The Litigation Reserve is a reserve account that can be utilized for unanticipated legal costs.
- Civil Air Patrol represents the County's contribution to this program, which operates out of Lawrence J. Timmerman General Aviation Airport.
- Wages and Benefits Modification provides for Countywide adjustments to compensation for extraordinary items.
- Centralized Crosscharges accounts for crosscharges that are no longer allocated to departments based on County policy.

The three other program areas, Offset to Internal Service Charges, Charges to Other County Departments, and Capital Outlay/Depreciation Contra represent technical adjustments that ensure the total County budget is not overstated, and ensure that costs for capital outlay and depreciation in proprietary fund departments are budgeted appropriately.

Strategic Program Area 1: Appropriation for Contingencies

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$0	$0	$6,505,575	$5,000,000	($1,505,575)
Revenues	$0	$325,000	$0	$0	$0
Tax Levy	$0	($325,000)	$6,505,575	$5,000,000	($1,505,575)

The 2021 budget includes funding for unanticipated events such as departmental shortfalls and critical projects. This helps to ensure that the County achieves a surplus at the end of the year. Funds in the Appropriation for Contingencies can be in an unallocated account or in an allocated account earmarked for a specific purpose.

In 2021, the unallocated contingency contains $4,950,000.

There is one item in allocated contingency: $50,000 for a comprehensive sound study at The Rock Sports Complex to ensure compliance with noise mitigation requirements set forth in File 17-598.

Strategic Program Area 2: Offset to Internal Service Charges

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$0	$0	($134,817,284)	($133,802,771)	$1,014,513
Revenues	$0	$0	($134,817,284)	($133,802,771)	$1,014,513
Tax Levy	$0	$0	$0	$0	$0

Strategic Implementation: This program area reduces total County expenditures and revenues by the amount of charges from internal service fund departments to other County departments. Without this adjustment, total County expenditures and revenues would be overstated. Expenditures of ($133,802,771) and revenue offsets of ($133,802,771) reflect the charges from the following departments to other County departments.

Internal Service Revenue			
Department Name	**2020 Budget**	**2021 Budget**	**2020/2019 Variance**
Fringe Benefits	($100,786,485)	($97,182,963)	$3,603,522
DAS-Facilities Management	($5,300,700)	($5,345,010)	($44,310)
DAS-Water Utility	($92,350)	($92,350)	$0
DOT-Airport	($243,940)	($291,730)	($47,790)
DOT-Transportation Services	($1,607,622)	($1,551,081)	$56,541
DOT-Fleet	($15,690,586)	($16,668,316)	($977,730)
Parks	($10,000)	($15,000)	($5,000)
Centralized Crosscharges	($11,085,601)	($12,656,321)	($1,570,720)
Total	**($134,817,284)**	**($133,802,771)**	**$1,014,513**

Strategic Program Area 3: Charges to Other County Departments

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	($6,001,377)	($9,979,543)	($6,562,950)	($8,144,914)	($1,581,964)
Revenues	$0	$0	$0	$0	$0
Tax Levy	($6,001,377)	($9,979,543)	($6,562,950)	($8,144,914)	($1,581,964)

Strategic Implementation: This program area represents the offset to Central Service costs allocated to departments in order to show the full cost of operating a department. This allows the full cost to be truly reflected, and departments receiving grant revenues, indirect revenues (internal service fund departments) or outside (direct) revenues can more easily be reimbursed for this cost. Since the charge is no longer abated in departmental budgets, a central abatement represented in this budget is necessary so that expenses are not overstated.

The Central Service Allocation amounts for the 2021 budget are prepared by the Office of the Comptroller. The 2021 Plan uses 2019 actual costs as its base and includes a carryover provision for the difference between the 2020 Plan and 2019 actual costs. Adding the 2019 carryover to the 2021 budget increases charges to those departments that were undercharged in 2020 and reduces charges to those departments that were overcharged.

Strategic Program Area 4: Human Resource & Payroll System

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$1,763,305	$1,638,832	$943,100	$1,755,892	$812,792
Revenues	$0	$0	$0	$0	$0
Tax Levy	$1,763,305	$1,638,832	$943,100	$1,755,892	$812,792

Strategic Implementation: This program area contains an appropriation for Milwaukee County's hosted payroll, human resources, benefits management, learning management, and applicant recruiting systems as well as actuarial services.

The Enterprise Resource Planning (ERP) system is being built for HR and payroll functions. That system was expected to replace several contracted services in this Strategic Program Area by mid-2020. However, ERP implementation for Payroll was delayed to December 2020.

