

2023 ADOPTED OPERATING BUDGET



**MILWAUKEE
COUNTY**

David Crowley, County Executive



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

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**Milwaukee County
Wisconsin**

For the Fiscal Year Beginning

January 01, 2022

Christopher P. Morill

Executive Director

TABLE OF CONTENTS

INTRODUCTION

County Executive Budget Message	9
Executive Summary: A Continued Commitment	11
Milwaukee County Executive & Staff.....	23
Milwaukee County Board of Supervisors	25
Milwaukee County Organizational Chart.....	27
Community Profile	29

BUDGET POLICIES & STRUCTURE

Budget Process & Calendar	35
Looking at the 2023 Budget Through a Racial Equity Lens	37
Financial Management Policies.....	39
Basis of Budgeting	43
Performance Budgeting.....	45
Fund Descriptions.....	47
Budgetary Funds.....	49
2023 Functional Area by Fund Type Summary.....	50
Budgetary Unit – Fund Relationship.....	51

2023 BUDGET SUMMARY

2023 Budget Frequently Asked Questions.....	55
Trends in State Aid.....	59
County Share of Property Tax Levy	63
Tax Levy Summary.....	64
Budget Assumptions	65
Long-Range Fiscal Analysis	67
2023 Expenditure Analysis.....	71
2023 Revenue Analysis.....	75
Comparison of Funded Full-Time Position Equivalents.....	79

DEPARTMENTAL NARRATIVES

Budget Narrative Reader’s Guide	83

Legislative & Executive Function

100 – County Board of Supervisors	87
110 – County Executive – General Office	91
103 – County Executive – Office of Government Affairs.....	95

TABLE OF CONTENTS

General Government Function

309 — Office of the County Treasurer.....	99
327 — Office of the County Clerk (including Election Commission).....	103
340 — Office of the Register of Deeds.....	109
370 — Office of the Comptroller.....	121

Administrative Function

109 — Office of Equity.....	135
112 — Personnel Review Board, Civil Service Commission & Ethics Board.....	139
113 — Corporation Counsel.....	145
114 — Department of Human Resources.....	149
115 — Department of Administrative Services.....	163
118 — Office of Strategy, Budget & Performance.....	213

Courts & Judiciary Function

200 — Combined Court Related Operations.....	225
290 — Courts – Pretrial Services.....	243
243 — Department of Child Support Services.....	249

Public Safety Function

400 — Office of the Sheriff.....	255
430 — House of Correction.....	275
450 — Office of the District Attorney.....	285
480 — Office of Emergency Management.....	303
490 — Medical Examiner.....	315

Transportation Function

504 — Airport.....	321
509 — Transportation Services.....	331
510 — Highway Maintenance.....	335
530 — Fleet Management.....	339
560 — Transit/Paratransit System.....	343
580 — Director's Office.....	353

Health & Human Services Function

630 — Mental Health Board – Behavioral Health Services.....	359
800 — Department of Health & Human Services.....	375

C O N T I N U E D

TABLE OF CONTENTS

Parks, Recreation & Culture Function

900 — Department of Parks, Recreation & Culture.....	401
950 — Zoological Department	417
991 — University of Wisconsin – Extension	433
199 — Consolidated Non-Departmental Cultural Contributions	439
	<i>Fund for the Arts (439)</i>
	<i>Milwaukee County Historical Society (441)</i>
	<i>Federated Library System (443)</i>
	<i>Marcus Center for the Performing Arts (445)</i>
	<i>Milwaukee Public Museum (447)</i>
	<i>Charles Allis and Villa Terrace Art Museums (451)</i>
	<i>War Memorial Center (453)</i>
	<i>Milwaukee Art Museum (455)</i>

Debt Service Function

996 — General County Debt Service	459

Non-Departmental Revenue Function

190 — Non-Departmental Revenues	467
1991 — Property Taxes	471

Non-Departmental Expenditures Function

1950 — Employee & Retiree Fringe Benefits.....	479
194 — Non-Departmental Expenditures.....	489

Glossary.....	503

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INDEX TO TABLES & CHARTS

Milwaukee County Strategic Focus Areas	14
Milwaukee County Organizational Chart.....	27
Milwaukee County Basic Data, Demographic Data & Economic Data	30
Milwaukee County 10 Largest Principal Property Tax Payers	32
Milwaukee County 10 Largest Private Sector Employers	32
Milwaukee County Annual Budget Calendar.....	35
Racial Equity Budget Tool Design	37
Racial Equity Budget Tool Questions	38
Budgetary Funds.....	49
2023 Functional Area by Fund Type Summary.....	50
Budgetary Unit – Fund Relationship.....	51
Net General County Levy	55
Milwaukee County Health Care Monthly Premiums 2022-2023	56
Major Capital Projects	57
Compensation Changes from Recent Budgets	58
Trends in State Aid to Milwaukee County (2010 to 2023).....	59
Actual State Aids vs. 2.5% Inflationary Scenario	60
Major Taxpayer Revenues from Milwaukee County to the State	61
2022 Distribution of Property Taxes in Milwaukee County	63
2023 Budget for General County Purposes/Tax Levy Summary	64
Forecasted Expenditures & Revenues (2023–2027)	67
Expenditures: Departmental Narrative Appropriation Unit/Budgetary Control Appropriation Unit	71
Operating Budget Expenditure Comparison.....	73
Capital Budget Expenditure Comparison	73
Budget Expenditure Comparison (Capital & Operating)	74
Revenue: Departmental Narrative Appropriation Unit/Revenue Appropriation Unit	75
Composition of 2023 Budgeted Countywide Revenues	76
Operating Budget Revenue Comparison.....	78
Capital Budget Revenue Comparison	78
Budgeted Revenue Comparison (Capital & Operating)	78
Comparison of Funded Full-Time Equivalent (FTE) Positions	79
Milwaukee County Gross Pension Cost.....	482
Share of Net Levy Cost	484
Estimated Health Care Levy Costs.....	485
Estimated Pension Levy Costs	486

INTRODUCTION

County Executive Budget Message

Executive Summary

Milwaukee County Executive & Staff

Milwaukee County Board of Supervisors

Milwaukee County Organizational Chart

Community Profile



**MILWAUKEE
COUNTY**

2023 ADOPTED OPERATING BUDGET



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

MILWAUKEE COUNTY MISSION STATEMENT



*By achieving racial equity
Milwaukee is the healthiest county
in Wisconsin.*

MILWAUKEE COUNTY VISION STATEMENT





OFFICE OF THE COUNTY EXECUTIVE

DAVID CROWLEY

MILWAUKEE COUNTY EXECUTIVE

October 1, 2022

Despite the challenges before us, the 2023 budget continues to make investments in Milwaukee County's shared vision to achieve racial equity and, by doing so, become the healthiest county in Wisconsin.

This budget builds on the victories in equity we've achieved so far and continues to follow the first strategic plan for Milwaukee County government in two decades. The budget acknowledges the history of intentional, institutional, and systemic racism that has left area residents behind. Furthermore, it continues the transformation of Milwaukee County policies and practices to achieve health and racial equity for all residents.

Three years ago, Milwaukee County passed a declaration of racism as a public health crisis. The following year, we passed a countywide ordinance committing ourselves to advance racial equity and eliminate racial health disparities. This commitment is significant as Milwaukee County continues to face an ongoing crisis on two fronts: systemic racism and the societal impacts of the COVID-19 pandemic.

Thanks to life-saving vaccines, and other tools effective in keeping people safe and healthy, we saw businesses return to regular hours, festivals return to our neighborhoods, and a sense of normalcy return to Milwaukee County. At the same time, we've seen the negative impacts of a global pandemic that disrupted lives and systems continue to take its toll. Mental health crises, substance abuse, domestic violence, and firearm deaths all continue to plague our communities and impact the quality of life for Milwaukee County residents. The issues facing our neighborhoods didn't happen overnight, they are the product of generations of neglect at all levels of government.

The 2023 budget addresses those issues by spotlighting the strategic focus area of **Investing in Equity** through fiscally responsible investments that build on previous successes in public health and safety, mental health services, youth services,



Last December, County Executive Crowley participated in a panel with county leaders from across the country to discuss their counties' COVID recovery efforts with investments from the American Rescue Plan Act Recovery Fund and local infrastructure initiatives. The panel was hosted by the National Association of Counties (NACo) and moderated by Axios Senior Correspondent Jennifer Kingson. This summer, NACo President Denise Winfrey appointed the county executive as Vice Chair of NACo's Large Urban County Caucus, a group convened to focus on challenges and solutions for large urban areas, engage in peer-to-peer information exchanges, and inform national policy discussions.

CONTINUED

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public transportation, parks, and neighborhood amenities.

This budget also builds on previous efforts to address health equity needs by spotlighting the strategic focus area of **Bridging the Gap** to move resources upstream and ultimately address the root causes of racial health disparities. The budget continues our effort to break down silos in government that hinder collaboration between employees and access to services for residents.

Lastly, this budget continues to include more perspectives in decision-making at Milwaukee County. Departments once again used this year's Racial Equity Budget Tool when constructing their budgets. The budget highlights the strategic focus area of **Creating Intentional Inclusion** by addressing the needs of all our employees in the face of inflation and a tightening labor market. It also continues to reimagine how Milwaukee County government is organized to broaden the scope of the organizational structure that is needed to support leaders and departments, increase accountability for achieving racial equity, and broaden our reach to disproportionately impacted communities.

The 2023 budget began with a \$12.6 million gap, and once again we were able to close the gap without making major cuts to the services our community depends on. 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 leaders decades ago.

However, this budget should serve as a reminder that tough decisions are right around the corner for us if Milwaukee County isn't given the tools to raise additional revenue and fund local priorities. The federal dollars we have received to combat the pandemic, meet essential worker needs, and reclaim lost revenue were helpful to respond to the immediate needs of our community during the public health emergency. However, those dollars were one-time funds that were not enough to match the scale of our pandemic-related revenue loss — let alone the scale of our structural deficit. Furthermore, nearly 80% of American Rescue Plan Act funds have already been allocated to address revenue loss, community support, and COVID-19 mitigation. The 2023 budget keeps this in mind and prioritizes fiscal responsibility while maintaining a focus on achieving racial equity and the continued implementation of our strategic plan.

With a fiscal cliff looming, tough decisions will have to be made in the years to come if a revenue solution is not identified.

The next year will include a continued lobbying effort by Milwaukee County, and our broad coalition of MoveForwardMKE partners, to secure a local option sales tax, so that we can secure our fiscal future and ensure the preservation of services residents use every day.

The 2023 budget continues our administration's focus on the implementation of the strategic plan throughout Milwaukee County government and puts us in the best position to continue to improve the lives of Milwaukee County residents. ■

Forward together,



David Crowley

EXECUTIVE SUMMARY



A CONTINUED COMMITMENT

THE 2023 BUDGET reflects a continued commitment to advance Milwaukee County's vision of achieving race and health equity.

Despite the ongoing challenges and obstacles facing our region, Milwaukee County Executive David Crowley has proposed a budget that builds on the victories in equity achieved in previous budgets and continues to follow the first strategic plan for Milwaukee County government in over 20 years. Milwaukee County is equally committed to driving out hate, dismantling systemic racism in our institutions, and seeing the humanity in each of our residents.

Milwaukee County passed a declaration of racism as a public health crisis in 2019 and a countywide ordinance in 2020 committing Milwaukee County government to

advance racial equity and eliminate racial health disparities. The 2021 budget was the first to implement a countywide strategic plan in two decades. The 2022 budget continued to implement a racial equity-focused strategic plan. This year's budget builds on the momentum of the last three years while making fiscally responsible decisions that continue to advance Milwaukee County's strategic plan.

This commitment is significant as Milwaukee County continues to face an ongoing crisis on two fronts: systemic racism and the societal impacts of the COVID-19 pandemic.

The pandemic laid bare the inequities in our systems and the difficulties with addressing the harm they pose to county residents. As life-saving vaccines and other tools have emerged to keep residents safe from COVID-19, we've seen the societal impacts of the pandemic continue to take their toll in the form of community violence, mental health crisis, and substance abuse.

C O N T I N U E D

AS LIFE-SAVING VACCINES AND OTHER TOOLS HAVE EMERGED TO KEEP RESIDENTS SAFE FROM COVID-19, WE'VE SEEN THE SOCIETAL IMPACTS OF THE PANDEMIC CONTINUE TO TAKE THEIR TOLL IN THE FORM OF COMMUNITY VIOLENCE, MENTAL HEALTH CRISIS, AND SUBSTANCE ABUSE.

The 2023 budget recognizes the long-term, generational neglect at all levels of government that left communities behind and set them up for catastrophic impacts in the wake of a major crisis like the COVID-19 pandemic. The budget addresses those issues with targeted investments in our vision and strategic focus areas prioritizing investments in mental health resources, public health and safety, youth services, public transportation, parks, and neighborhood amenities.

The 2023 budget closes a budget gap of \$12.6 million with no major cuts to services on which our community depends. The gap was closed due to a combination of issuing a flat tax levy target for all departments, a projected \$8.8 million increase in prescription drug rebates compared to the 2022 budget, a 10% growth in sales tax revenue compared to the 2022 budget, and withdrawal of debt service reserve.

However, budget gaps will continue to persist because of a growing structural deficit — a perfect storm of increased costs to state-mandated services and obligations we are still paying off today thanks to irresponsible decisions made by leaders decades ago.

Right now, over 70% 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, state mandates are projected to consume all our local tax dollars, leaving no funding for local priorities.

In the last two budgets, Milwaukee County has been aided by federal emergency dollars to respond to the immediate needs of our community during the public health emergency. However, those dollars were one-time funds that were not enough to match the scale of our pandemic-related revenue loss — let alone the scale of our structural deficit. Furthermore, nearly 80% of American Rescue Plan Act funds have already been allocated to address revenue loss, community support, and COVID-19 mitigation.

Despite these challenges, this budget is a demonstration of

Milwaukee County's commitment to best utilize the resources at its disposal to advance its strategic vision in 2023.

BRIDGING THE GAP

The 2023 budget prioritizes moving resources upstream to bridge the gaps in health disparities that currently make ours one of the least healthy counties in Wisconsin.

To advance this strategic focus area of the strategic plan, Milwaukee County is designing an organization that puts our constituents first so anyone can access services in a way that meets their needs. A part of this strategy is to break down silos across Milwaukee County government and advance the “No Wrong Door” model of care. This model maximizes the access to, and the quality of, services offered to residents.

This is the first full year of operations under the new emergency psychiatric services at the new Mental Health Emergency Center. The Mental Health Emergency Center is a significant milestone in this work to bridge gaps in health disparities. It will bring health care resources to parts of our community that have been traditionally underserved or excluded. And, it will help us bridge the gap in health disparities by meeting those historically underserved people where they are and making a needed service accessible using successful models of care.

This tremendous new facility and the services it offers answers the call from advocates and the community to provide services closer to those who need them most. Often, one of the largest barriers to receiving support is knowing where to go for help, which is why providing a center that offers easily accessible, mental health specific services right in our community is so important. The new facility is located in close proximity to where more than 70% of the patients currently served by Behavioral Health Services live.

By realizing the full potential of this new facility, we will move closer to our goal of addressing racial disparities in access to quality mental health care and achieving our vision

C O N T I N U E D

of becoming the healthiest county in Wisconsin.

The entire transition to the Mental Health Emergency Center includes a reduction of 126 employees and prioritization of funding for community services and mental health services. This budget prioritizes expanding community mental health and substance use disorder services and providing additional support to community agency partners experiencing challenges with staffing and cost increases. The level of service provided to individuals using these services will not be decreased. In fact, this will allow for more accessible, efficient, and patient-centered service.

Milwaukee County is working to find every opportunity to bridge gaps in health disparities by building policies, practices, and a culture that ensures race no longer predicts health outcomes and outcomes for everyone improve. In 2023, Milwaukee County's Department of Human Resources plans to open three on-site health care clinics within Milwaukee County facilities for Milwaukee County employees to utilize. A \$1.8 million American Rescue Plan Act grant will cover the upfront cost related to clinic implantation, management, and staffing. Having access to onsite health clinics is expected to improve productivity, reduce the cost of co-pays for employees, and reduce the amount of high-cost urgent care and emergency room visits, resulting in long-term savings for Milwaukee County.

This budget also features a joint project between the Milwaukee County Medical Examiner's Office, the Office of Emergency Management, the Medical College of Wisconsin,

and the Wisconsin State Crime Lab to fund a new Forensic Science and Protective Medicine Center located in the Milwaukee Regional Medical Center. The partnership is cost-effective to meet the needs of both parties and the individuals who will occupy the building. The project currently has \$14.2 million in previously adopted general obligation bonds (for the construction phase).

During the July 2022 Board of Supervisors committee cycle, the Department of Administrative Services (DAS) presented an updated report to policymakers indicating a revised project cost of approximately \$127 million (file #22-855). The 2023 capital budget includes a total appropriation of \$112.9 million. Of this amount, \$62.9 million is funded using general obligation bonds, a \$10 million contribution from the Reserve for County Bonds, \$20 million in County (Federal American Rescue Plan Act) ARPA funds, and \$20 million in State ARPA funding. Additionally, DAS staff have estimated a \$7 million rise in revenue due to increased Medical Examiner fees charged to other counties and \$1.3 million of additional parking revenue (for approximately 100 employees) that will be generated once the facility is put into service. The additional revenue(s) will be dedicated to help offset the related debt service costs over the anticipated 15-year amortization period.

The special-purpose facility is a necessity as current spaces for the Medical Examiner's Office and the Office of Emergency Management have deteriorated to the point of being barely useable, particularly as the caseload and complexity of cases increase. Currently, the Office of

C O N T I N U E D



HOLDING OURSELVES ACCOUNTABLE Milwaukee County has developed the Milwaukee County Strategy Dashboard to track metrics essential to measuring the county's health and serve as a transparent resource for members of the public to monitor progress. Currently, the dashboard displays workforce data, overdose data, and medical examiner mortality data. Additional future datasets will highlight demographics, health rankings, housing and employment.

STRATEGIC FOCUS AREAS

Create Intentional Inclusion

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

Create and nurture an inclusive culture across Milwaukee County.

Increase the number of Milwaukee County contracts awarded to minority and women-owned businesses.

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 root causes of health disparities.

Enhance Milwaukee County’s fiscal health and sustainability.

Dismantle barriers to diverse and inclusive communities.

Emergency Management is split between two facilities that hinder growth potential internally. Having the entire office in the same facility will ensure faster collaboration and coordination. In addition, in emergency situations, the space will provide a central location and build a central structure for municipalities to utilize when rapid, countywide coordination is needed.

For the Medical Examiner’s Office, a new facility will be an effective recruitment tool for filling the many shortages in specialized professions within the forensic science community. This new state-of-the-art center will allow Milwaukee County to attract, train, and retain top-tier forensic science talent and address the shortages in our county and state and across the country. Milwaukee County also has the only fellowship program in the state accredited by the National Association of Medical Examiners. The new facility will help attract and train the next generation of Wisconsin medical examiners. The new building also has the potential to generate revenue and jobs by contracting to provide autopsies for surrounding counties without a medical examiner.

Co-locating the Medical Examiner’s Office, the Office of Emergency Management, and the State Crime Lab will take emergency response coordination to a level never previously seen in Wisconsin. It will enhance public safety, save lives, and allow for more efficient and cost-effective responses to emergency situations.

Locating this new center on the Milwaukee Regional Medical Center campus will allow building users to freely and productively interact with staff at Froedtert and Children’s hospitals for services and training purposes. It also places users near Milwaukee County’s academic partner, the Medical College of Wisconsin.