The County's current HR and payroll platform provider, Ceridian HCM, Inc., cannot support the County's current platform, HPW (Human Resources and Payroll Web), after 2020. If implementation of the payroll services in the ERP were further delayed beyond 2020, the County would not be able to pay its employees. To minimize that risk, the County contracted for Ceridian HCM to upgrade hardware and software to its new Dayforce product during 2020.

This Strategic Program Area funds the following services and purchases:

- Ceridian HCM will provide Dayforce subscriptions, tax filing identifications, training, services, clock maintenance, data processing, HR management, payroll processing, learning management, and recruiting under a 2021 to 2023 agreement. These services are estimated to cost $1,342,528 in 2021.

- Morneau Shepell Limited has been providing benefits administration software services under a 2020 to 2023 extended Agreement for Products and Services. The Department of Human Resources estimates that these services will cost $395,364 in 2021.

- Cornerstone OnDemand, Inc., will continue to provide a learning management system, an applicant recruiting system, and administrator training through late March 2021. Then Ceridian HCM will assume responsibility for providing these functions as part of the agreement discussed above.

- Cornerstone OnDemand, Inc., will continue to provide course subscriptions (CyberU) through early April 2021. The Department of Human Resources is negotiating for provision of these services for the remainder of 2021.

- The Segal Company (Midwest), Inc., provides actuarial services related to the County's retirement systems and pension issues. The 2018-2020 Professional Service Contract with The Segal Company (Midwest), Inc., was not increased due to the fiscal situation in 2020, so the total contract amount remains at $199,999. The Comptroller's Office is authorized to extend the 2018-2020 Professional Service Contract through December 31, 2021.

Strategic Program Area 5: Law Enforcement Grants

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$501,288	$0	$0	$0	$0
Revenues	$0	$0	$0	$0	$0
Tax Levy	$501,288	$0	$0	$0	$0

Strategic Implementation: This program area included funding for the Milwaukee Police Department support of 911 calls in the City of Milwaukee. The memorandum of understanding with the City of Milwaukee has expired, therefore no funds are budgeted for 2021.

Strategic Program Area 6: Litigation Reserve

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$602,644	$204,621	$414,946	$186,362	($228,584)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$602,644	$204,621	$414,946	$186,362	($228,584)

Strategic Implementation: The litigation reserve including funding available for unanticipated litigation costs. The reserve is under the management of the Office of Corporation Counsel. In 2021, $186,362 is included.

Strategic Program Area 7: Capital Outlay/Depreciation Contra

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$0	$0	$3,639,494	($3,389,618)	($7,029,112)
Revenues	$0	$0	$8,087,573	$ 2,042,296	($6,045,277)
Tax Levy	$0	$0	($4,448,079)	($5,431,914)	($983,835)

Strategic Implementation: Proprietary Fund departments include Enterprise Fund departments (e.g., General Mitchell International Airport) and Internal Service Fund departments (e.g., DAS-Information Management Services Division). Budgeting for Proprietary Fund departments in accordance with Generally Accepted Accounting Principles (GAAP) requires that Proprietary Funds expense the cost of fixed assets over the life of the asset through depreciation. Prior to 1997, fixed assets were defined as buildings and equipment with a cost in excess of $500. In 1997, the definitions regarding fixed assets changed. The per unit cost for non-computer equipment must exceed $2,500 and have a useful life greater than one year. Computer related equipment must exceed $1,000 per unit to be considered a fixed asset.

Appropriations for depreciation are included in Proprietary Fund departmental budgets while appropriations for Capital Outlay - Fixed Assets, the original cost for the fixed asset, are excluded from those budgets. To ensure proper budgeting in accordance with GAAP, yet also ensure that these departments retain control over the purchase of fixed assets, Proprietary Fund departments reflect an appropriation for Capital Outlay - Fixed Assets and an offsetting credit appropriation.

However, the cost of Capital Outlay - Fixed Assets for Proprietary Fund Departments should be included in the property tax levy. In order to achieve this, all capital outlay costs for Proprietary Fund Departments are included in this non-departmental budget. The costs for depreciation should not be included in the tax levy, therefore, an offsetting contra account for all Proprietary Fund Departments' depreciation costs is included in this non-departmental budget. This budgetary procedure has no County-wide tax levy impact.

The following tables depict the capital outlay by department for 2021 compared to 2020, the amount of annual depreciation and finally the combination of these entries that determines the tax levy amount for this non-departmental budget.