This is a huge step forward on the road toward race and health equity. Many of the deaths in Milwaukee County are inequitable deaths. The average age of mortality for Black residents in Milwaukee County is 20 years younger than their white counterparts. Total homicide deaths of Black residents are nearly eight times that of white residents. Meanwhile, white residents are more likely to live longer and die of natural causes than their Black and Brown

C O N T I N U E D

counterparts. Increased collaboration will allow Milwaukee County and its partners to focus more intently on bridging the gap in these health disparities and identify strategies that ensure all residents have opportunities to live long, successful lives.

The 2023 budget also makes significant changes to the House of Correction, renaming it to the Community Reintegration Center (CRC) and making important programmatic investments that ensure individuals in our care are connected to the tools they need to re-enter society, lead productive lives, and not recidivate. The change serves to fully reflect the mission, vision, and core values of the facility.

Individuals housed at the CRC are serving less than a year and often find themselves in the care of Milwaukee County due to an unmet need. Whether it is an economic, educational, or medical need, the CRC exists to help justice-involved individuals comprehensively address those needs and increase the likelihood they will become productive citizens.

Being removed from the community is the actual punishment for justice-involved residents; once they are in our care it is Milwaukee County's job to provide a structured rehabilitative environment that prepares individuals to return to their community in a better place than they were before. This structure will result in safer communities in Milwaukee County.

Personnel costs are increased by \$932,756 for annual salary increases, vacation policy change impacts, and an increase of nine employees. The increase in employees includes expanded support in areas of psychiatric social work, community outreach, public relations, quality assurance, administration, and operations.

In addition, the budget makes a \$100,000 investment in allocation for a peer specialist vendor contract with expertise in dealing with mental health issues.

Across the CRC, the Office of the Sheriff, and the Department of Health and Human Services, ARPA funding support for correction officer pay is reduced from \$4 million to \$2 million, with the variance transitioned to tax levy, as part of an incremental plan to fully transition the costs of a \$3 per hour correction officer reallocation (approved in 2022) to tax levy by no later than 2025. This pay increase was needed to increase hiring and retention in Milwaukee County's correctional settings to ensure the safety and security of both our residents and our staff.

This budget also reduces phone charge revenues by

\$125,000 in both the CRC and the Office of the Sheriff in order to further support an incremental reduction in charges for resident phone calls.

INTENTIONAL INCLUSION

The Department of Human Resources is the lead agency responsible for one of Milwaukee County's strategic focus areas: Creating Intentional Inclusion. This work includes reflecting Milwaukee County's full diversity at every level of county government by diversifying the workforce and creating and nurturing an inclusive workplace culture.

Milwaukee County is intentionally working to diversify our workforce at all levels of our organization so that county government reflects the full diversity of the community we serve.

The 2023 budget builds on previous efforts to increase representation, include more perspectives at the decision-making table, and equitably compensate individuals. The diversity recruiter position created in 2022 has worked with internal stakeholders at Milwaukee County to define, engage and set up sourcing and job posting relationships with 323 external diversity/affinity community partners.



BRIDGING THE HEALTH DISPARITIES GAP *The new Mental Health Emergency Center, a joint venture between Milwaukee County and the area's four health care systems, opened in early September. Located at 1525 N. 12th St. in the City of Milwaukee, it is in close proximity to where more than 70% of the patients currently served by Behavioral Health Services live, significantly improving access to care for many Milwaukee County residents.*

This budget includes \$69,652 to elevate talent acquisition efforts as Milwaukee County migrates to an active sourcing and ongoing recruitment model aimed at attracting diverse talent. The budget adds an additional diversity recruiter in the Department of Human Resources to aid in hiring qualified individuals of diverse backgrounds historically underrepresented in Milwaukee County government.

Milwaukee County cannot deliver the essential services our community depends on without our employees, and it is up to Milwaukee County leadership to ensure our workforce is engaged, supported, and adequately compensated for the work they do to advance our shared racial health equity goals. The 2023 budget includes funding for a 2% wage increase for general employees in April 2023 and an additional \$2.2 million for pay increases to be distributed in 2023 based on results of compensation studies currently underway by the Department of Human Resources. The 2023 budget also removes the six-month wait time for new employees to use sick time and increases vacation allotments based on years of service. Milwaukee County also implemented its first Paid Parental Leave Program in 2022 to ensure employees can take the time they need to care for their growing family or grieve the loss of a child. Together, these efforts make Milwaukee County more competitive in the marketplace and help in retaining and recruiting exceptional employees. Milwaukee County continues to strive to keep benefits affordable and aligned with market trends.

Milwaukee County's efforts to create intentional inclusion extend to our relationships with businesses in the

community and the contracts offered for county work. Community Business Development Partners will change to the Office of Economic Inclusion to accurately describe the work being performed. The Office of Economic Inclusion will maintain an active role in the overall equitable contracting discussion for Milwaukee County while continually seeking and identifying opportunities the division believes will lead to county departments increasing overall spend with minority and woman-owned businesses in both the Disadvantaged Business Enterprise Program (DBE) and Targeted Business Enterprise Program (TBE).

To better serve Milwaukee County departments and the small business community, we have created an operational approach to meet the demands of both Milwaukee County departments and disadvantaged/targeted businesses. The division consists of three business units: Contract Compliance, Certification Compliance, and Strategy and 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.

This office is looking forward to expanding its efforts in overall outreach and communication to certified and non-certified firms regarding contract opportunities with Milwaukee County and will work to increase the number of certified firms through collaboration with local business organizations and ethnic chambers.

C O N T I N U E D



A STATE-OF-THE-ART FACILITY FOR FASTER COLLABORATION AND COORDINATION *Co-locating the Medical Examiner's Office, the Office of Emergency Management, and the State Crime Lab in a new Forensic Science and Protective Medicine Center will take emergency response coordination to a level never previously seen in Wisconsin. It will enhance public safety, save lives, and allow for more efficient and cost-effective responses to emergency situations. The new center will be located in the Milwaukee Regional Medical Center.*

AN INCLUSIVE AND ACCESSIBLE TRANSIT NETWORK BENEFITS ALL USERS AND TRANSFORMS COMMUNITIES BY CONNECTING PEOPLE TO OPPORTUNITIES. THROUGH MCTS, MILWAUKEE COUNTY PROVIDES A STRONG TRANSIT NETWORK THAT SUPPORTS ECONOMIC GROWTH AND COMPETITIVENESS FOR THE REGION.

By further establishing benchmark and baseline data, the office will assist departments in developing an overall departmental participation plan in reviewing and recommending participation goals on a project-by-project basis.

The division will partner with Mitchell International Airport to work toward maintaining current Airport Concessions Disadvantaged Business Enterprise (ACDBE) firms doing business at the airport, while also working to increase ACDBE activity in both car rental and non-car rental concessions.

A key to creating intentional inclusion is proactively connecting with communities that have been historically underserved. The Office of Equity prioritizes elevating the voices and lives of marginalized communities, building bridges between community and government partners, and working to increase Milwaukee County's presence and visibility in hard-to-reach communities — all while strengthening the capacity of residents and decision-makers to address the root causes of poverty, health disparities, and racial inequities in Milwaukee County.

The 2023 budget creates two full-time positions in the Office of Equity to support its purpose. The first is an administrative coordinator position to support the daily administrative and operational needs of the office. The second is an information and outreach coordinator to facilitate community outreach, public information sharing, and resident connection to ARPA community support projects.

INVEST IN EQUITY

The 2023 budget continues reimagining how Milwaukee County invests its resources to address the root causes of problems and eliminate barriers so residents can live successful, healthy, full lives.

During 2021 and 2022, the Department of Health and Human Services (DHHS) received approval for millions of dollars from this allocation as well as from the State of Wisconsin's ARPA allocation. So far, DHHS has utilized these funds to support the Right to Counsel Program, expansion of senior meals, vaccine outreach, enhanced Adult Protective Services, and mental health initiatives designed to address the root causes of violence, substance abuse and other mental health issues as well as neighborhood redevelopment around the Marcia P. Cogg Human Services Center.

While the 2023 DHHS budget does not reflect the expense and revenue associated with these new initiatives because a separate fund has been established for the ARPA budget, this programming is worth noting as it will be implemented throughout 2023 and serve to enhance services for residents.

This budget also increases funding by over \$21 million for Community Access to Recovery Services (CARS) to expand services. The program 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 increase in expenditures includes the following service options: Comprehensive Community Services, Targeted Case Management, Community Support Program, Community-Based Residential Facilities, Access Clinic, Crisis Mobile Team, Community Assessment Response Team, Community Consultation Team, Team Connect, Crisis Resource Centers, Crisis Stabilization Houses, and Community Linkage and Stabilization Program.

This is an important investment to address an acute need for Milwaukee County residents as we work to meet people where they are and connect them with the tools to address their health needs. The shift to trusted, culturally competent community-based services is a critical strategy in eliminating the racial health disparities we see in our region.

In addition, the budget expands the Credible Messengers program with an appropriation of \$1.7 million for advocacy, mentoring, emotional first aid, community engagement, and violence mediation for youth justice system-involved youth in 2023. This amount represents an approximate \$500,000 increase compared to 2022. A portion of the funding is being provided through a three-year Office of Juvenile Justice and Delinquency Prevention (OJJDP) grant awarded to DHHS as well as American Rescue Plan Act (ARPA) funding.

For the past three years, DHHS has been working in collaboration with the state to increase the number of children participating in the Children's Long-Term Support (CLTS) Program. As a result, CLTS has experienced steep growth in its program enrollment, which is on pace to hit 2,900 in 2023 and reflects a 45% increase in the number of kids who will receive services. The state estimates that approximately 12,000 to 14,000 Milwaukee County children are potentially eligible for CLTS, so growth in the program is expected to continue into the future.

As a result of the increased enrollment, the budget reflects additional service expenses and offsetting revenue of \$20 million for a total budget of \$32.4 million.

Along with the increased number of children enrolled in CLTS, there was an increase of dually enrolled children and youth in Comprehensive Community Services (CCS) and CLTS in 2021. In 2022, the program averaged about 15 dually enrolled CCS/CLTS cases a month and will continue to increase into 2023.

To support the increase in enrollment, a human service worker, disabilities services coordinator and financial analyst position were created for the office in 2022. The 2023 budget creates two additional human service worker positions and an assistance financial analyst position. The cost for all of these positions is fully offset by \$500,000 in additional administrative funding.

The Milwaukee County Transit System will undergo major developments in 2023. The East-West Bus Rapid Transit, battery electric buses, and WisGo fare collection systems are scheduled to launch in summer 2023. These modernization efforts are designed to both improve the rider experience and attract new riders.

The van contract for paratransit will be re-bid in 2023, with a focus on consolidating the previous two providers into one for efficiencies starting November 2023.

A highly competitive labor market for Milwaukee County Parks has led to upward pressure on annual wages and personnel costs, which will increase by 2.72% or \$544,840. In 2023, the parks budget is increased by approximately 3.7% or \$1.5 million. Revenues are also projected to increase by 5.2% or \$1.1 million as other areas of the department outside of golf and food and beverage are returning to pre-pandemic levels of activity.

Milwaukee County Parks has experienced a steady reduction in the full-time workforce since the 1980s and has increasingly relied more upon seasonal employees to help maintain parks and recreational offerings. The demographics of Milwaukee County have changed over time, resulting in a smaller population of young adults eligible for hire to support park operations. This reduced labor pool has caused intense competition for staff and high turnover service level reductions. Despite actions by the Board of Supervisors to raise lifeguard and seasonal park worker wages, vacancy rates remain high, and parks are understaffed.

In response, this budget includes 17 new full-time positions, many of which are offset by a reduction of funding previously used to hire seasonal staff. Staffing level changes in 2023 include an assistant golf course superintendent funded entirely through an agreement with First Tee of Southeastern Wisconsin for Noyes Park, nine additional parks maintenance workers, playground technician, landscape architect, digital marketing assistance, park unit coordinator, park naturalist, two office assistants, and a receptionist.

Full-time positions include health care benefits and pension, which are additional recruiting tools absent with seasonal positions. These positions will increase capacity throughout the department, most notably in Operations and Trades.

The 2023 budget contains funding to operate five summer pools or aquatic facilities and two indoor pools in the winter. Parks will continue to operate as many wading and splash pads as facility functionality and personnel allow. Staffing of summer pools and aquatic facilities are subject to the ability to recruit, train, and retain lifeguards and pool maintenance staff.

Boerner Botanical Gardens will offer a children's garden in 2023. Margie's Garden, a three-acre children's themed area, opened in mid-2022 as the result of a donation by the family of Margie Kezman in her loving memory. This new amenity will increase attendance and admissions revenue.

C O N T I N U E D



BUS RAPID TRANSIT CHARGES AHEAD *Progress continues on Milwaukee County's innovative East-West Bus Rapid Transit (BRT) line with the first charging station installed in late summer. The planned nine-mile line is scheduled to begin service in June 2023, connecting to major employment, education and recreation destinations through downtown Milwaukee, Milwaukee's Near West Side, Marquette University, Wauwatosa and the Milwaukee Regional Medical Center.*

Milwaukee County Parks will continue work in 2023 to delist the Milwaukee Estuary from the Area of Concern. In partnership with the Environmental Protection Agency and Wisconsin Department of Natural Resources, Parks plans to begin habitat design on enhancements to Milwaukee River Greenway. Federal grant funding is expected to be appropriated in 2023. Area of Concern projects are fully grant funded, and Milwaukee County Parks participates as a landowner and project manager to achieve delisting projects.

The Runway Dog Exercise Area will permanently close in 2022 to bring Mitchell International Airport into compliance with Federal Aviation Administration requirements. To remain eligible for federal grant funding, airports must agree to assurances or obligations for the life of the facility. The use of airport land for the Runway Dog Exercise Area is in conflict with a number of assurances and must close. The 2023 budget includes funding for a site selection review of county land for planning for a replacement.

Several fee increases are included in the 2023 budget to address expenses associated with providing services and to align with other providers in the market. Fees are increased for McKinley Marina slip rental, standard golf rounds, season golf passes, golf cart rentals, horticultural admissions at Boerner Botanical Gardens and Mitchell Park Horticultural Conservancy and selected facility or room rentals.

TOUGH DECISIONS & FINANCIAL CONSTRAINTS

For 2023, the work for the DHHS and Children, Youth, and Family Services (CYFS) becomes more challenging as more justice-involved youth are being ordered to corrections. After years of reduced correctional placements, these numbers are climbing, which is shifting funding away from community-based service investment to corrections. The budget assumes an Average Daily Population (ADP) of 35 or an increase of 18 compared to the 2022 budget, resulting in an additional \$7.8 million for state correctional charges.

Along with an increased number of youth being ordered to state corrections, the number of youth within the detention center at the Vel R. Phillips Youth and Family Justice Center is also growing. Since September 2021, the census in the detention center has been gradually rising and averaged 131 youth in the first six months of 2022 compared to 89 over the last 10 years.

In response to this issue, the budget includes additional funding of \$257,000 for food and medical care as well as \$1.5 million in additional service supports. The service supports include:

- 15 additional level II program slots to provide increased intensive in-home monitoring services to youth and their families to support parental home supervision.
- Additional post-dispositional program (former Milwaukee County Accountability Program (MCAP)) advocates who will work with youth to support the transition of youth from the secure portion of programming back to the community.
- Additional funding to support increased costs for contracted shelter care for up to five girls and 15 boys to avoid service disruption.
- Contracted placements with Racine County to be used only as a last resort option to manage the census of youth in detention.

In addition, CYFS is in the process of redesigning the current Milwaukee County Accountability Program (MCAP) to the Champions Make Change (CMC) program, which focuses on providing robust education, a safe and secure living and learning environment and a positive youth development model. This model focuses on adolescent brain development and the impact of trauma on the physical, cognitive, relational, and emotional well-being of youth. The five pillars are targeted skill development, a commitment to healing, positive youth growth, community restoration and family engagement to promote reentry into the community. As part of the community continuum of care, transitional planning occurs at the time of placement in the program and can include a step-down

placement or return home, as well as working with a Credible Messenger and other individualized services.

The budget also includes an increase of \$1.7 million to support the operation of the detention center at the Vel R. Phillips Youth and Family Justice Center, which is similarly experiencing a rise in its census. The majority of this funding is being applied to strategies intended to divert youth from detention. The budgetary impact due to the increased census at the state facilities of Lincoln Hills and Copper Lake Schools and Mendota Juvenile Treatment Center (MJTC) as well as locally at Vel Phillips has necessitated a \$2 million reduction to community-based investments to achieve a balanced budget.

Based on the trend in the placements of youth to the Department of Corrections, the budget assumes an Average Daily Population (ADP) of 35 youth, which reflects an increase of 18 youth compared to the 2022 budget. The 2023 budget increases by \$7.7 million to account for this change. The budget also assumes a Juvenile Correctional Institution (JCI) rate of \$1,178 in effect through June 30, 2023 — any change to that rate won't be known until the state legislature adopts its 2023-2025 budget. Based on the current rate, it costs counties about \$430,000 per year for each young person placed at Lincoln Hills, Copper Lake, and MJTC.

Given the significant financial impact of the increased ADP compared to the budget, CYFS identified a number of contracts for reduction or elimination to meet its budget target. Major contract changes create a total savings of \$2 million. The impact is a reduction in the number of youths that can be served in community-based programs, as well as reducing the types of services available through DHHS.

In 2023, Milwaukee County Transit System (MCTS) ridership is projected to be 90% of pre-COVID (2019) ridership, with overall costs increasing by approximately 2% due to inflationary adjustments in paratransit vendor contracts. The van contract for paratransit will be re-bid in 2023, with a focus on consolidating the previous two providers into one for efficiencies starting November 2023.

The 2023 budget includes changes to cash fares and transfers for riders paying with cash fare. With the conversion to the Umo app in 2023, the ability to manually load a transfer onto the Umo smartcard is eliminated. This is a time-consuming process that slows boarding time and requires driver interaction both with the riders and the fare box. Transfers therefore are only provided to those paying by smartcard or mobile app. Based on analysis conducted by MCTS, this change may have a disparate impact on low income and

minority communities. MCTS mitigation efforts include:

- Lowering the price for cash fares from \$2.25 to \$2 for adult fares and from \$1.10 to \$1 for reduced fares.
- Increasing the availability of outlets to convert cash to smartcards from 100 to 200.
- Providing free smartcards for the new system during the launch period.
- Education outreach to communities who utilize cash.
- Making available ticket vending machines that accept cash along the BRT route.

In addition to the elimination of freeway flyers and festival service as outlined to the Transportation Committee in May 2022, MCTS will be lowering frequency on four routes. One bus will be removed from each of routes 52, 92, 34 and 88, decreasing the frequency by an average of approximately 10 minutes.

This 3.5% reduction in service along with other operational savings has allowed us to budget for an overall decrease of 2.9% in expenses. Budget-to-budget inflationary cost increases and wage increases that normally increase expense lines are being countered by lower costs for fuel and fringe benefits.

On the revenue side, passenger fares are up 4% as MCTS gradually works toward pre-COVID ridership levels. State Mass Transit Operating Assistance funds remain flat with historical levels. Tax levy support for transit is increased by



A SPECIAL SPACE *Margie's Garden is a whimsical, all-accessible, interactive children's garden space created as the result of a donation by the family of Margaret "Margie" Kezman in her loving memory. The three-acre feature opened in July at Boerner Botanical Gardens in Hales Corners.*

C O N T I N U E D

\$514,818. This budget is also reliant on \$23 million of one-time federal stimulus funds to balance the budget. That will leave \$18 million in federal stimulus funds for 2024, which MCTS projects to be adequate for projected operational needs in 2024. Federal stimulus funding dedicated to transit is projected to run out by 2025.

While it is expected that future budgets will be challenging, transit's role in Milwaukee is critical now and in the future. An inclusive and accessible transit network benefits all users and transforms communities by connecting people to opportunities. Through MCTS, Milwaukee County provides a strong transit network that supports economic growth and competitiveness for 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.

Although there are no major cuts to public-facing services in the 2023 budget, Milwaukee County is having to do more with less year over year as the structural budget gap persists. These were tough decisions for Milwaukee County to make in this budget, but it is indicative of the many tough decisions that may lie ahead if a new revenue stream is not introduced to close our annual structural deficit.

The 2023 budget closes a budget gap of \$12.6 million through issuing a flat tax levy target for all departments, an increase in prescription drug rebates, growth in sales tax revenue, and withdrawal of debt service reserve. Issuing a flat tax levy target to departments means they had to find a way to balance their 2023 budgets using the same amount of tax levy they had to work within 2023. For 2023, the flat tax levy target meant that departments had to absorb inflationary operating costs and other costs to continue providing services.

The budget increases the tax levy by \$3.5 million, the maximum amount allowed by the State of Wisconsin. This amount includes \$2.7 million in net new construction and terminated Tax Incremental Districts, an emergency medical services subsidy increase of \$456,000, \$226,104 for debt service, and smaller changes including personal property aid adjustments.

Each year, the budget gap is caused largely by declining state revenue and state-imposed caps on Milwaukee County's ability to raise its own revenue, coupled with increasing pension and health care costs and a growing need for community services.

In the last decade, Milwaukee County closed its structural gap through \$300 million in expenditure reductions. 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.

Even with those savings realized, Milwaukee County still faces a structural deficit moving forward as state aid remains stagnant. In just a few years, Milwaukee County will not have enough money to fund essential services not mandated by the state, like parks, bus routes, emergency services, arts, disability services, senior services, and public safety.

In addition, revenue loss estimates for the next three years far outpace the amount of federal dollars received. One-time federal funding has been essential to addressing the immediate public health and economic crisis caused by the pandemic, but it cannot be relied upon to solve Milwaukee County's ongoing budgetary crisis.

The tough decisions made in this budget should serve as a preview of what lies ahead if Milwaukee County isn't given the tools to raise additional revenue and fund local priorities.

The federal dollars we have received to combat the pandemic, meet essential worker needs, and reclaim lost revenue were helpful to respond to the immediate needs of our community during the public health emergency. However, those dollars were one-time funds that were not enough to match the scale of our pandemic-related revenue loss — let alone the scale of our structural deficit. Furthermore, nearly 80% of American Rescue Plan Act funds have already been allocated to address revenue loss, community support, and COVID-19 mitigation.

Milwaukee County is continuing to build on the momentum generated by the MoveForwardMKE coalition, a partnership between the business community, state legislators, municipal governments, and community groups that advocates for allowing Milwaukee County to pursue a local option sales tax with property tax relief. Milwaukee County needs a sustainable funding solution to support critical services for the long term.

Milwaukee County continues to advocate at the state level for a local option sales tax increase to both decrease property taxes and fund local priorities. With even a 1% increase in the sales tax, Milwaukee County would maintain one of the lowest sales taxes in the nation for a community our size and generate over \$180 million in additional revenue — matching the scale of the problem at the lowest cost to taxpayers with

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.

no budgetary impacts on the state budget.

At a minimum, 25% of the revenue generated would be set aside for property tax relief. The remaining revenue would be used to address local priorities within Milwaukee County. It is estimated that one-third of the sales tax would be generated by commuters and visitors from outside Milwaukee County to support services consumed.

Milwaukee County taxpayers with a home valued at \$150,000 would receive an average 10.2% reduction in property taxes (from \$601 to \$539), the largest property tax relief in recent memory.

Rebalancing the funding structure provides real benefits to Milwaukee County, municipalities within Milwaukee County, and households seeking relief from burdensome property tax rates. And, looking long term, it can ensure that in the future we aren't starting our budget process with planning for cuts, and instead are planning for investments. Eventually, we can eliminate the largest fiscal issues harming Milwaukee County and put us on a path to invest more dollars into quality-of-life services and assets, such as parks, public transit, mental health and substance abuse care, rehabilitative services, senior services that allows us to be a globally competitive metro region.

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.

If Milwaukee is provided the ability to leverage our economic growth, we can put those dollars to work, investing in regional assets and county services to improve the quality of life that attracts energized talent, new businesses, and capital investment.

To deny Milwaukee County the ability to pursue a local option sales tax would be an incredible missed opportunity for the entire state to improve one of its main economic engines. Providing Milwaukee the ability to continue as a globally competitive metro region and the state's economic

engine is critical to the economic direction of Wisconsin.

Continuing our economic growth requires us to be globally competitive with other metro regions to attract capital investment and human capital to our region. Today, the critical resource for successful communities and businesses isn't steel or paper pulp, it's high-value, energized talent. With the right tools, Milwaukee can continue being an asset for the state, by attracting investment and employees, while generating higher economic output.

LOOKING AHEAD TO 2023

The 2023 budget builds on the victories in equity we've achieved so far and addresses acute community needs in the wake of a disruptive global pandemic. It continues to implement a strategic plan to move resources upstream to address the root causes of racial health disparities. It makes key investments in public health and safety, mental health services, youth services, public transportation, parks and neighborhood amenities that immediately improve the lives of Milwaukee County residents.

The budget also makes some tough decisions that reduce the amount of youth served in community-based programs, reduce the frequency of four transit routes, and eliminate taxi service.

With the 2027 fiscal cliff looming, tough decisions will have to be made in the years to come if Milwaukee County isn't given the tools to raise additional revenue and fund local priorities. The next year will include a continued lobbying effort by Milwaukee County, and our broad coalition of MoveForwardMKE partners, to secure a local option sales tax so we can secure our fiscal future and ensure the preservation of services residents use every day.

With the value Milwaukee County brings to the rest of the state, and a renewed relationship between the two parties, we have every reason to believe we will be successful in our effort to address our revenue needs. We will secure our financial future so that even greater investments in equity can be made for future generations. ■



Milwaukee County Executive
David Crowley

Office of Strategy, Budget & Performance
Budget Division

Director Joseph Lamers

Capital Budget Coordinator Vince Masterson

Operating Budget Manager Daniel Laurila

Senior Budget & Management Analyst Amy McKinney

Senior Budget & Management Analyst Lottie Maxwell-Mitchell

Senior Budget & Management Analyst Damian Rivera

Senior Budget & Management Analyst Joshua Scott

Budget & Management Analyst Anthony Rux

Special Thanks to:

Elected Officials • Office of the Comptroller Staff
Department Directors • Departmental Fiscal Staff
Department of Administrative Services Central Business Office



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Milwaukee County Board of Supervisors

Chairwoman

Marcelia Nicholson (10th District)

First Vice-Chair

Sequanna Taylor (5th District)

Second Vice-Chair

Steven Shea (8th District)

1st District

Liz Sumner

7th District

Felesia A. Martin

14th District

Dyango Zerpa

2nd District

Willie Johnson, Jr.

9th District

Patti Logsdon

15th District

Peter Burgelis

3rd District

Sheldon A. Wasserman

11th District

Kathleen Vincent

16th District

Anthony Staskunas

4th District

Ryan Clancy

12th District

Juan Miguel Martinez

17th District

Steve F. Taylor

6th District

Shawn Rolland

13th District

Priscilla E. Coggs-Jones

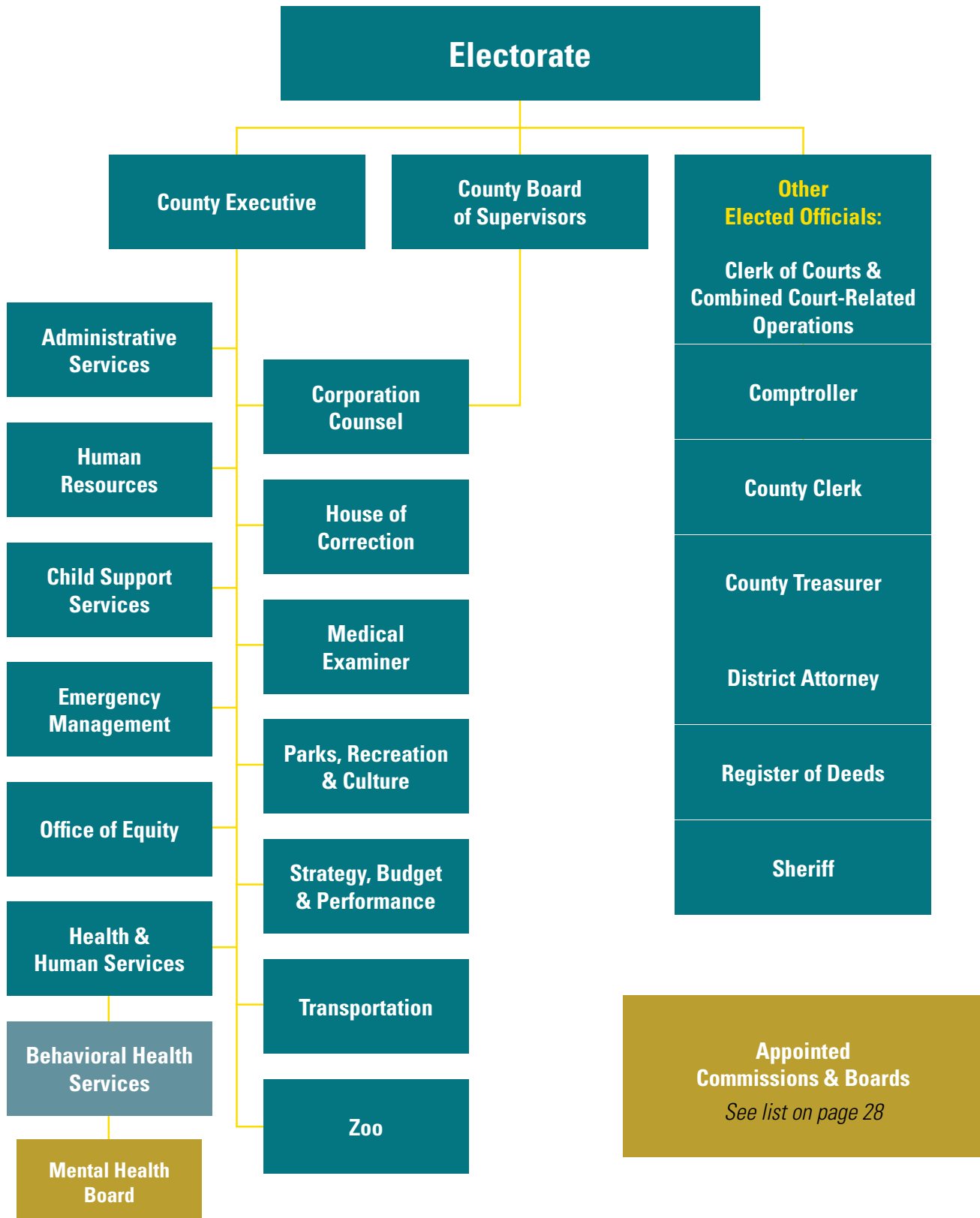
18th District

Deanna Alexander



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ORGANIZATIONAL CHART



ORGANIZATIONAL CHART

CONTINUED

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
- Emergency Medical Services (EMS) Council
- Ethics Board
- Human Rights Commission
- Marcus Performing Arts Center Board
- Mental Health Board
- Milwaukee Art Museum Board
- Milwaukee County Federated Library System
- Milwaukee County Historical Society
- Milwaukee Public Museum Board
- Milwaukee Symphony Orchestra Board
- 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

COMMUNITY PROFILE



MILWAUKEE COUNTY

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 Wisconsin and the 58th largest in the United

States with 928,059 residents². 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 569,330 residents² to small villages such as River Hills with a population of about 16,618.

Milwaukee County anchors the Greater Milwaukee Metropolitan Area, which has a population of around 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



C O N T I N U E D



Basic Data

	Milwaukee County	Wisconsin
Land Area in Square Miles (2010)	241	54,158
Population (July 2021 Census)	928,059	5,895,908
Population Density (population per square mile)	3,898	109

Demographic Data

Persons Under 5 Years (July 2021)	6.6%	6.6%
Persons Under 18 Years (July 2021)	23.9%	23.9%
Persons 65 Years & Over (July 2021)	14.3%	14.3%
High School Graduate or Higher (2016–2020)	88.7%	88.7%
Bachelor's Degree or Higher (2015–2020)	31.3%	31.3%
Veterans (2016–2020)	36,970	319,280

Economic Data

Housing Units (July 2021)	424,106	2,748,940
Homeownership Rate (2016–2020)	49.1%	67.1%
Median Value of Owner-Occupied Housing Units (2016–2020)	\$164,200	\$189,200
Households (2016–2020)	383,703	2,377,935
Median Household Income, 2020 dollars (2016–2020)	\$52,260	\$63,293
Total Employment (2020)	447,011	2,599,347
Total Employment, Percentage Change (2019–2020)	*	*
Manufacturers Shipments, x \$1,000 (2012)	19,176,207	177,728,926
Women-Owned Firms (2017)	2,645	17,085
Minority-Owned Firms (2017)	2,221	5,817
Veteran-Owned Firms (2017)	591	5,771
Retail Sales, x \$1000 (2017)	10,997,651	91,763,765
Retail Sales Per Capita (2017)	\$11,566	\$15,840
Accommodation & Food Services Sales, x \$1,000 (2017)	2,811,711	13,496,307
Building Permits (2021)	371	25,444

* Value greater than zero but less than half unit of measure shown

Source: U.S. Census Bureau

of young people compared with other large metro areas, but still continues to grow. In 2018, the City of Milwaukee was ranked ninth 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 county is home to two major-league professional sports teams, the Milwaukee Bucks and Milwaukee Brewers, and one of the world’s largest music festivals, Summerfest. Henry Maier Festival Park is a 75-acre festival park located on the shore of Lake Michigan and is the site of the annual musical festival as well as



2021 CHAMPS *The Milwaukee Bucks won the NBA Finals in 2021, the team’s first NBA championship in 50 years. Thousands of fans from throughout the region gathered outside the arena at an outdoor plaza known as the Deer District to watch the games each evening and celebrate the title.*

more than a dozen various ethnic and cultural festivals held each year since the 1980s.

The tables in this section 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)





10 Largest Principal Property Tax Payers

Taxpayer	2021 Equalized Value
Northwestern Mutual Life Insurance Co.	\$659,522,000
Froedtert Health Inc.	\$449,559,000
Mayfair Mall, LLC	\$412,980,000
Mandel Group	\$396,237,000
Irgens Development Properties	\$367,606,000
Weidner Investments	\$271,094,000
Berrada Properties	\$268,413,000
US Bank Corp.	\$262,596,000
Aurora Health	\$518,563,000
Children's Hospital of Wisconsin	\$187,213,000

Source: 2021 Milwaukee County Comprehensive Annual Financial Report, Office of the Comptroller

10 Largest Private Sector Employers

Employer	Industry	2021 Employees	% of Total County Employment
Advocate Aurora Health	Health Care System	29,945	6.4%
Froedtert Health Inc.	Health Care System	13,798	2.9%
Ascension Wisconsin	Health Care System	10,449	2.2%
Roundy's Supermarkets Inc.	Retail Supermarkets	7,800	1.7%
Medical College of Wisconsin	Private Medical School	6,139	1.3%
GE Healthcare	Health Care	6,000	1.3%
Quad/Graphics	Commercial Printing & Print Management	6,000	1.3%
Rockwell Automation Inc.	Industrial Automation Products	5,500	1.2%
Children's Hospital and Health System	Health Care System	5,391	1.1%
Kohl's Corp.	Department Stores	5,350	1.1%

Source: 2021 Milwaukee County Comprehensive Annual Financial Report, Office of the Comptroller

BUDGET POLICIES & STRUCTURE

Budget Process & Calendar

Looking at the 2023 Budget Through a Racial Equity Lens

Financial Management Policies

Basis of Budgeting

Performance Budgeting

Fund Descriptions

Budgetary Funds

2023 Functional Area by Fund Type Summary

Budgetary Unit – Fund Type Relationship



**MILWAUKEE
COUNTY**

2023 ADOPTED OPERATING BUDGET

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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 year, each department is required to submit requested operating and capital (as part of a five-year capital plan) budgets to the director of the Office of Strategy, Budget, and Performance no later than **July 15**.

On or before **August 15**, the Office of Strategy, Budget, and Performance is required to submit a summary of the requests to the county executive and board of supervisors. The county executive is required to hold public hearings on the requests. The Office of Strategy, Budget, and Performance 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 submits the amended budget to the board of supervisors, which adopts the final budget in

Milwaukee County Annual Budget Calendar

March through May

The Office of Strategy, Budget, and Performance Budget Division develops budget assumptions for the upcoming fiscal year. Tax levy targets are submitted to 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 the Office of Strategy, Budget, Performance Budget Division.

Department administrators present the programmatic impacts of their budgetary requests. The Office of Strategy, Budget, and Performance Budget Division and the county executive review agency budget submittals.

August

Per state statute, the Office of Strategy, Budget, and Performance Budget Division submits to the board of supervisors a summary of requested budgets by Aug. 15.

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CONTINUED

mid-November.

After the budget has been adopted and a detailed summary of appropriations is provided to departments, the Office of Strategy, Budget, and Performance 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 Strategy, Budget, and Performance. ■

Annual Budget Calendar

(C O N T I N U E D)

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 Committee on Finance for review and recommendation.

October & November

The board of supervisors holds a public hearing on the budget, inviting members of the general public to comment on the recommended budget and Committee on Finance 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 Committee on Finance relative to the recommended budget as well as amendments submitted by individual supervisors.

January

Departments implement the budget into public service.

THE [RACIAL EQUITY BUDGET TOOL] IS A STRUCTURED RACIAL EQUITY LENS FOR ... DEPARTMENTS TO USE TO CRITICALLY ASSESS THE IMPACTS OF BUDGET DECISIONS ON COMMUNITIES OF COLOR.

Looking at the 2023 Budget Through a Racial Equity Lens

Racism is a public health crisis in Milwaukee County. According to 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 has continued to be utilized for the 2022 and 2023 budgets, and the tool was updated to more closely align with Milwaukee County's three strategic focus areas: Create Intentional Inclusion, Bridge the Gap, and Invest in Equity.

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 Milwaukee County policies, processes,

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.

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.

Responses to the REBT provide insight into where Milwaukee County stands today, opportunities for improvement, and the critical role of the budget in achieving racial equity and becoming the healthiest county in Wisconsin. The questions in the REBT¹ are outlined on page 38. ■

¹ The 2023 REBTs are available online at <https://county.milwaukee.gov/EN/Strategy-Budget-and-Performance>.

Racial Equity Budget Tool Questions

STRATEGIC FOCUS AREA 1: **Create Intentional Inclusion**

- 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?
- 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 front-line employees to inform decisions about your proposed budget changes? If yes, how was input solicited, who was involved, and what were the results?
- Are you tracking contracts with minority and women-owned business? If yes, please share percentages of each. If no, why not?

STRATEGIC FOCUS AREA 2: **Bridge the Gap**

- How and when have service users, in diverse and inclusive communities, and other key stakeholders been engaged to inform decisions about changes in funding levels for services provided in your requested budget? (Who was involved, what was the forum, what were the results?)
- 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.)
- How does your budget reflect efforts to work across departments to break down silos to maximize access to and quality of services offered? How does this help us achieve the vision of achieving equity and health?
- 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?