Org.	Department Name	2020 Capital Outlay	2021 Capital Outlay	2021/2020 Change
1150	DAS-Risk Management	$ 0	$ 0	$ 0
1160	DAS-IMSD	0	0	0
5600	Transit/Paratransit	1,296,598	1,204,475	(92,123)
TOTAL		$ 1,296,598	$ 1,204,475	$ (92,123)

Org.	Department Name	2020 Depreciation Contra	2021 Depreciation Contra	2021/2020 Change
1150	DAS-Risk Management	$ (1,000)	$ 0	$ 1,000
1160	DAS-IMSD	(2,250,724)	(3,143,436)	(892,712)
5600	Transit/Paratransit	(3,492,953)	(3,492,953)	0
TOTAL		$ (5,744,677)	$ (6,636,389)	$ (891,712)

EXPENDITURES/REVENUE SUMMARY			
	Expenditure	Revenue	Tax Levy
Capital Outlay-reflects appropriations for Proprietary Fund departments	$ 1,204,475	$ 0	$
Depreciation Contra-offsets depreciation cost in Proprietary Fund departments.	6,636,389		
Airport Year-End Closing Entry			
Contribution from Capital Improvement Reserves: Non-Terminal Project Principal			
TOTAL	$ 5,431,914	$ 0	$ 5,431,914

Strategic Program Area 8: Civil Air Patrol

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$8,028	$8,878	$11,500	$11,500	$0
Revenues	$0	$0	$0	$0	$0
Tax Levy	$8,028	$8,878	$11,500	$11,500	$0

Strategic Implementation: The Civil Air Patrol utilizes the County-owned hangar at Lawrence J. Timmerman Airport (LJT) and the second floor of the LJT Control Tower. The County provides appropriations for the utility costs (heat, light, insurance and telephone) of these facilities. appropriations may be used for paint, repairs, materials, and supplies to help keep the facilities in a well-maintained and safe condition. The Civil Air Patrol will continue to provide the following activities:

- A national program of aerospace education for youth and adults.
- Participation in disaster emergency services and Homeland Security exercises, nationally and locally.
- Cooperation with, and support of, Civil Defense and American Red-Cross disaster and relief programs.
- Participation in all search and rescue missions authorized by the United States Air Force and Coast Guard.
- Flying shore patrol for the boating public as authorized by the United States Coast Guard.
- Assisting the U.S. Customs Service and Drug Enforcement Administration by patrolling in aircraft to detect illegal drug activity and marijuana fields and reporting such activity to the U.S. Customs Service.
- Assistance to Civil Authority, including airborne imagery and communications support.
- Military commander support, including low level surveys, range assistance and low-slow intercept training.
- Counter terrorism mission support, flown in cooperation with the Federal Bureau of Investigation (FBI).

Strategic Program Area 9: Wages and Benefits Modification

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$0	$0	($1,124,683)	$3,233,867	$4,358,550
Revenues	$0	$0	$0	$0	$0
Tax Levy	$0	$0	($1,124,683)	$3,233,867	$4,358,550

Strategic Implementation: This program includes centrally budgeted modifications to Wages and/or Benefits.

In 2021, the following items are included in this program area,

- An appropriation of $600,000 is included in this program area for potential full-year wage increases for employees who are members of the Milwaukee Building & Construction Trades Council. Funds were included in the 2020 Budget, but the salary increases were not implemented due to the fiscal impacts of the COVID-19 pandemic. An additional allocation of $300,000 is included in the DOT-Airport budget for a total of $900,000 countywide. The Director of Human Resources shall provide a report to the County Board providing the specific details of the proposed increase in pay based on market conditions. Approval by the County Board to release the funds via appropriation transfer will be requested after the report is reviewed.

- An appropriation of $367,000 is included for equity based salary adjustments, including adjustments related to race and gender equity. The Department of Human Resources is analyzing all County jobs and departments and will make recommendations on the highest priority equity issues to address. The Director of Human Resources shall provide a report to the County Board providing the specific details of the proposed equity increases. Approval by the County Board to release these funds via appropriate will be requested after the report is reviewed.

- An appropriation of $933,000 is included for mid-year salary increases as of June 27, 2021. Most non-represented pay grades will increase by 1.0%. Non-represented pay grades with a midpoint at or above $48.08/hour or $100,000/year will increase by 0.5%. Base wage increases for positions represented by collective bargaining units are subject to collective bargaining agreements. The Department of Administrative Services and the Office of the Comptroller are authorized to process an administrative fund transfer in October 2021 to transfer salary funds to departments based on actual salary increases.