STRATEGIC FOCUS AREA 3: **Invest in Equity**

- If your department were to receive some additional funding for addressing racial equity, what specific strategic plan priority would you address, what would be the project/activity and intended outcome, and how much would it cost?
- What is your department doing to dismantle barriers to diverse and inclusive communities, including meeting multilingual needs and other communication or accessibility barriers?



MILWAUKEE COUNTY WILL DEVELOP METRICS ASSOCIATED WITH EACH STRATEGIC FOCUS AREA TO UNDERSTAND THE IMPACT OF INVESTMENTS ON ACHIEVING HEALTH AND RACIAL EQUITY.

Financial Management Policies

Milwaukee County's long- and short-term financial policies are derived from various sources; primarily from 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 24% of total revenues. The local option sales tax provides approximately 7% 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, which accounts for 1 to 2% of total revenues.

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

Milwaukee County continues to transition to true user fee service charges to help offset reductions of federal

and 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 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 severally 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 after Dec. 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 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.

The first \$400,000 of land sales are allocated to the Department of Administrative Services Economic Development Division budget. Any additional 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 foreclosure 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 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% of equalized property value.

C O N T I N U E D

- 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% 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% of refunded capital.

Unrestricted Fund Balance Policy

Unlike most other local governments in Wisconsin and across the country, Milwaukee County's ability to retain an 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 2021 must be budgeted as revenue in the 2023 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.

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% 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. The summary sections also contains 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 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 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 marked the first year a Racial Equity Budget Tool (REBT) was intentionally utilized by departments to evaluate the impact of their budget changes on communities of color. The REBT has continued to be utilized as an important part of the 2022 and 2023 budget processes; many investments were the direct result of feedback from the REBT. The REBT aims to make intentional connections between the strategic plan and the budget. A full explanation of the Milwaukee County Racial Equity Budget Tool can be found in the budget section titled "Looking at the 2023 Budget Through a Racial Equity Lens" (page 37).

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 Milwaukee 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 state's 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% 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.

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

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 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 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 A COLLABORATIVE PROCESS BY WHICH DEPARTMENTS CREATE THEIR OWN PERFORMANCE MEASURES AS A WAY OF CHALLENGING MANAGEMENT AND STAFF TO CONTINUE EXEMPLARY PERFORMANCE.

Performance Budgeting

The Office of Strategy, Budget, and Performance 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.

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 Milwaukee 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.

Milwaukee County leaders and the community will continue to develop the strategic plan throughout 2022 and 2023. Leaders will continue to socialize this mission and further integrate it into Milwaukee County policies, practices and budgeting.

Performance Measures

Departments develop performance measures in as many service areas as possible. The goal is a collaborative process by which 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.
- 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. ■

MILWAUKEE COUNTY'S COMPREHENSIVE ANNUAL FINANCIAL REPORT CONSIDERS FIVE OF THE FUNDS BELOW TO BE "MAJOR FUNDS."

Fund Descriptions

The following are summaries of Milwaukee County's budgeted funds. Milwaukee 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 10001)

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.

ARPA (Fund 10024) This fund is used to account for the expenditures and revenues associated with the response to COVID-19 activities as prescribed under the American Rescue Plan Act (ARPA) of 2021.

Fleet Management (Fund 10030) Primary use of this fund is to account for the costs associated with the maintenance, repairs and centralized fueling of all Milwaukee County owned motorized equipment. Costs are billed to user departments based on work orders, time and material costs.

Behavioral Health Division (Fund 10077) 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 Funds¹ (various) 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, and Culture; Office for Persons with Disabilities; Behavioral Health Services; Fleet Maintenance; Facilities Management; Mitchell International Airport (used for the collection of passenger facility charge revenues); and Risk Management.

Debt Service Fund (Fund 60016)

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 30076) The Airport Fund accounts for the operations of 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 30083) The Transit Fund accounts for the operations of the Milwaukee County Transit System and the Milwaukee County Paratransit System.

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 20026) This fund is used to account for electronic data processing, applications, mainframe, desktop

support and replacement and telecommunications services provided to Milwaukee County departments through the Information Management Services Division.

Water Utility (Fund 20029)² 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.

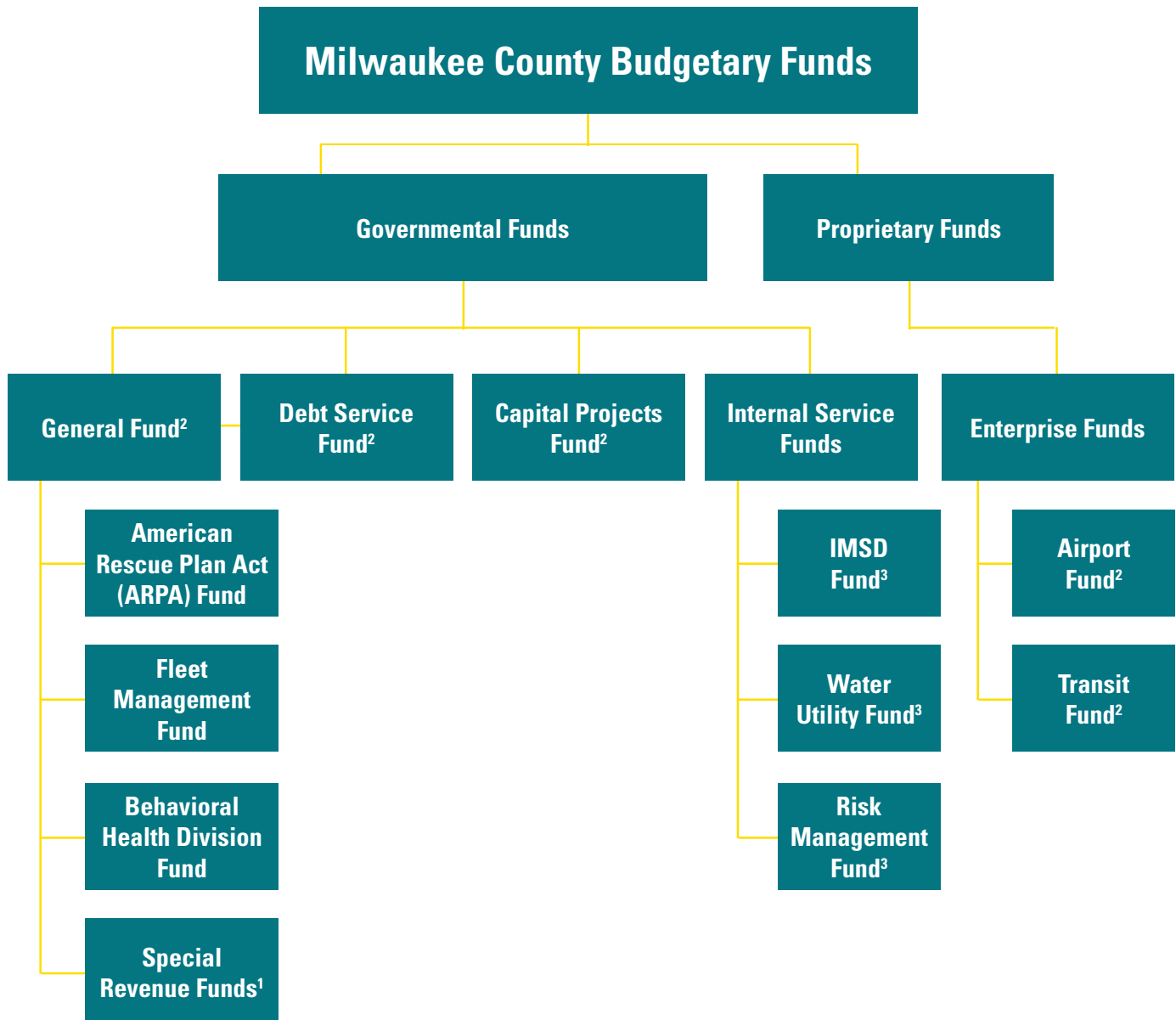
Risk Management (Fund 20040) This fund accounts for risk financing, loss control and insurance-related activities for Milwaukee County and its employees. ■

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.

² The water distribution utility was sold in December 2021. The fund will continue to be reported for historical purposes.

Budgetary Funds

This chart 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 (IMSD) Fund, Water Utility Fund and Risk Management Fund were categorized as proprietary funds. The organization of this chart was changed to be consistent with organization used in the most recent Comprehensive Annual Fiscal Report.

⁴ The water distribution utility was sold in December 2021. The fund will continue to be reported for historical purposes.

2023 Functional Area by Fund Type Summary

REVENUES

Functional Area	General ¹	Proprietary	Internal Services ²	Debt Service	Capital Projects	Trusts	TOTAL
Legislative & Executive							
Administration	10,157,636		1,734,500		118,375,616		130,267,752
Courts & Judiciary	29,748,661						29,748,661
Public Safety	28,799,474				1,967,132		30,766,606
General Government	7,405,371						7,405,371
Transportation & Public Works	49,028,774	225,717,782			49,921,062		324,667,618
Health & Human Services	319,132,313				4,854,426	10,000	323,996,739
Parks, Recreation & Culture	42,925,938				20,978,538	2,197,611	66,102,087
Debt Service				8,887,009			8,887,009
Non-Departmental Expenditures	(2,669,539)						(2,669,539)
Non-Departmental Revenues	140,893,759						140,893,759
Capital Improvements					912,181		912,181
Tax Levy	312,922,151						312,922,151
TOTAL	938,344,538	225,717,782	1,734,500	8,887,009	197,008,955	2,207,611	1,373,900,395

EXPENDITURES

Functional Area	General ¹	Proprietary	Internal Service ²	Debt Service	Capital Projects	Trusts	TOTAL
Legislative & Executive	2,609,887						2,609,887
Administration	47,412,796		27,342,436		118,375,616		193,130,848
Courts & Judiciary	54,102,181						54,102,181
Public Safety	133,508,134				1,967,132		135,475,266
General Government	9,219,393						9,219,393
Transportation & Public Works	48,891,071	234,399,668			49,921,062		333,211,801
Health & Human Services	407,580,248				4,854,426	10,000	412,444,674
Parks, Recreation & Culture	70,302,790				20,978,538	2,197,611	93,478,939
Debt Service				44,365,683			44,365,683
Non-Departmental Expenditures	94,949,542						94,949,542
Capital Improvements					912,181		912,181
TOTAL	868,576,042	234,399,668	27,342,436	44,365,683	197,008,955	2,207,611	1,373,900,395

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

² Due to the current crosscharge methodology, revenues and expenses in the Internal Service fund are not equivalent in the annual 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 yellow are governmental funds. Funds in gray are proprietary funds. A check mark indicates that the budgetary unit utilizes that particular fund.

	Fleet Management (10030)	Behavioral Health (10077)	Special Revenue (various) ¹	Information Management Services Fund (20026) ³	Water Utility Fund (20029) ⁴	Risk Management Fund (20040) ³	General Fund (10001) ²	Debt Service (60016) ²	Capital Projects (various) ²	Transit Fund (30083) ²	Airport Fund (30076) ²
Budgetary Unit	Non-Major Funds & Other Fund Types ³						Major Governmental Funds			Enterprise Funds	
Legislative & Executive Function											
Board of Supervisors							✓				
County Executive — General Office							✓				
County Executive — Gov. Affairs							✓				
Administrative Function											
Corporation Counsel							✓				
Civil Service/Personnel Review Board/ Ethics Board							✓				
Human Resources							✓				
Dept. of Admin. Services (DAS)			✓				✓				
DAS — Risk Management						✓					
DAS — Information Mngmt. Services				✓							
DAS — Water Utility ¹					✓						
Strategy, Budget & Performance							✓				
Office Of Equity							✓				
Courts & Judiciary Function											
Combined Court Operations							✓				
Courts — Pre-Trial Services							✓				
Child Support Services							✓				
Public Safety Function											
Office of the Sheriff							✓				
Community Reintegration Center							✓				
Office of the District Attorney							✓				
Emergency Management							✓				
Medical Examiner							✓				

(CHART CONTINUES ON NEXT PAGE)

	Fleet Management (10030)	Behavioral Health (10077)	Special Revenue (various) ¹⁾	Information Management Services Fund (20026) ³⁾	Water Utility Fund (20029) ⁴⁾	Risk Management Fund (20040) ³⁾	General Fund (10001) ²⁾	Debt Service (60016) ²⁾	Capital Projects (various) ²⁾	Transit Fund (30083) ²⁾	Airport Fund (30076) ²⁾
Budgetary Unit	Non-Major Funds & Other Fund Types ³						Major Governmental Funds			Enterprise Funds	
General Government Function											
Office of the Comptroller							✓				
Office of the Clerk							✓				
Office of the Register of Deeds							✓				
Office of the Treasurer							✓				
Transportation & Public Works Function											
Director's Office							✓				
Airport											✓
Transportation Services							✓				
Highway Maintenance							✓				
Fleet Management	✓										
Transit										✓	
Health & Human Services Function											
Health & Human Services							✓				
Behavioral Health Services		✓	✓								
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-Departmental 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 budgets prior to 2017, the Information Management Services (IMSD) Fund, Water Utility Fund and Risk Management Fund were categorized as proprietary funds. The organization of this chart was changed to be consistent with organization used in the most recent Comprehensive Annual Fiscal Report.

⁴ The water distribution utility was sold in December 2021. The fund will continue to be reported for historical purposes.

2023 BUDGET SUMMARY

2023 Budget Frequently Asked Questions

Trends in State Aid

County Share of Property Tax Levy

Tax Levy Summary

Budget Assumptions

Long-Range Fiscal Analysis

2023 Expenditure Analysis

2023 Revenue Analysis

Comparison of Funded Full-Time Equivalent (FTE) Positions



2023 ADOPTED OPERATING BUDGET

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MILWAUKEE COUNTY'S STRUCTURAL BUDGET DEFICIT EXISTS BECAUSE ONGOING COSTS CONTINUE TO GROW FASTER THAN REVENUES.

2023 Budget Frequently Asked Questions

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 Milwaukee County in equalized values and tax levy changes made by local governments, the State of Wisconsin, and other taxing districts.

Based on 2021 Wisconsin Department of Revenue data, the cost to operate Milwaukee County government makes up approximately 17% of the total (approximately \$1.86

billion in 2021) 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 2023 Milwaukee County budget property tax levy increases by about 1.1% or \$3.5 million over the 2022 level of \$309.5 million. The \$3.5 million increase includes net new construction and allowable increases of Debt Service, EMS, and other provisions allowed by state statute.

This means that individual taxpayers 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 (including Tax Incremental Districts) is 12.6%. Of that, 1.14% is the result of new construction.

C O N T I N U E D

Net General County Levy

	Total County Levy	Milwaukee County Equalized Value	Tax Rate Per \$1,000	Tax Rate % Change Per \$1,000	Assessed Home Value Scenarios:*		
					Value \$ 150,000	Value \$ 250,000	Value \$ 350,000
2022 Adopted Budget	\$309,462,284	\$77,290,319,100	\$4.00		\$601	\$1,001	\$1,401
2023 Adopted Budget	\$312,922,151	\$87,033,713,500	\$3.60	-10.2%	\$539	\$899	\$1,258

* Relative to the assessed value scenarios, it is important to note that each municipality performs its own assessment of properties within its boundaries. In general, assessment rates will differ between individual properties based on (but not limited to) such factors as neighborhood, property type, and property condition. As a result, individual property owners will experience different tax rates based upon property assessments performed by any of the 19 municipalities within Milwaukee County in which they are located.

Overall, Milwaukee County's 2023 tax rate is projected to decrease by 10.2% from 2022¹ (see chart on page 55).

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 Comptroller's Five-Year Financial Forecast concludes that, on average, revenues will grow by just 0.2% while expenditures will grow by 1.6%. 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 1.6% represents approximately the cost to continue at the current level of operations. Historically, pension and health care costs have increased at a rate that exceeds inflation and these fringe benefit expenses have a significant impact on the structural deficit.

Is the pension contribution increasing?

Pension costs are decreasing by approximately \$2.5 million in 2023. The net cost decrease is due to decreased ERS Unfunded Actuarial Liability costs and an increase in employee contributions (driven by employee salary increases). The general employee pension contribution is unchanged at 6.1% in 2023. Public safety represented employee contributions are subject to collective bargaining.

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 Milwaukee County Adopted Budget. Revenues from this fee can only be used for transportation related activities such as roads, bridges, trails and public transportation. In 2023, the annual Vehicle Registration Fee charged by Milwaukee County will remain \$30.

Will employee health care contributions change?

Over the past year, Milwaukee County has experienced

budgetary savings on the cost of medical claims, prescription drugs, and rebate savings. There are no changes to health insurance premiums in 2023. In 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 2023 these monthly contributions will remain at 2022 levels for employees.

Milwaukee County Health Care Monthly Premiums 2022-2023*

**After Wellness Credit Is Applied*

	2022	2023
Single	\$97	\$97
Eligible Employee + Child	\$143	\$143
Eligible Employee + Spouse	\$226	\$226
Eligible Employee + Family	\$254	\$254

How will Milwaukee County balance the budget?

Based on data from the most recent five-year forecast prepared by the Comptroller's Office, County expenses are projected to grow an average of 1.6% annually while revenue is growing at only 0.2% per year. Revenue growth is limited by state statutes, resulting in a structural deficit. The 2023 budget year is faced with additional challenges due to fiscal impacts of increased inflationary costs of goods and services. In order to reduce this gap, the 2023 budget includes the following initiatives to expand revenues:

Investments in Revenue Initiatives: One goal of the 2023 budget is to find financial opportunities to expand Milwaukee County's revenues. The initiatives include:

- Increasing the property tax levy.
- Increases in sales tax projections.
- Continued use of one-time federal relief funds to offset fare box revenue reductions for transit.

Investments in Information Technology: Funding is provided in the 2023 budget for continued implementation of security programs to manage data loss prevention, email protection, and identity/access management software.

C O N T I N U E D

¹ Tax rate (per \$1,000) is determined by dividing the Total County Levy by the most recent equalized valuation of Milwaukee County property (multiplied by \$1,000). Equalized valuation is determined by the State of Wisconsin-Department of Revenue.

Reducing Milwaukee County's Footprint: The Facilities Management Division will continue its focus on total lifecycle and asset management of Milwaukee County's real property. The target is to minimize outstanding maintenance requirements by reducing infrastructure that is outdated and expensive to maintain, while providing an emphasis on effective countywide facilities planning, improved project delivery, maintenance best practices and sustainable facilities management.

Efficiency Measures: The 2023 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:

- Continued 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.

Investment in Workforce: The 2023 budget includes continued investment in Milwaukee County's workforce. These efforts include:

- General employees will receive a pay increase in April 2023.
- \$2.2 million is included for compensation funding based on the results of a compensation study that Human Resources is expected to complete in 2023.
- Continued employee eligibility in the Flexible Spending Account (FSA) at a dollar for dollar match up to \$1000.

Utilize One-Time Revenues Properly: The use of one-time, non-recurring revenues to finance ongoing, long-term operations is not sustainable. The 2023 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 2023 capital budget includes 82 separate sub-projects for a total of \$197 million in capital investments in

C O N T I N U E D

Major Capital Projects

Project	Description	Total Project Cost/Funding
WT015401	2023 Bus Replacement Program	18,045,000
WP032001	North Point Parking Lot	5,496,534
WH011101	W. Forest Home Ave. (CTH 00) Hi-View Dr. to S N Cape	5,200,000
WS012601	Youth Services Administration Relocation & Tenant Improvement	4,649,886
WA041201	MKE Airport Passenger Loading Bridge Replacement	4,297,140
WP037201	McKinley Park Flushing Channel	2,895,441
WC027001	Criminal Justice Facility Elevator Modernization	2,590,530
WC021701	Courthouse Complex Facade Inspect & Repair Phase 3	2,585,526
WPO70601	South Shore Breakwater	2,400,000
WJ011201	House of Correction Administration Building Roof Replacement	1,967,132
W0016901	Training Academy Roof Repairs	1,851,769
WZ017601	Zoo Aviary Air Conditioning	1,647,950
WP071301	Kinnickinnic Parkway 43rd St. to 51st St.	1,553,120
WT011101	Concrete Yard Replacement (Kinnickinnic Garage Site)	1,310,653
WP069501	Washington Park Bridge Replacements	1,254,698
WV004301	Oakwood Lift Station Upgrade	1,010,963

Milwaukee County's infrastructure (includes both County and non-County funding).

The 2023 capital budget continues to emphasize improving Milwaukee County infrastructure and assets while managing long-term costs. See the chart on page 57 for a list of major capital projects.

What is the impact on compensation for Milwaukee County employees?

There are no increases in health care premiums or employee pension contributions for 2023. The table illustrates examples of compensation changes from recent budgets. ■

Compensation Changes from Recent Budgets

	2022	2023
Salary at Start of Year	\$60,000	\$61,512
Salary Increases (Prorated*)	\$61,512	\$63,360
Health Care Premium Contribution	(\$3,048)	(\$3,048)
Pension Contribution**	(\$3,752)	(\$3,865)
Net Salary After Contributions	\$54,712	\$56,447

*2022 salary increase was 2% in second quarter and 2% in third quarter.

2023 salary increase is 2% in second quarter.

**Pension contribution: 6.1% of salary in 2022 and 2023.

TO UNDERSTAND THE FISCAL CONSTRAINTS MILWAUKEE COUNTY IS UNDER, IT IS IMPORTANT TO UNDERSTAND THE RECENT HISTORY OF STATE TAXES AND AID TO MUNICIPALITIES.

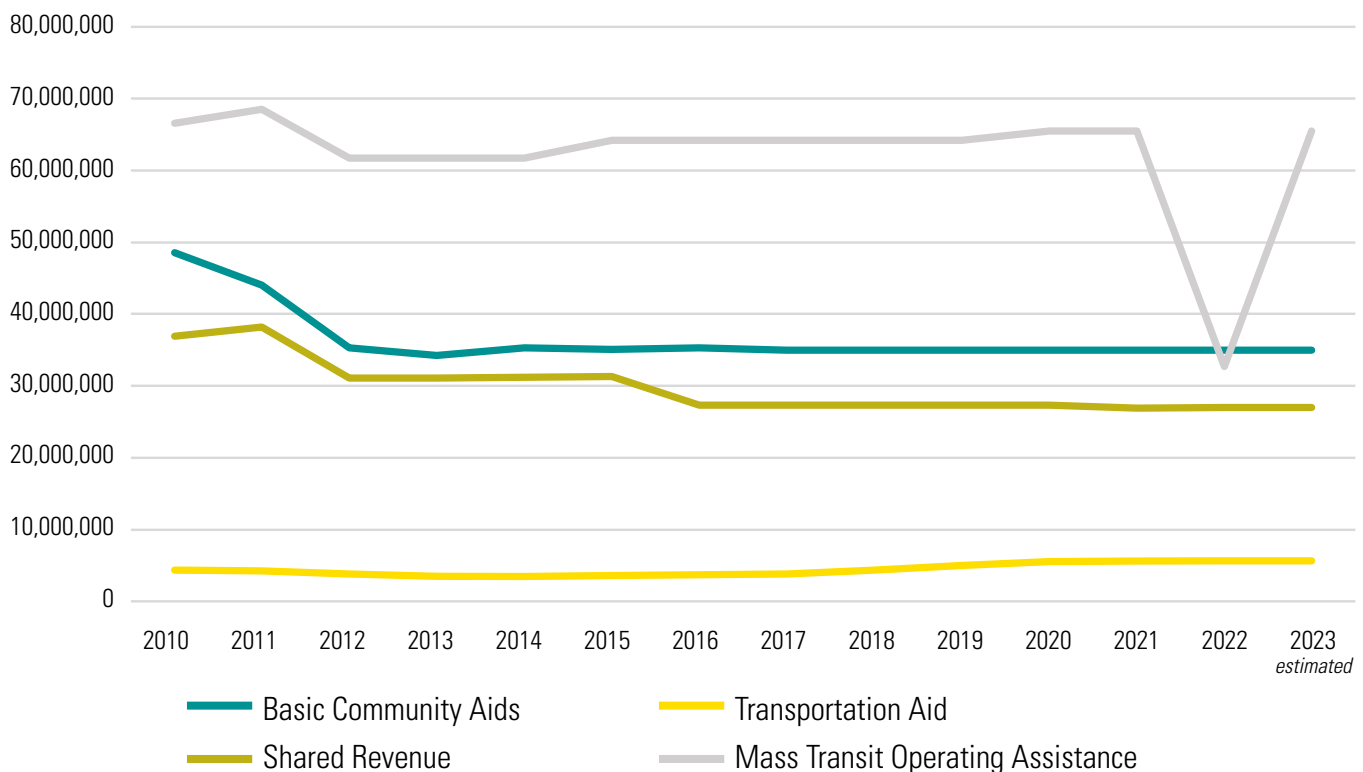
Trends in State Aid

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

As the tables illustrate, state aid to Milwaukee County has followed a flat and declining trend over the past decade and more. Major state funding sources that support the Milwaukee County budget include general transportation aid for highways, basic community aids (which support

CONTINUED

Trends in State Aid to Milwaukee County (2010 to 2023)



human services programs), shared revenue (which can be used for countywide services), and mass transit operating assistance, which helps fund the Milwaukee County Transit System (MCTS).

In 2010, Milwaukee County received \$66.5 million of mass transit operating assistance; in 2023 the County anticipates receiving a reduced amount of \$65.4 million in state aid for transit. State shared revenue, which provides unrestricted aid to Milwaukee County, has declined from \$37 million in 2010 to \$26.9 million in 2023. Basic community aids, which support human services programs, have declined from \$48.6 million in 2010 to \$35 million in 2023. General transportation aid has increased from \$4.3 million in 2010 to \$5.6 million in 2023.

Combined, these four revenue sources have been reduced from \$156.5 million in 2010 to \$133 million in 2023. This is a reduction in real dollars not even adjusting for inflation. A significant portion of this reduction occurred between 2010 and 2012 and was largely a result of Wisconsin Act 10, which impacted collective bargaining, compensation,

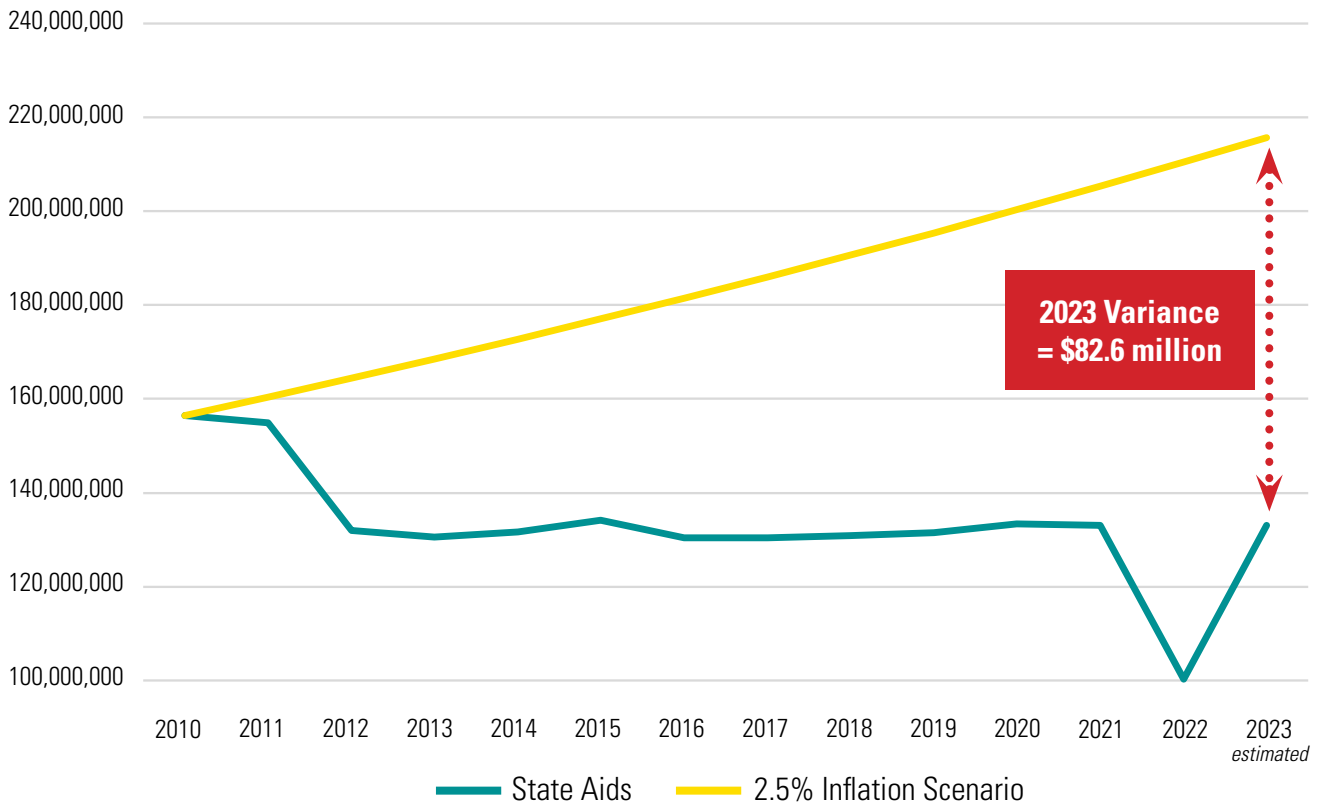
and employee benefits. In addition, the state assumed responsibility for the Income Maintenance program in 2010 and this led to a reduction in basic community aids in 2012. Since 2012, these revenue sources had largely been held flat. In 2022, the state budget applied a one-time reduction of \$32.7 million to mass transit operating assistance. State transit funds have returned to 2021 levels within the 2023 budget.

As indicated, a lack of inflationary funding for these revenue sources contributes to Milwaukee County's structural deficit. The "Actual State Aid Revenue vs. Inflationary Scenario" chart further demonstrates how flat and reduced state funding has impacted the Milwaukee County budget since 2010.

If Milwaukee County had received inflationary funding increases of 2.5% per year, the 2023 revenue budget for these state aids would be \$215.6 million. Instead, state aids have been reduced and flattened, and the 2023 budget is approximately \$133 million for these sources. This is a variance of \$82.6 million that has contributed to Milwaukee

C O N T I N U E D

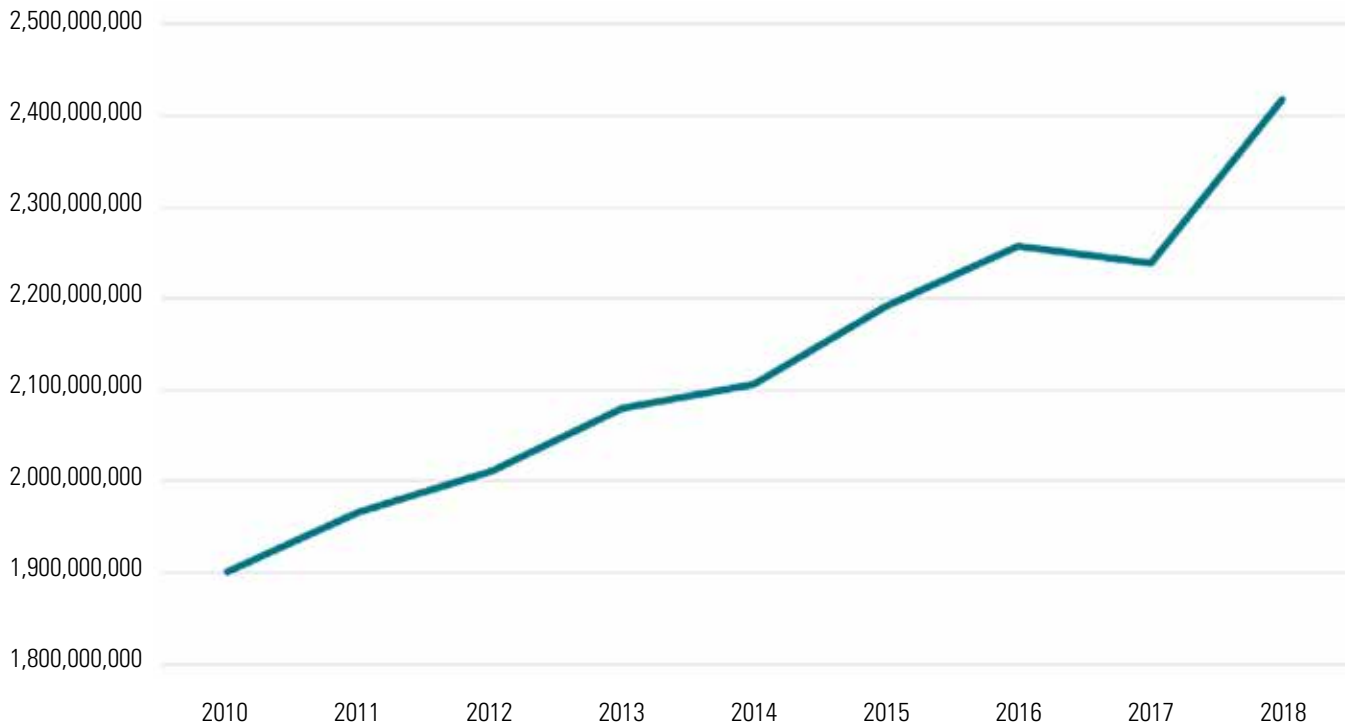
Actual State Aids vs. 2.5% Inflationary Scenario



Note: Funding in chart includes combined value of general transportation aids, shared revenue, mass transit operating assistance and basic community aids.

Major Taxpayer Revenues from Milwaukee County to the State

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



Source: From most recent data in Wisconsin Department of Revenue's "State Taxes & Aids By Municipality" report.

County's structural deficit. Unless state funding sources are increased in future years, this funding situation will continue to put increased pressure on Milwaukee County's property tax levy and continue to add to future budget gaps.

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 (the most recent year of available data provided by the Department of Revenue), reflecting an increase of \$516 million or 27%. This reflects an average annual increase of 3.4%. These amounts include various forms of taxes including income taxes, sales taxes, excise tax, utility and other taxes.

State of Wisconsin Budget

As shown above, increased income tax, sales tax, and other revenues generated by Milwaukee County taxpayers have been distributed to the State of Wisconsin. However, the shared revenue program has not provided corresponding increases to municipal and county 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.

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 2022-23 includes \$43.9 billion in appropriations across all funds. This represents a 38% increase. 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

C O N T I N U E D

¹ Wisconsin Department of Administration enacted budget, available at <https://doa.wi.gov/Pages/StateFinances/CurrentBiennialBudget.aspx>.

\$14.1 billion. By 2022-23, this amount increases to \$19.7 billion.¹ This also reflects a 40% increase. The State of Wisconsin's budget has been able to support increases that significantly exceed inflationary cost growth. However, the budget increases have been applied to other areas of state government while funding for local government, including Milwaukee County, has declined. These factors have resulted in extraordinary pressure on the existing Milwaukee

County property tax levy.

To provide 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. This is consistent with recommendations made by the "Fair Deal for Milwaukee" work group in 2019. ■

**OF THIS \$1.86 BILLION TOTAL [OF PROPERTY TAXES PAID],
MILWAUKEE COUNTY GOVERNMENT MAKES UP ABOUT 16.7%.**

County Share of Property Taxes

The 2023 budget for Milwaukee County levies approximately \$312,922,151 in taxes on property during the year, which is approximately \$3.46 million over the 2022 Adopted Budget.

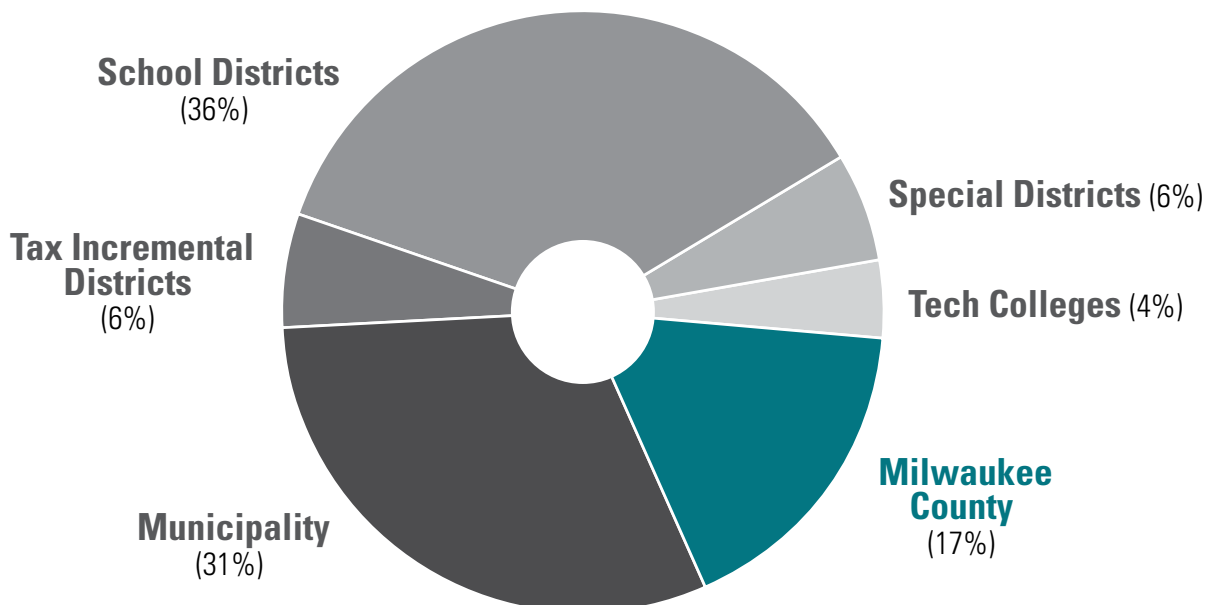
According to the Wisconsin Department of Revenue, citizens and business pay a total of approximately \$1.86 billion in property taxes to the various taxing entities in Milwaukee County. These entities include:

- Milwaukee County government.

- Municipal governments (cities and 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 \$1.86 billion total, Milwaukee County government makes up about 16.7%. ■

2021 Distribution of Property Taxes in Milwaukee County



TAX LEVY SUMMARY

2023 BUDGET FOR GENERAL COUNTY PURPOSES

	2022 Adopted Budget	2023 Adopted Budget	Change	Percent
EXPENDITURE	1,283,390,309	1,373,900,395	90,510,086	7.05%
REVENUE	973,928,025	1,060,978,244	87,050,219	8.94%
TAX LEVY	309,462,284	312,922,151	3,459,867	1.12%



MILWAUKEE COUNTY MUST FOCUS ON A LONG-TERM STRATEGY TO MATCH REVENUE AND EXPENDITURE GROWTH, WHILE MINIMIZING THE IMPACT OF THE STRUCTURAL DEFICIT.