- An appropriation of $1,333,867 is included for potential funding for Milwaukee Sheriff Deputies Association salary increases. A contract is currently under negotiation and funds may be transferred once the agreement is approved by the County Board.

Strategic Program Area 10: Centralized Crosscharges

How We Do It: Program Budget Summary					
Category	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2020 Budget**	**2020/2019 Variance**
Expenditures	$2,196,452	$2,735,102	$2,674,774	$3,026,502	$351,728
Revenues	$9,130,314	$9,534,413	$10,901,421	$12,656,321	$1,754,900
Tax Levy	($6,933,862)	($6,799,311)	($8,226,647)	($9,629,819)	($1,403,172)

Strategic Implementation: This program area accounts for crosscharges that are no longer allocated to departments based on County policy.

GLOSSARY

The following are explanations of some of the most commonly used terms found in the operating and capital budget narratives.

Abatement: A negative expenditure or cost amount. Milwaukee County sometimes uses a process by which one department will transfer costs to another department in lieu of charging that department in a cost/revenue structure. For instance, the Department of Administrative Services places expenditures in its various program areas to allocate the cost of the DAS Management program area, which are offset by negative expenditure amounts in the DAS Management program area. These negative expenditure amounts are combined with positive crosscharge amounts (see entry below) in the Interdepartmental Charges appropriation unit on the front pages of all departmental narratives.

Accrual Basis of Accounting: An accounting method that recognizes the impact of financial transactions when they occur regardless of when cash flows are realized.

Appropriation: The setting aside of funds for specific purposes. This is essentially the budgeting of expenditure authority for the purpose of carrying out programs or services.

Appropriation Unit: A group of expenditure or revenue accounts that are similar in nature. For instance, the Personnel Cost appropriation unit includes salaries, Social Security and fringe benefit costs for County employees.

BHD: The Behavioral Health Division of the Milwaukee County Department of Health and Human Services.

Capital Improvement Committee (CIC): A committee, required by Section 36 of the Milwaukee County Ordinances, that reviews departmental capital project and capital improvement plan requests and makes recommendations to the County Executive for inclusion in the recommended capital budget. The committee is composed of the chair of the County Board Committee on Transportation & Public Works, the chairs of the County Board Committee on Finance, Personnel & Audit, the comptroller, the director of transportation, the budget director, and two municipal mayors.

Capital Outlay: In the operating budget narrative, the appropriation unit that includes costs of acquisition of operating equipment items such as vehicles and office equipment greater than $5,000. These items generally have a useful life greater than one year, but less than 10 years, and are included in an organization's operating budget.

Crosscharge: A cost budgeted and realized for interdepartmental service costs. For instance, the Fleet Management Division charges other Milwaukee County departments for vehicle maintenance costs. These charges are referred to as "crosscharges." These expenditure amounts are combined with negative abatement amounts (see entry above) in the Interdepartmental Charges appropriation unit on the front pages of all departmental narratives.

DAS: The Department of Administrative Services, which is broken up into several divisions and generally provides internal administrative services to Milwaukee County departments.

DAS-Fiscal: The Fiscal Affairs Division of the Department of Administrative Service. This division includes the DAS director and support staff, the Office of Performance, Strategy & Budget, and the Central Business Office.

Debt & Depreciation Costs: The combination for narrative purposes of the Debt Service and Depreciation appropriation units that includes all such costs.

DHHS: The Milwaukee County Department of Health and Human Services. This department contains many smaller divisions focused on specific community needs.

Direct Revenue: A revenue appropriation unit, these are payments by customers or outside entities to Milwaukee County for specific purposes. Examples include capitated payments by the State of Wisconsin for services, greens fees to play a round of golf, admissions fees to the Zoo, or real estate transfer fees paid when a property changes ownership.

Disability Services Division (DSD): A division within the Milwaukee County Department of Health and Human Services dedicated to helping those in the community with disabilities and connecting them with resources to promote independence and inclusion.

Division of Youth & Family Services (DYFS): A division within the Milwaukee County Department of Health and Human Services focused on providing youth and families supervision and support in pursuing a pro-social future.

DOT: The Milwaukee County Department of Transportation.

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GLOSSARY

Employee Retirement System (ERS): A division within Human Resources assisting those who are retired or soon to be retired with questions regarding benefits, filing paperwork, and ensuring a smooth transition from the workplace into retirement.