2023 Budget Assumptions

The “Budget Assumptions” section of the budget summarizes assumptions and changes regarding expenditures and revenues included in the 2023 Adopted Budget.

Expenditures

Salaries & Wages The 2023 budget includes funding for the annualized cost of increases provided in 2022, a 2% general increase planned to be provided in April 2023, an additional \$1.50 per hour salary increase for correctional officers, and \$2.2 million of salary funding to be distributed based on results of a compensation study that is currently underway by the Department of Human Resources.

Pension Total pension costs decrease by approximately \$2.5 million in 2023 due to a decrease in amortization costs recommended by Milwaukee County’s pension actuary. The assumed rate of investment return of pension funds remains at 7.5% for 2023.

Health Care Costs Health care expenses decrease by \$4.5 million, largely due to an increased amount of prescription drug rebates. Medical costs growth rates are trending at lower levels than previously projected by Milwaukee County’s health care actuary.

Debt Service Reserve The 2023 budget includes the use of \$7.8 million from the Debt Service Reserve.

Inflationary Concerns In the most recent Milwaukee County Comptroller’s Five-Year Forecast, expenditures are predicted to increase by an average of 1.6% per year, while revenues will grow by 0.2%. There is potential for the

percentage increase of the expenditure increase to be higher due to historically high inflation. Revenue growth is limited to 0.2% because state and federal revenues have remained largely flat, while the state also places caps on the amount 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 consideration given to legal limitations.

Revenues

American Rescue Plan Act (ARPA) State and Local Fiscal Recovery Fund Milwaukee County will directly receive \$183 million in ARPA funding through the federal government’s State and Local Fiscal Recovery Fund. These funds are intended to allow flexibility for jurisdictions to meet local needs and fund local solutions to support families, small businesses, impacted industries, essential workers and the communities disproportionately affected by the pandemic. Milwaukee County is allocating the funding according to the following expenditure categories:

- Community Support.
- Revenue Loss.
- COVID-19 Mitigation.
- Fund Administration.

C O N T I N U E D

Milwaukee County also received \$15 million in State of Wisconsin ARPA funding in 2022 to address a backlog of court cases due to the COVID-19 pandemic.

Milwaukee County has created an ARPA Task Force to make recommendations regarding use of these funds. ARPA allocations have been approved primarily through the monthly Board of Supervisors meeting process, after a recommendation is made by the ARPA Task Force. The 2023 adopted budget includes ARPA requests of \$20 million in support for the Forensic Science Center and \$2 million for correction officer pay. The correction officer pay request is reduced from \$4 million in the 2022 budget, with the variance being transitioned to tax levy in 2023 as part of an incremental plan to fully transition the cost to tax levy by no later than 2025. ARPA allocation details are available on Milwaukee County's ARPA webpage.

Property Tax Levy The 2023 budget includes a \$3.5 million increase in property tax, which is the maximum amount allowed under the state levy limit. This amount includes approximately \$2.8 million related to net new construction, approximately \$456,000 related to Emergency Medical Services levy, \$226,104 related to debt service, and other adjustments.

Sales Tax Sales tax revenues in the 2023 budget are increased by approximately \$8.8 million from \$90 million to \$98.8 million. During late 2020 and into 2021 and 2022, a rebound in sales tax collections was realized following the COVID-19 pandemic. The Milwaukee County budget realized sales tax surplus in 2021. A sales tax surplus is expected in 2022 based on year-to-date collections. The 2023 sales tax budget is based on year-to-date collections in 2022 plus an additional 2.5% growth projection through 2023.

State & Federal Revenues State and federal revenues make up approximately 34% of Milwaukee County revenue

in the 2023 budget. This is a 1% decrease from the 35% share of state and federal revenues in the 2022 Adopted Budget. State revenues increase by approximately \$53.8 million or 23.7% when compared to 2022. The 2023 increase in state revenues is largely related to capital project revenues and to an expansion of funding for the Children's Long-Term Support program in the Department of Health and Human Services. Meanwhile state aids including Mass Transit Assistance, Shared Revenue, General Transportation Aids, and Basic Community Aids remain largely flat. Federal revenues decrease by \$39.4 million when compared to 2022. This results in an overall increase of state and federal revenues of 4%.

Unclaimed Money Pursuant to section 59.66 of the Wisconsin Statutes, the Milwaukee 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 Milwaukee 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 2023, \$1,250,000 is budgeted.

2021 Surplus According to state statute, \$5 million of surplus funds at the end of the fiscal year can be applied toward the subsequent year's budget. Additional surplus is dedicated to Debt Service Reserve. The 2023 budget includes \$5 million of revenue related to 2021 surplus.

Vehicle Registration Fee (VRF) The 2023 budget includes \$17.2 million of Vehicle Registration Fee revenue, which is the same as the 2022 budget. There is no change to the existing \$30 fee. ■

THE FIVE-YEAR FISCAL FORECAST HAS CONSISTENTLY SHOWN 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 Milwaukee County's operating budget. The forecast provides policymakers and the public with insight into the fiscal situation faced by Milwaukee County. The most recently completed five-year forecast covered the fiscal years of 2023 to 2027 (Board of Supervisors File 22-457). The forecast shows expenditures outpacing revenues in all fiscal years, resulting in an ongoing structural deficit. Following is a summary of factors causing the structural deficit.

2023 to 2027 Forecast Summary

The five-year fiscal forecast has consistently shown

expenditures are growing at a pace that exceeds revenue growth, and that Milwaukee County is faced with an ongoing structural deficit. In 2022, the five-year forecast projects the deficit would grow from approximately \$12.5 million in 2023 to \$87.2 million by 2027 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 by just 0.2% per year on average, while expenditures grow by 1.6%, 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. Milwaukee County can only raise property tax

C O N T I N U E D

Forecasted Expenditures & Revenues (2023 to 2027)

	Expenditure	Revenue	Structural Deficit	Cost-to-Continue*
2022	1,151,989,761	1,152,006,961	—	—
2023	1,165,589,552	1,153,035,230	(12,554,322)	(12,554,322}
2024	1,185,186,729	1,163,318,932	(21,867,798)	(9,313,476)
2025	1,206,344,503	1,144,562,638	(61, 781,864)	(39,914,067)
2026	1,228,911,884	1,152,886,936	(76,024,948)	(14,243,083}
2027	1,249,945,147	1,162,732,677	(87,212,469)	(11,187,522}
			Average Gap:	(17,442,494)

* Cost-to-continue assumes the prior year gap was eliminated with long-term solutions.
Source: Milwaukee County Office of the Comptroller

levy for operating purposes by a level that is equal to the percentage growth in net new construction. The percentage of net new construction for the 2023 budget is 1.1%. Milwaukee County's portion of the sales tax is limited to 0.5%. Meanwhile, expenditure growth of 1.6% is projected on average, resulting in an imbalance.

Substantial drivers of the 2023 to 2027 deficit include:

- Fringe benefit expenditure increases, including health care and pension.
- One-time reductions included in the 2022 budget.
- Inflationary increases in contracts, professional services, and utilities.
- Increases in correctional health care 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.
- Behavioral Health Services 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 and revenues, Milwaukee County is required to 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%.

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 care and pension contributions.
- Reducing budgeted full-time equivalent (FTE) staff by approximately 1,500 since 2000 (excluding Health and Human Services 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 information management 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 if revenue growth remains limited to less than 1%.

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 Milwaukee 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.

It is also important to note that the five-year forecast expenditure estimates are based on the cost-to-continue at the current level of service. The forecast does not account for additional costs that are needed to address Milwaukee County's high vacancy rate, as well as issues across departments such as a caseload backlog in the court system, an increase in youth detention census, and deferred

maintenance within the parks.

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. ■

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THE 2023 GROSS EXPENDITURE BUDGET IS \$1,373,900,395, AN INCREASE OF \$90,510,086 (OR 7%) FROM THE 2022 ADOPTED BUDGET.

2023 Expenditure Analysis

The 2023 gross expenditure budget is \$1,373,900,395, an increase of \$90,510,086 (or about 7%) from the 2022 adopted budget. Expenditure growth in the 2023 budget is primarily driven by an increase in capital expenditures. The 2023 expenditure budget includes \$1.176 billion for departmental and non-departmental operations and debt service, and \$197 million for capital projects. In comparison with the 2022 adopted budget, operating budget expenditures, including debt service and trust funds, increase by \$23.4 million (or about 2%) and capital budget expenditures increase by \$67 million (or about 51.6%).

Departmental Narrative Appropriation Unit	Budgetary Control Appropriation Unit
Personal Services	Personal Services
Operation Costs	Operation Costs Other Charges
Debt & Depreciation	Debt & Depreciation
Capital Outlay	Capital Outlay Capital Contra
Interdepartmental Charges	Internal Service Charges Abatements

2023 Countywide Expenditure Highlights

As instituted in the 2018 budget, both active and legacy fringe benefit costs remain centralized. In 2023, 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 the Non-Departmental Expenditure narrative.

2023 Expenditure Highlights by Category

Personal services, including fringe costs, decrease by \$3.3 million (or about 0.7%) primarily related to a net decrease of 75 Full-Time Equivalent (FTE) positions and an increase in prescription drug rebates.

Operation costs increase by \$123.2 million (or about 20.4%). The increase in operations costs is due primarily to \$112.9 million placed into the project account for contingencies within WC020901 (Forensic Science Center Phase 2).

Debt and depreciation decreases by \$126,801 to remain approximately flat and for a total of \$119.3 million.

Internal service charges, including the net total of abatements and cross charges between Milwaukee County departments, increase by approximately \$4.38 million (or about 10.3%).

Capital budget expenditures increase by \$67 million (or about 51.6%). This is primarily related to the inclusion of funding for the Forensic Science Center capital project.

2023 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 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%) from the 2022 adopted budget.

Legislative & Executive

Expenditures in the **Office of Government Affairs** increased by \$104,332 (or about 35.2%), primarily due to the additional funds within the 2023 budget to procure contractual services that support activities at the state and federal level.

General Government

Expenditures in the **Office of the Comptroller** increased by \$447,486 (or about 9.1%). Personnel costs increased by \$315,691 to allow for the retention of mission critical positions.

The **Election Commission** saw a decrease in expenditures of \$306,962 (or about 33.8%). This is due to only two elections planned in 2023 instead of four.

Administrative

Human Resources expenditures increased \$558,484 (or about 10.3%), mainly driven by annual pay raises as well as additional positions created.

Office of Equity expenditures increased \$126,061 (or about 13.3%). As one of Milwaukee County's newest agencies, the increase in expenditures is due to the addition of an administrative coordinator and information and outreach coordinator.

Public Safety

Expenditures in the **Office of the Sheriff** increased by \$1,483,511 (or about 3%), largely due to the \$3 pay increase to incentivize the correctional officer positions within the House of Correction and the sheriff's department. In the 2022 budget the pay was temporary, but it is now made permanent to combat the large increase in vacancy and turnover within the correctional officer's position pool.

Expenditures in the **House of Correction** increased by \$3,098,931 (or about 6%). This increase is due to the correctional officer pay increase, medical costs increasing \$1.5 million, and \$270,000 for increased food quality.

Courts & Judiciary

Child Support Services expenditures increased by \$542,328 (or about 2.9%).

Pre-Trial Services expenditures decreased by \$405,819 (or about 7%) due to the January 2023 expiration of

the MacArthur Safety and Justice Challenge Phase IV Sustainability grant.

Transportation

Expenditures in the **Department of Transportation (DOT) Highway Maintenance Division** increased by \$2,576,953 (or about 10.7%) mostly due to annual pay increases as well as charges from other department for required services.

Expenditures in the **Airport Division** increased by \$5,692,607 (or about 6.1%), which reflects an attempt to get back to pre-pandemic levels of services.

Fleet Management Division expenditures increased by \$1,527,048 (or about 8.5%), which is driven by increased Debt and Depreciation as well as annual pay increases.

Transit Division expenditures decreased \$2,747,329 (or about 2%) due to elimination of Freeway Flyers as well as lowering frequency on four other routes.

Health & Human Services

Behavioral Health Services expenditures decrease by \$13,143,179 (or about 5.3%), largely due to the shift of emergency mental health services to community care.

Health and Human Services expenditures increase by \$21,847,173 (or about 14.5%), mostly due to an increase in the number of youth being housed within the Juvenile Detention Center.

Parks, Recreation & Culture

In the **Department of Parks, Recreation, and Culture**, expenditures increased \$3,306,516 (or about 8.2%). Due to a highly competitive labor market, personnel costs have increased. Also, commodities and services have been affected by inflation, contributing to higher expenditures than previous years. An appropriation of \$1.36 million is included in an allocated contingency account where it will fund mission critical needs.

Zoological Department expenditures increased \$1,555,130 (or about 7.8%). This increase in expenditures is directly related to the recovery process of the COVID-19 pandemic. The lack of or lowered attendance for proximity reasons has hindered the consistency of the zoo's revenue generating power and has led to overwhelming expenditures.

Non-Departmental Expenditures

The **Appropriation for Contingencies** remains flat at \$5 million in 2023. ■

OPERATING EXPENDITURES BY FUNCTIONAL AREA

Operating Budget Expenditure Comparison

Total Operating & Capital Expenditures by Functional Area	2020 Actual	2021 Actual	2022 Adopted Budget	2023 Adopted Budget	\$ Change from 2022 Budget	% Change from 2022 Budget
Legislative & Executive	1,959,082	2,258,171	2,425,533	2,609,887	184,354	7.6%
Administration	127,229,554	83,891,215	76,635,269	74,755,232	(1,880,037)	-2.5%
Courts & Judiciary	47,148,227	48,584,337	53,837,180	54,102,181	265,001	0.5%
Public Safety	97,935,072	119,298,256	127,087,025	133,508,134	6,421,109	5.1%
General Government	9,970,979	7,937,227	9,029,945	9,219,393	189,448	2.1%
Transportation & Public Works	261,032,822	257,463,024	276,188,975	283,290,739	7,101,764	2.6%
Health & Human Services	371,846,985	421,796,151	398,886,254	407,590,248	8,703,994	2.2%
Parks, Recreation & Culture	50,170,845	59,454,136	67,553,751	72,500,401	4,946,650	7.3%
Debt Service	41,059,612	135,618,179	44,887,250	44,365,683	(521,567)	-1.2%
Non-Departmental Expenditures ¹	207,074,710	209,987,071	96,879,885	94,949,542	(1,930,343)	-2.0%
Non-Departmental Revenues	0	0	0	0	0	0%
Capital Improvements	0	0	0	0	0	0%
TOTAL	1,215,427,887	1,346,287,768	1,153,411,068	1,176,891,440	23,480,372	2.0%

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).

CAPITAL EXPENDITURES BY FUNCTIONAL AREA

Capital Budget Expenditure Comparison

Total Operating & Capital Expenditures by Functional Area	2020 Actual	2021 Actual	2022 Adopted Budget	2023 Adopted Budget	\$ Change from 2022 Budget	% Change from 2022 Budget
Legislative & Executive	0	0	0	0	0	0%
Administration	2,543,365	4,801,642	1,330,004	118,375,616	117,045,612	8,800.4%
Courts & Judiciary	0	0	0	0	0	0%
Public Safety	400,129	45,791	2,412,480	1,967,132	(445,348)	-18.5%
General Government	0	0	0	0	0	0%
Transportation & Public Works	36,957,447	55,051,552	100,416,406	49,921,062	(50,495,344)	-50.3%
Health & Human Services	602,752	3,510,029	150,000	4,854,426	4,704,426	3,136.3%
Parks, Recreation & Culture	32,863,898	27,034,498	25,670,351	20,978,538	(4,691,813)	-18.3%
Debt Service	0	0	0	0	0	0%
Non-Departmental Expenditures ¹	0	0	0	0	0	0%
Non-Departmental Revenues	0	0	0	0	0	0%
Capital Improvements	0	0	0	912,181	912,181	0%
TOTAL	73,367,591	90,443,512	129,979,241	197,008,955	67,029,714	51.6%

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).

COMBINED CAPITAL & OPERATING EXPENDITURES BY FUNCTIONAL AREA

Budget Expenditure Comparison (Capital & Operating)

Total Operating & Capital Expenditures by Functional Area	2020 Actual	2021 Actual	2022 Adopted Budget	2023 Adopted Budget	\$ Change from 2022 Budget	% Change from 2022 Budget
Legislative & Executive	1,959,082	2,258,171	2,425,533	2,609,887	184,354	7.6%
Administration	129,772,919	88,692,857	77,965,273	193,130,848	115,165,575	147.7%
Courts & Judiciary	47,148,227	48,584,337	53,837,180	54,102,181	265,001	0.5%
Public Safety	98,335,201	119,344,047	129,499,505	135,475,266	5,975,761	4.6%
General Government	9,970,979	7,937,227	9,029,945	9,219,393	189,448	2.1%
Transportation & Public Works	297,990,269	312,514,576	376,605,381	333,211,801	(43,393,580)	-11.5%
Health & Human Services	372,449,736	425,306,180	399,036,254	412,444,674	13,408,420	3.4%
Parks, Recreation & Culture	83,034,743	86,488,634	93,224,102	93,478,939	254,837	0.3%
Debt Service	41,059,612	135,618,179	44,887,250	44,365,683	(521,567)	-1.2%
Non-Departmental Expenditures ¹	207,074,710	209,987,071	96,879,885	94,949,542	(1,930,343)	-2.0%
Non-Departmental Revenues	0	0	0	0	0	0%
Capital Improvements	0	0	0	912,181	912,181	0%
TOTAL	1,288,795,478	1,436,731,280	1,283,390,309	1,373,900,395	90,510,086	7.1%

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 22.8% OF
BUDGETED REVENUES IN 2023 AT \$313 MILLION.