Five-Year Capital Improvements Plan: The anticipated required or requested capital projects for the current budget year and the proceeding four years.

FTE: "Full-Time Equivalent" positions, or the proportion of 2,088 hours that a position is anticipated to be employed by Milwaukee County.

Fund: An individual account that is used for accounting and budgeting purposes of similar services or functions. Similar to individual bank accounts for checking, savings, retirement, etc. Milwaukee County utilizes the following funds:

- **The General Fund**, which is used to account for all financial resources, except those required to be accounted for in another fund.
- **The Debt Service Fund**, which is used to account for the accumulation of resources and the payment of principal and interest on long-term general obligation debt.
- **The Capital Projects Fund**, which is used to account for financial resources segregated for the acquisition of construction of major capital facilities other than those financed by proprietary funds.
- **Enterprise Funds** that are used to account for operations that provide services that are financed primarily by user charges or activities where periodic measurement of net income is appropriate for capital maintenance, public policy, management control or other purposes.
- **Internal Service Funds** that are used to account for the financing of goods or services provided by one department to other departments in Milwaukee County or to other governmental entities, on a cost-reimbursement basis.

General Obligation Bonds: Bonds in which the government pledges its full faith and credit to the repayment of bonds that it issues.

Indirect Revenues: Revenues earned by departments by charging other Milwaukee County departments for services.

Interdepartmental Charges: The combination for narrative purposes of the Abatement and Crosscharge appropriation units that includes charges between departments for services or cost allocations.

Intergovernmental Revenue: The revenue appropriation unit that includes payments by the State of Wisconsin or the federal government. Examples include General Transportation Aids for highway operations, payments by the state for housing state inmates in the jail, State Shared Revenue, youth aids, etc.

Milwaukee County Sheriff's Office (MCSO): Maintains the county jail, provides bailiff services for the circuit courts, patrols the freeways, provides law enforcement presence at General Mitchell International Airport, Milwaukee County parks, and other Milwaukee County institutions.

Modified Accrual Basis of Accounting: Basis of accounting in which:

- Revenues are recognized in the accounting period when they become available and measurable.
- Expenditures are recognized in the accounting period when the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which are recognized when due.

Non-Departmental Organization: An organizational unit that accounts for services or items that do not fall under the jurisdiction of any single department. Examples include Employee Fringe Benefits, the Appropriation for Contingencies and the Civil Air Patrol. The narratives for these organizations are included in the Cultural Contributions, Non-Departmental Revenues, and Non-Departmental Expenditures sections of the operating narrative.

OAAA: The Milwaukee County Office on African American Affairs. The Office strives to serve an integral role in recognizing and resolving Milwaukee County's racial inequities for the benefit of all of its citizenry and for the region to achieve its full potential.

OBRA: The 1990 retirement system of Milwaukee County. A secondary smaller pension system within Milwaukee County.

Office of Corporation Counsel (OCC): Milwaukee County's

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legal representation for all internal and external legal matters.

Operation Costs: An appropriation unit that includes services and commodities purchased by Milwaukee County in order to operate.

Passenger Facility Charge (PFC): The Passenger Facility Charge (PFC) program allows the collection of PFC fees up to $4.50 for every boarded passenger at commercial airports controlled by public agencies. Airports use these fees to fund FAA-approved projects that enhance safety, security or capacity; reduce noise; or increase air carrier competition, including making payments for debt service on indebtedness incurred to carry out the project. Governed by PFC Statute (49 U.S.C. Sec. 40117). General Mitchell International Airport is currently approved to collect a PFC charge of $4.50 per enplaned passenger.

Seas/Hourly/Pool Pos.: The FTE equivalent of positions that are generally hourly or temporary in nature, such as park seasonal employees, hourly temporary clerical positions, interns, etc. These positions are generally not eligible for fringe benefits. The dollar amount budgeted for these positions is reported in each departmental narrative budget summary table.

Structural Budgetary Deficit: A fundamental negative imbalance in government revenues and expenditures, as opposed to one based on one-off or short-term factors. In the case of a negative imbalance, governments would have more expenses than revenues to pay for the services provided.

Vacancy & Turnover (V & T): The value of salary assigned to positions resulting from employee turnover and hiring. A financial metric/dollar value of budgeted but unfilled positions.

Vehicle Registration Fee (VRF): A fee levied by counties or municipalities on the annual registration of vehicles within the jurisdiction, used for transportation purposes, allowed by Wisconsin State Statute 341.35.

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