2023 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 to responsibly forecast revenue:

- **Informed and Expert Judgment** (e.g., the advice of department leaders).
- **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 Strategy, Budget and Performance 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, staff worked to first clarify what result they would seek, researched methods, identified information sources, and followed the above outlined process for forecasting. Ultimately, staff 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:

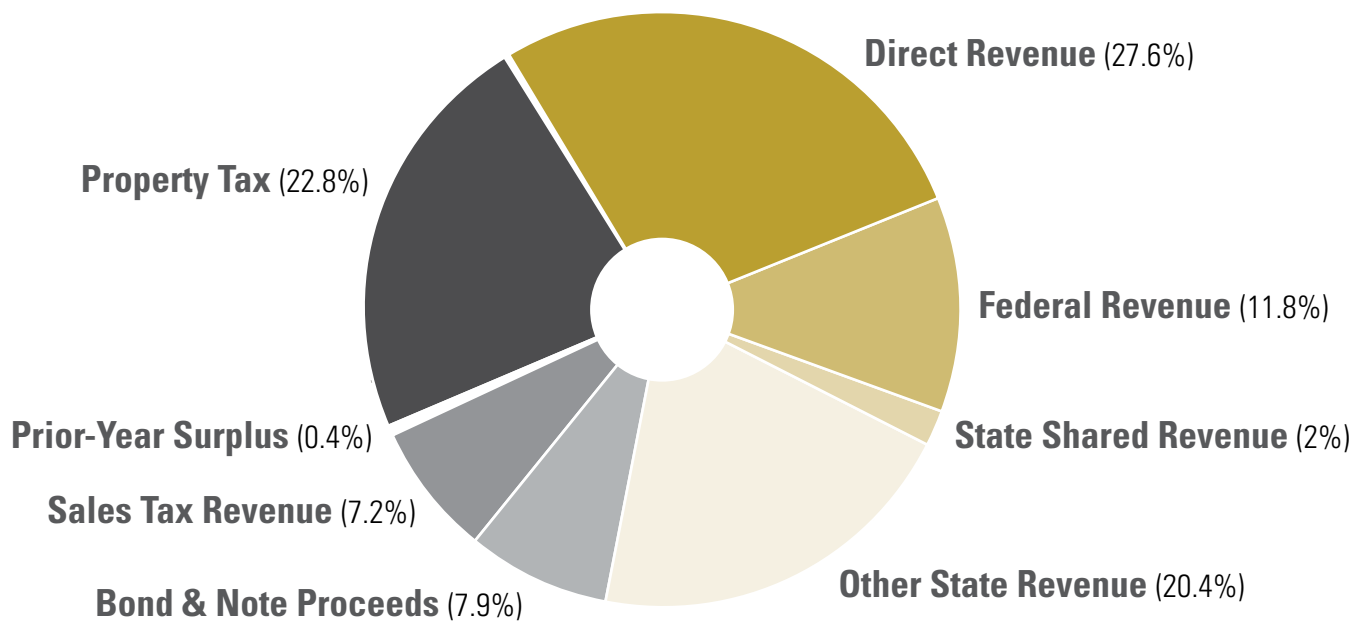
Departmental Narrative Appropriation Unit	Revenue Appropriation Unit
Indirect Revenues	Indirect Revenues
State & Federal Revenues	Federal Revenues State Shared Revenue Other State Revenues
Other Direct Revenues	Direct Revenue Bond Proceeds Sales Tax Prior Year Surplus Vehicle Registration Fee
Property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

Revenue Overview

The 2023 revenue budget is \$1,373,900,395, an increase of \$90,510,086, or 7.1% from the 2022 adopted budget. Revenue increases are primarily driven by an increase of \$64.2 million or 144% in bond and note proceeds revenues, which accounts for 7.9% of total revenue in 2023.

Sales tax revenue for the 2023 budget is \$98,760,154, an increase of \$8.78 million or 9.8% from the 2022 adopted budget, and represents 7.2% of total revenue for 2023. Sales

Composition of 2023 Budgeted Countywide Revenues



tax revenue was projected to decline in the 2021 budget because of pandemic impacts. However, this revenue source has seen improvement in 2021 and 2022, which is expected to continue into 2023. Direct revenue is \$380 million, flat from 2022, and represents 27.6% of total revenue in 2023.

Property tax levy represents 22.8% of budgeted revenues in 2022 at \$313 million, an increase of \$3.5 million or 1.1% over 2022.

State funding, which represents 20.4% of total revenues or \$280.4 million, is increased by \$53.8 million or 23.7% above the 2022 adopted budget. The 2022 budget included a reduction of \$32.7 million State Mass Transit Operating Assistance, which was a one-time reduction in 2022 due to a state budget action. This funding is restored in the 2023 budget. In addition, there is a \$20 million increase in state revenue to support expansion of the Children's Long-Term Support Program in Health and Human Services.

Federal funding for the 2023 budget is \$161.6 million, which represents a decrease of \$39.4 million (or 19.6%) from the 2022 budget and comprises 11.8% of the total 2023 budgeted revenue. The 2022 budget included a larger amount of federal funding for transit, which was included to backfill a reduction in state funds for transit (\$32.7 million) that was applied to 2022 only.

State shared revenue is budgeted at \$27 million, representing 2% of total revenues, and remains flat from the 2022 adopted budget.

The remaining 0.4% of revenues, totaling \$5 million, is derived from prior year surplus.

Wisconsin State Statute 341.35(1) allows local governments to establish and implement a Vehicle Registration Fee (VRF) 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 such as roads, bridges, trails, and public transportation. Revenues of \$16.2 million are budgeted within the Department of Transportation Transit/Paratransit Division and \$1.1 million within the Highway Division.

A contribution of \$7.8 million from the Debt Service Reserve is included to support the operating budget in 2023, which is an increase of \$500,000 from the 2022 adopted budget. Use of Debt Reserve funds is allowed statutorily to protect Milwaukee County from unexpected one-time deficits. An additional Debt Service Reserve contribution of \$10 million is included in the 2023 budget to support the Forensic Science Center capital project.

C O N T I N U E D

Revenue Highlights by Category

Direct revenue remains mostly flat in 2023 at \$380 million.

Sales tax revenue increases countywide by \$8.8 million in 2023, from \$90 million to \$98.8 million, due to increased economic activity in 2021 and 2022 that is expected to continue into 2023.

Federal revenue decreases by a total of \$39.4 million (or 19.6%) in the 2023 budget. This decrease is largely related to a reduction in federal relief funding in the 2023 budget compared to 2022, particularly for transit.

State revenue shows an increase in 2023 of approximately 23.7%. Combined revenue includes \$27 million in State Shared Revenue, as well as \$280.4 million in Other State Revenue, which is an increase of \$53.8 million or 23.7% from 2022. As indicated above, the increase relates to a

restoration of state funding for transit and an increase in funds to support expansion of the Children's Long-Term Support program in Health and Human Services.

Indirect revenues include charges by Milwaukee County departments to other departments for services. Indirect revenue includes employee contributions for pension, health care 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.

Operating Budget Revenue Comparison

Source	2021 Actual	2022 Adopted	2023 Adopted	\$ Change from 2022 Budget	% Change from 2022 Budget
Direct Revenue	577,469,807	374,021,063	363,166,759	(10,854,304)	-2.9%
Federal Revenue	94,927,763	135,280,079	100,660,371	(34,619,708)	-25.6%
State Shared Revenue	27,017,810	26,967,836	26,967,836	0	0%
Other State Revenue	296,997,253	220,609,942	277,518,042	56,908,100	25.8%
Bond & Note Proceeds	125,584	0	0	0	0%
County Sales Tax Revenue	84,802,078	82,069,864	90,656,281	8,586,417	10.5%
Prior-Year Surplus	0	5,000,000	5,000,000	0	0%
Property Tax	303,970,740	309,462,284	312,922,151	3,459,867	1.1%
TOTAL	1,385,311,034	1,153,411,068	1,176,891,440	23,480,372	2.0%

Capital Budget Revenue Comparison

Source	2021 Actual	2022 Adopted	2023 Adopted	\$ Change from 2022 Budget	% Change from 2022 Budget
Direct Revenue	12,512,233	5,933,482	16,437,426	10,503,944	177.0%
Federal Revenue	16,046,803	65,661,561	60,906,952	(4,754,609)	-7.2%
State Shared Revenue	0	0	0	0	0%
Other State Revenue	3,246,848	5,964,098	2,841,943	(3,122,155)	-52.3%
Bond & Note Proceeds	43,639,020	44,505,364	108,718,761	64,213,397	144.3%
County Sales Tax Revenue	7,256,584	7,914,736	8,103,873	189,137	2.4%
Prior-Year Surplus	0	0	0	0	0%
Property Tax	0	0	0	0	1.1%
TOTAL	82,701,489	129,979,241	197,008,955	67,029,714	51.6%

Budgeted Revenue Comparison (Capital & Operating)

Source	2021 Actual	2022 Adopted	2023 Adopted	\$ Change from 2022 Budget	% Change from 2022 Budget
Direct Revenue	589,982,040	379,954,545	379,604,185	(350,360)	-0.1%
Federal Revenue	110,974,566	200,941,640	161,567,323	(39,374,317)	-19.6%
State Shared Revenue	27,017,810	26,967,836	26,967,836	0	0%
Other State Revenue	300,244,101	226,574,040	280,359,985	53,785,945	23.7%
Bond & Note Proceeds	43,764,604	44,505,364	108,718,761	64,213,397	144.3%
County Sales Tax Revenue	92,058,662	89,984,600	98,760,154	8,775,554	9.8%
Prior-Year Surplus	0	5,000,000	5,000,000	0	0%
Property Tax	303,970,740	309,462,284	312,922,151	3,459,867	1.1%
TOTAL	1,468,012,523	1,283,390,309	1,373,900,395	90,510,086	7.1%

Comparison of Funded Full-Time Equivalent (FTE) Positions

BY FUNCTIONAL AREA

		2020	2021	2022	2023	2022 to 2023 Change
LEGISLATIVE & EXECUTIVE						
100	Board of Supervisors	11.0	9.0	10.0	10.0	0
103	County Executive – Government Affairs	2.0	2.0	2.0	2.0	0
110	County Executive	9.0	9.0	9.0	9.0	0
	Total Legislative & Executive	22.0	20.0	21.0	21.0	0

ADMINISTRATION

109	Office of Equity	7.0	7.0	7.0	9.0	2.0
112	Personnel Review Board/CSC/Ethics Board	3.0	3.0	3.0	3.0	0
113	Corporation Counsel	23.0	25.0	25.0	25.0	0
114	Department of Human Resources	63.0	64.0	67.0	70.0	3.0
115	Department of Administrative Services (DAS)	184.0	189.0	174.0	176.0	2.0
116	DAS – Information Management Services	69.0	73.0	75.5	81.0	5.5
117	DAS – Risk Management	7.0	7.0	7.0	7.0	0
118	Strategy, Budget & Performance ¹	0	0	19.0	21.0	2.0
	Total Administration	356.0	368.0	377.5	392.0	14.5

COURTS & JUDICIARY

200	Combined Court Related Operations	293.5	293.5	297.5	304.5	7.0
243	Child Support Services	142.0	139.0	139.0	138.0	(1.0)
290	Courts – Pre-Trial Services	3.0	3.0	3.0	3.0	0
	Total Courts & Judiciary	438.5	435.5	439.5	445.5	6.0

PUBLIC SAFETY

400	Sheriff	723.0	718.0	712.0	707.0	(5.0)
430	Community Reintegration Center	363.0	359.0	359.0	368.0	9.0
450	District Attorney	162.0	164.0	167.0	166.0	(1.0)
480	Emergency Management	56.0	54.0	59.25	60.0	0.75
490	Medical Examiner	33.0	33.0	35.0	36.0	1.0
	Total Public Safety	1,337.0	1,328.0	1,332.25	1,337.0	4.75

GENERAL GOVERNMENT

301	Election Commission ²	3.0	3.5	3.5	3.5	0
309	County Treasurer	10.0	10.0	10.0	10.0	0
327	County Clerk	13.0	15.0	15.0	15.0	0
340	Register of Deeds	25.0	24.0	24.0	24.0	0
370	Office of the Comptroller	61.0	62.0	62.0	62.0	0
	Total General Government	112.0	114.5	114.5	114.5	0

(CHART CONTINUES ON NEXT PAGE)

Comparison of Funded Full-Time Equivalent (FTE) Positions

BY FUNCTIONAL AREA (CONTINUED)

		2020	2021	2022	2023	2022 to 2023 Change
TRANSPORTATION & PUBLIC WORKS						
504	Airport	251.42	241.0	246.0	234.0	(12.0)
509	Transportation Services ³	12.0	12.0	12.0	12.0	0
510	Highway Maintenance ³	118.24	118.24	118.24	118.24	0
530	Fleet Management	47.0	47.0	51.0	50.0	(1.0)
580	Director's Office	7.0	7.0	8.0	8.0	0
	Total Transportation & Public Works	435.66	425.24	435.24	422.24	(13.0)
HEALTH & HUMAN SERVICES						
630	Behavioral Health Services	476.6	489.9	429.35	302.6	(126.75)
800	Health & Human Services ⁴	404.5	405.5	420.5	438.0	17.5
	Total Health & Human Services	881.1	895.4	849.85	740.6	(109.25)
PARKS, RECREATION & CULTURE						
900	Parks	249.0	254.0	266.0	283.0	17.0
950	Zoo	151.5	151.5	155.1	162.1	7.0
991	University Extension Service	0.75	0.75	0.75	0.75	0
	Total Parks, Recreation & Culture	401.25	406.25	421.85	445.85	24.0
TOTAL — ALL OPERATING DEPARTMENTS		3,983.51	3,992.89	3,991.69	3,918.69	(73.0)

¹ The 2022 budget created a new Department of Strategy, Budget & Performance.

² FTEs for the Election Commission are included in the count for the County Clerk.

³ Transportation Services (5090) was previously a part of the Highway Maintenance Department. In 2019, Transportation Services was separated into its own agency.

⁴ 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 included in the Department of Health and Human Services.

DEPARTMENTAL NARRATIVES

Budget Narrative Readers Guide

LEGISLATIVE & EXECUTIVE FUNCTION

GENERAL GOVERNMENT FUNCTION

ADMINISTRATIVE FUNCTION

COURTS & JUDICIARY FUNCTION

PUBLIC SAFETY FUNCTION

TRANSPORTATION FUNCTION

HEALTH & HUMAN SERVICES FUNCTION

PARKS, RECREATION & CULTURE FUNCTION

DEBT SERVICE FUNCTION

NON-DEPARTMENTAL REVENUE FUNCTION

NON-DEPARTMENTAL EXPENDITURES FUNCTION



**MILWAUKEE
COUNTY**

2023 ADOPTED OPERATING BUDGET

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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.

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 Milwaukee 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 Milwaukee County has received every 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 full-time equivalents (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 "2023 Major Changes." This section describes the changes from the prior year. These may include any changes with policy implementation, personnel changes, changes 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 FTEs.

"What We Do With It": This presents 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 shows 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 the program area for the 2023 budget compared to the 2022 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 2023

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. ■

DEPARTMENTAL NARRATIVES

LEGISLATIVE & EXECUTIVE FUNCTION

100 — Board of Supervisors

110 — County Executive – General Office

103 — County Executive – Office of Government Affairs



**MILWAUKEE
COUNTY**

2023 ADOPTED OPERATING BUDGET

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BOARD OF SUPERVISORS (100)

 Department: **Board of Supervisors**

 AGENCY NO. **100**

 FUND: **General — 10001**

BUDGET SUMMARY

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Costs	\$1,063,429	\$1,034,165	\$1,109,058	\$1,119,128	\$10,070
Operation Costs	\$60,605	\$66,306	\$128,791	\$132,561	\$3,770
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$0	\$0	\$0	\$0	\$ 0
Interdepartmental. Charges	\$994	\$5,040	\$0	\$0	\$ 0
Total Expenditures	\$1,125,028	\$1,105,511	\$1,237,849	\$1,251,689	\$13,840
Revenues					
Direct Revenue	\$830	\$0	\$0	\$0	\$ 0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$ 0
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$ 830	\$ 0	\$ 0	\$ 0	\$ 0
Tax Levy	\$1,124,198	\$1,105,511	\$1,237,849	\$1,251,689	\$13,840
Personnel					
Full-Time Pos. (FTE)	11.0	9.0	10.0	10.0	0.0
Elected Supervisors	18.0	18.0	18.0	18.0	0.0
Seasonal/Hourly/Pool \$	\$28,388	\$45,859	\$53,361	\$55,224	\$1,863
Overtime \$	\$17	\$11	\$0	\$0	\$ 0

Department Mission:

The Board of Supervisors is the legislative branch of Milwaukee County government and serves the public. Legislative oversight of and recommendations on County policies are made with transparency and through public meetings of standing committees, commissions, and task forces. A collaborative governance model, and sharing of resources, empowers district offices to lead.

Our Mission: The Board shares the County's mission, "We enhance the quality of life in Milwaukee County through great public service." To advance the policy of equal opportunity for all our citizens, the Board initiated the creation of the Office of Equity, declared racism a public health crisis, and adopted an ordinance to achieve racial equity. In the 2020-2022 term, the Board established the Audit Committee to provide oversight of these initiatives with the goal of working in unity to achieve racial equity.

Our Vision: The Board is committed to the County's vision that "By achieving racial equity, Milwaukee is the healthiest county in Wisconsin." Fostering decision-making through a racial equity lens will support the achievement of the County's vision. To further propel this vision, the Board expanded the scope of the health committee to focus on equity, strategic planning, and outcomes. The establishment of a committee where all departments report their strategic plans is a step in breaking down silos within County government and creates a place where we can learn from each other and identify where opportunities for collaboration may exist.

BOARD OF SUPERVISORS (100)

Department: **Board of Supervisors**

AGENCY NO. **100**

FUND: **General — 10001**

Our Values: The Board is guided by the County's values of respect, integrity, and excellence. With an eye on equity and inclusion, Supervisors collaborate through the legislative process, and with internal and external partners, to provide oversight of County operations and initiate policies to enhance quality of life in Milwaukee County through public service.

Department Description:

The Board consists of 18 Supervisors who are elected by diverse constituencies to represent their interests in the legislative branch of Milwaukee County.

Individual District Offices: Through the ballot box, voters in each of the 18 Supervisory districts decide who will serve as their representative on the County Board. In their representation of constituents, each elected Supervisor is responsible for the administration of their own district office, including day-to-day operations and district communications.

Centralized Support: Through creating and nurturing an inclusive work culture, staff strengths are lifted to support district needs. Board leadership and staff additionally create accessible resources and organize trainings aimed at promoting professional success. These tools support Supervisors and their district offices in the delivery of responsive constituent services and advancement of legislative goals. A strategic realignment has created career ladders with opportunities for staff to develop skills and gain experience for professional advancement within the department. This alignment invests in equity and supports the objective that every level of government will reflect the full diversity of the County.

BOARD OF SUPERVISORS (100)

Department: **Board of Supervisors**

AGENCY NO. **100**

FUND: **General — 10001**

Strategic Program Area 1: County Board

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020* Actual	2021* Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$1,125,027	\$1,105,511	\$1,237,849	\$1,251,689	\$13,840
Revenues	\$830	\$0	\$0	\$0	\$ 0
Tax Levy	\$1,124,197	\$1,105,511	\$1,237,849	\$1,251,689	\$13,840
FTE Positions	11.0	9.0	10.0	10.0	0.0

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

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
The Board is a diverse legislative body comprised of 18 County officials who are independently elected into office for two-year terms. Each Supervisor represents a district with about 53,000 County residents. While district offices provide constituent referrals, the Board is a policy-making body and does not provide direct county services. The Board serves the countywide function of ensuring data activity can be heard in a transparent and public format through the legislative committee process. As one example, the Board created a separate committee on Audit where there can be more in-depth reviews of the data and information collected through county audit reports.				

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
As a policy-making body, the primary work of the Board is conducted through legislative actions, which can be found and tracked via the County Legislative Information Center (CLIC). With the County's focus on racial equity guiding its legislative priorities, term measures reviewed by the County Board were adopted with an eye on creating intentional inclusion, bridging disparities, and investing in equity. While elected Supervisors manage their own district offices and constituent communications, there are intentional conversations about how to align the County's strategic plan with district office activities.				

BOARD OF SUPERVISORS (100)

Department: **Board of Supervisors**

AGENCY NO. **100**

FUND: **General — 10001**

Strategic Overview:

The electorate selects a new Board every two years. The 2022-2024 term began on April 18, 2022, with an Organizational Meeting that marked the first hybrid meeting of the full County Board.

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. The strategic realignment confronts the challenges of these limitations, which have a compounding effect on its capacity to represent residents, deliver constituent services, grow community presence, and advance collaborative policies. The 2023 budget funds the same level of positions as 2022, and accounts for the full impact of cost-of-living adjustments for employees.

Strategic Implementation:

Currently, the culture creates urgency for all elected officials to respond in a proactive manner, as we work to “do the right thing.” Supervisors seek robust civic engagement with constituencies and stakeholders.

Objectives & Goals: Among the Board's most important means of establishing policy and positively impacting our community is the adoption of the annual county budget. Additionally, the Board adopts countywide policies through resolutions and ordinances. Cyclic committee meetings and the use of recurring reporting tools, such as reference files, are ways the Board provides legislative oversight of County operations.

The Board actively seeks diverse perspectives when making decisions and has implemented broader and more inclusive methods of receiving public input. Virtual testimony, eComments, hybrid meeting options, shared newsletter content, and coordinated social media efforts are now available. The expansion of ways constituents can interact with Supervisors about proposed legislation and County services creates opportunities for more diverse engagement with the public.

COUNTY EXECUTIVE (110)
Department: **County Executive**

AGENCY NO. **110**
FUND: **General — 10001**

BUDGET SUMMARY

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Costs	\$635,105	\$826,633	\$873,958	\$908,162	\$34,204
Operation Costs	\$13,009	\$17,941	\$12,084	\$48,546	\$36,462
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$0	\$0	\$0	\$0	\$ 0
Interdepartmental. Charges	\$1,530	\$5,247	\$5,484	\$1,000	(\$4,484)
Total Expenditures	\$649,644	\$849,821	\$891,526	\$957,708	\$66,182
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	\$649,644	\$849,821	\$891,526	\$957,708	\$66,182
Personnel					
Full-Time Pos. (FTE)	9.0	9.0	9.0	9.0	0.0
Seasonal/Hourly/Pool \$	\$0	\$0	\$0	\$23,894	\$23,894
Overtime \$	\$132	\$190	\$0	\$0	\$ 0

Department Mission:

The Milwaukee County Executive works to create a healthy, enjoyable and prosperous community for all people in Milwaukee County by providing leadership 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 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.

COUNTY EXECUTIVE (110)
Department: **County Executive**

AGENCY NO. **110**
FUND: **General — 10001**

Strategic Program Area 1: General Office

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$649,643	\$849,820	\$891,526	\$957,708	\$66,182
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$649,643	\$849,820	\$891,526	\$957,708	\$66,182
FTE Positions	9.0	9.0	9.0	9.0	0.00

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
To Be Determined				

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Performance metrics are being refined and will be included in the 2024 budget.				

Strategic Overview:

The Office of the County Executive creates and executes the County's 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 became 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. Several studies done in the last decade have shown that 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, in 2019 Milwaukee County launched its first strategic plan in 20 years to focus on achieving health and racial equity. The plan includes the following strategic focus areas and objectives:

- 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.

COUNTY EXECUTIVE (110)

Department: **County Executive**

AGENCY NO. **110**

FUND: **General — 10001**

Objective 1A: Reflect the full diversity of the County at every level of County government.

Objective 1B: Create and nurture an inclusive culture across the County.

Objective 1C: Increase the number of County contracts awarded to minority and women-owned businesses.

- 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.

Objective 2A: Determine what, where and how we deliver services based on the resolution of health disparities.

Objective 2B: Break down silos across County government to maximize access to and quality of services offered.

Objective 2C: 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.

Objective 3A: Invest "upstream" to address root causes of health disparities.

Objective 3B: Enhance the County's fiscal health and sustainability.

Objective 3C: Dismantle barriers to diverse and inclusive communities.

Nine staff positions are provided in 2023 to assist the County Executive in day-to-day administrative oversight and management of Milwaukee County. In accordance with the strategic focus area of Creating Intentional Inclusion, two paid internship positions are created to ensure there are no financial barriers to those wishing to intern in the Office of the County Executive. Over the next year, the County Executive's Office will engage partners, elected officials, and community members to further advance the strategic plan, create associated metrics, 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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GOVERNMENT AFFAIRS (103)

Department: **Government Affairs**

AGENCY NO. **103**
FUND: **General — 10001**

BUDGET SUMMARY

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Costs	\$164,018	\$122,058	\$184,134	\$200,263	\$16,129
Operation Costs	\$20,393	\$180,783	\$112,024	\$200,227	\$88,203
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$0	\$0	\$0	\$0	\$ 0
Interdepartmental. Charges	\$0	(\$)	\$0	\$0	\$ 0
Total Expenditures	\$184,411	\$302,841	\$296,158	\$400,490	\$104,332
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	\$184,411	\$302,841	\$296,158	\$400,490	\$104,332
Personnel					
Full-Time Pos. (FTE)	2.0	2.0	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 (OGA) is to represent the interests of Milwaukee County before Local, State, and Federal governments. Also, the OGA builds 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 OGA includes two full-time positions who work to fulfill its mission of representing the County's interests while building partnerships across governmental jurisdictions.

GOVERNMENT AFFAIRS (103)

Department: **Government Affairs**

AGENCY NO. **103**
FUND: **General — 10001**

Strategic Program Area 1: Government Affairs

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$184,411	\$302,840	\$296,158	\$400,490	\$104,332
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$184,411	\$302,840	\$296,158	\$400,490	\$104,332
FTE Positions	2.0	2.0	2.0	2.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Activity Data is not available for this area	0	0	0	0
How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 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 provided supports two full-time positions to represent the County's interests before other units and levels of government. In the 2023 budget, additional funds are included to procure contractual services to support activities at the state and federal level. The Office of Government Affairs, through its activities, has secured an additional \$50M in revenues for Milwaukee County over the last two years. This additional funding will assist with these continued efforts. Of the \$100,404 in additional funding for 2023, \$25,404 is placed in an allocated contingency account and the Office of Government Affairs shall provide a report to the County Board with a detailed plan on how the funds earmarked for contractual services will be spend on behalf of both the County Executive and the County Board and how it related to the County's adopted policies.

DEPARTMENTAL NARRATIVES

GENERAL GOVERNMENT FUNCTION

309 — Office of the County Treasurer

327 — Office of the County Clerk (including Election Commission)

340 — Office of the Register of Deeds

370 — Office of the Comptroller



**MILWAUKEE
COUNTY**

2023 ADOPTED OPERATING BUDGET

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OFFICE OF THE COUNTY TREASURER (309)

 Department: **Office of the County Treasurer**

 AGENCY NO. **309**

 FUND: **General — 10001**

BUDGET SUMMARY

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Costs	\$470,849	\$558,965	\$637,068	\$625,211	(\$11,857)
Operation Costs	\$147,086	\$247,754	\$284,227	\$324,227	\$40,000
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$0	\$0	\$0	\$0	\$ 0
Interdepartmental. Charges	\$500	\$415	\$0	\$0	\$ 0
Total Expenditures	\$618,435	\$807,134	\$921,295	\$949,438	\$28,143
Revenues					
Direct Revenue	\$2,319,736	\$2,521,165	\$2,030,000	\$2,030,000	\$ 0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$ 0
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$2,319,736	\$2,521,165	\$2,030,000	\$2,030,000	\$ 0
Tax Levy	(\$1,701,301)	(\$1,714,031)	(\$1,108,705)	(\$1,080,562)	\$28,143
Personnel					
Full-Time Pos. (FTE)	10.0	10.0	10.0	10.0	0.0
Seasonal/Hourly/Pool \$	\$0	\$0	\$0	\$0	\$ 0
Overtime \$	\$6	\$0	\$0	\$0	\$ 0

Department Mission:

The Milwaukee County Treasurer's Office provides 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 – This function is responsible for county wide banking functions, internet banking access, bank account and money management, and account reconciliation.
- Cash Receipting and Check distribution – This function is 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.

OFFICE OF THE COUNTY TREASURER (309)Department: **Office of the County Treasurer**AGENCY NO. **309**FUND: **General — 10001**

- Accounts Receivable – This function is responsible for county-wide accounts receivable. This new function was created in 2020 because 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 – This function is 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 – This function is 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.

OFFICE OF THE COUNTY TREASURER (309)

 Department: **Office of the County Treasurer**

 AGENCY NO. **309**

 FUND: **General — 10001**
Strategic Program Area 1: Banking Services & Delinquent Property Tax Collection

 Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$618,434	\$807,134	\$921,295	\$949,438	\$28,143
Revenues	\$2,319,736	\$2,521,165	\$2,030,000	\$2,030,000	\$ 0
Tax Levy	(\$1,701,302)	(\$1,714,031)	(\$1,108,705)	(\$1,080,562)	\$28,143
FTE Positions	10.0	10.0	10.0	10.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Checks Issued	69,655	48,577	70,000	70,000
Delinquent Tax Notices Processed	13,336	9,694	12,000	12,000
Unpaid Property Tax Parcels Submitted	1,440	1,702	1,400	1,400

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
TBD				

Strategic Overview:

The Accounts Receivable function was added to the department. This function was created in 2020 to provide a new centralized accounts receivable function for Milwaukee County.

Strategic Implementation:

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

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OFFICE OF THE COUNTY CLERK (327)

 Department: **County Clerk**

 AGENCY NO. **327**
 FUND: **General — 10001**

BUDGET SUMMARY

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Costs	\$1,013,092	\$1,171,110	\$1,258,279	\$1,272,226	\$13,947
Operation Costs	\$2,737,498	\$304,861	\$677,256	\$355,730	(\$321,526)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$0	\$0	\$0	\$0	\$ 0
Interdepartmental. Charges	\$60,213	\$9,213	\$0	\$0	\$ 0
Total Expenditures	\$3,810,803	\$1,485,184	\$1,935,535	\$1,627,956	(\$307,579)
Revenues					
Direct Revenue	\$2,259,715	\$298,781	\$633,751	\$495,570	\$64,649
Intergovernmental Revenue	\$248,400	\$69,008	\$0	\$45,000	\$45,000
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$2,508,115	\$367,789	\$633,751	\$540,570	(\$93,181)
Tax Levy	\$1,302,688	\$1,117,395	\$1,301,784	\$1,087,386	(\$214,398)
Personnel					
Full-Time Pos. (FTE)	17.0	19.5	18.5	18.5	0.0
Seasonal/Hourly/Pool \$	\$62,342	\$8,057	\$39,176	\$40,293	\$1,117
Overtime \$	\$4,123	\$1,091	\$0	\$0	\$ 0

Department Mission:

The departments of the County Clerk (CC) and the Election Commission support the activities of the Milwaukee County Board of Supervisors, election activities of the Milwaukee County Election Commission, general operations of County government, and provide the highest quality services to the public at the lowest cost to the taxpayers.

Department Description:

County Clerk is independently elected, 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 oversees 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

OFFICE OF THE COUNTY CLERK (327)

Department: **County Clerk**

AGENCY NO. **327**

FUND: **General — 10001**

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 301).

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 2023

The Milwaukee County Clerk's Office will continue to adjust its operations in 2023 due to the Covid-19 pandemic and 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 and will continue to advertise its services to the public to increase revenue.

Expenses decrease in the Election Commission budget due to two planned elections in 2023 rather than four.

In collaboration with the Office of the County Clerk, the Department of Administrative Services -- Information Management Services Division shall provide technological support to strengthen public access to all County meetings and hearings. Funding from Capital Project WY0726 -- Milwaukee County Digital Transformation Initiative shall be used to offer translation services, including multilingual captioning services and multilingual meeting notices and agendas. In addition, Milwaukee County leaders have the ability to make appointments to numerous Boards and Commissions at the State and local level. To ensure appointments to these positions are made with an eye towards equity, unallocated funding from Capital Project WY0726 -- Milwaukee County Digital Transformation Initiative is also earmarked to develop a Countywide appointment tracking software. DAS-IMSD and the Office of the County Clerk shall provide a report to the County Board by the April 2023 meeting cycle with a status update, which includes cost estimates and a projected timeline for implementation.

OFFICE OF THE COUNTY CLERK (327)

 Department: **County Clerk**

 AGENCY NO. **327**
 FUND: **General — 10001**
Strategic Program Area 1: County Clerk

 Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$812,065	\$954,209	\$1,027,620	\$1,027,003	(\$ 617)
Revenues	\$302,823	\$298,466	\$553,001	\$494,820	(\$58,181)
Tax Levy	\$509,242	\$655,743	\$474,619	\$532,183	\$57,564
FTE Positions	13.0	15.0	15.0	15.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Marriage licenses issued	3,622	4,323	4,800	4,800
Marriage license waivers	350	576	425	650
Domestic partnership declarations issued	N/A	N/A	N/A	N/A
County Board files maintained	945	1,127	950	1,200
County Ordinances published	11	14	12	14
County Board proceedings published	15	19	15	15
Contractor lien notices/vendor levies	15	3	15	15
Claims processed	236	234	240	235
Summons and complaints processed	66	42	270	70
Lobbying registrations	9	15	12	14
Oaths of Office administered	72	65	70	75
Wisconsin DNR licenses sold	72	68	80	70
Passport applications processed	449	252	1,700	1,400
Documents notarized	3,804	4,470	5,200	4,500

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Customer satisfaction survey rating	99%	99%	99%	99%

OFFICE OF THE COUNTY CLERK (327)Department: **County Clerk**AGENCY NO. **327**FUND: **General — 10001****Strategic Overview:**

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

Strategic Implementation:

As it continues to adjust to changes brought on by the Covid-19 pandemic, the County Clerk's office strives to perform at the existing high level of efficiency, expediency and above all, quality. A slight decrease in the number of marriage licenses issued in 2023 is anticipated as many weddings postponed during 2020 and 2021 due to the pandemic have taken place in 2022. The Clerk's Office anticipates that Courthouse weddings will be conducted in 2023.

The County Clerk's Office interacts with members of the public daily and each customer is encouraged to complete a customer satisfaction survey. Performance ratings have been consistently exceptional and are reflected in the Performance Measures table above.

OFFICE OF THE COUNTY CLERK (327)

 Department: **County Clerk**

 AGENCY NO. **327**
 FUND: **General — 10001**
Strategic Program Area 2: Election Commission

 Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$2,998,738	\$530,976	\$907,915	\$600,953	(\$306,962)
Revenues	\$2,205,292	\$69,322	\$80,750	\$45,750	(\$35,000)
Tax Levy	\$793,446	\$461,654	\$827,165	\$555,203	(\$271,962)
FTE Positions	3.0	3.5	3.5	3.5	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Elections	4	2	4	2
Special elections	0	1	0	0
Recounts	1	0	0	0
State/City/Muni/School Board referendum	0	2	4	0
Campaign finance statements	150	98	220	150
Nomination papers	36	6	50	7

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Customer satisfaction survey rating with election stakeholders	94% Excellent	95% Excellent	95% Excellent	97% 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 2023 elections include:

Spring Primary - February 21, 2023

Spring Election - April 4, 2023

OFFICE OF THE COUNTY CLERK (327)Department: **County Clerk**AGENCY NO. **327**FUND: **General — 10001**

An amount of \$18,000 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 and utilize its GovDelivery platform for this purpose.

The Election Commission concentrates on improving the process of programming the elections to ensure 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 continues working to improve the process of conducting the canvass. This will include conducting voluntary audits after each election.

OFFICE OF THE REGISTER OF DEEDS (340)

 Department: **Register of Deeds**

 AGENCY NO. **340**

 FUND: **General — 10001**

BUDGET SUMMARY

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Costs	\$929,144	\$986,550	\$1,144,807	\$1162,655	\$17,848
Operation Costs	\$69,742	\$39,857	\$123,150	\$126,700	\$3,550
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$0	\$0	\$0	\$0	\$ 0
Interdepartmental. Charges	\$1,244	\$854	\$0	\$0	\$ 0
Total Expenditures	\$1,000,130	\$1,027,261	\$1,267,957	\$1,289,355	\$21,398
Revenues					
Direct Revenue	\$5,473,190	\$6,956,247	\$4,848,000	\$4,589,000	(\$259,000)
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$ 0
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$5,473,190	\$6,956,247	\$4,848,000	\$4,589,000	(\$259,000)
Tax Levy	(\$4,473,060)	(\$5,928,986)	(\$3,580,043)	(\$3,299,645)	\$280,398
Personnel					
Full-Time Pos. (FTE)	25.0	24.0	24.0	24.0	0.0
Seasonal/Hourly/Pool \$	\$0	\$0	\$0	\$0	\$ 0
Overtime \$	\$16,562	\$24,432	\$18,578	\$15,524	(\$3,054)

Department Mission:

To provide timely, secure, accurate, archival accessible, and cost-effective record systems and services 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, 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).

OFFICE OF THE REGISTER OF DEEDS (340)Department: **Register of Deeds**AGENCY NO. **340**FUND: **General — 10001****Major Changes in FY 2023:**

- Combine Document Examination and Cashier Services with Real Estate Services to reflect the 2022 reorganization.
- Reduction to revenues of \$259,000 related to current market trends, rising interest rates, and discontinuation of one customer for digital images.

OFFICE OF THE REGISTER OF DEEDS (340)

 Department: **Register of Deeds**

 AGENCY NO. **340**

 FUND: **General — 10001**
Strategic Program Area 1: Administration

 Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$276,073	\$315,912	\$299,438	\$328,763	\$29,325
Revenues	\$452	\$95	\$0	\$0	\$ 0
Tax Levy	\$275,621	\$315,817	\$299,438	\$328,763	\$29,325
FTE Positions	4.0	4.0	4.0	4.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
How we compare to other offices?				
*Much Better	0	0	40%	40%
*Better	0	0	30%	30%
*Same	0	0	0%	0%
*No Opinion	0	0	30%	30%

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Level of Customer Service - Excellent	0	0	90%	90%
Overall experience with service - Satisfied; met expectations	0	0	100%	100%
How long was the wait? Not too long (5-10 minutes)	0	0	100%	90%

OFFICE OF THE REGISTER OF DEEDS (340)Department: **Register of Deeds**AGENCY NO. **340**FUND: **General — 10001****Strategic Overview:**

The Administration strategic 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:

The ROD's 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 industry partners are ROD's goals. Due to the pandemic, the public was not being served in person until July 2021. Therefore, no survey data for 2020 and 2021 is available.

OFFICE OF THE REGISTER OF DEEDS (340)

 Department: **Register of Deeds**

 AGENCY NO. **340**
 FUND: **General — 10001**
Strategic Program Area 2: Real Estate Services

 Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$205,904	\$233,954	\$230,507	\$521,243	\$290,736
Revenues	\$5,283,406	\$6,736,407	\$4,628,000	\$4,387,000	(\$241,000)
Tax Levy	(\$5,077,502)	(\$6,502,453)	(\$4,397,493)	(\$3,865,757)	\$531,736
FTE Positions	5.0	5.0	5.0	10.0	5.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Requester:				
Individuals	649	776	350	500
Law Firms	84	78	70	80
Financial Institutions	44	43	65	50
Title Insurers/Researchers	195	156	150	150
Others (Utilities, outside govt)	10	12	15	20
Total Mail/Phone Searches	982	1065	650	800
Follow up Required from Requester	12	1	20	10
Document Types Requested				
Mortgage	144	123	100	100
Deed	966	1103	600	600
Assignments	11	7	20	20
Releases	77	88	80	80
LisPendens	21	14	30	30
*Other	208	175	200	200
Total Documents	1457	1510	1030	1030

*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.

OFFICE OF THE REGISTER OF DEEDS (340)

Department: **Register of Deeds**

AGENCY NO. **340**

FUND: **General — 10001**

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Recordings	123,098	141,323	120,000	110,000
Transfer Tax Collected	17,147	20,476	15,000	13,000

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Percent of time recorded paper documents are scanned into the imaging system within 2 business days after recorded date	100%	98%	100%	100%
Percent of document data indexed within 4 business days after the recorded date	100%	100%	100%	100%
Percent of indexed data verified within 10 business days after the indexed date	71.2%	100%	98%	100%
Percent of electronic documents recorded within 2 business days of receipt	100%	100%	100%	100%
Percent of paper documents recorded within 2 business days of receipt	65.4%	97%	98%	100%

Strategic Overview:

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

- Digitizing document images into the database, including microfilm images when needed to improve quality.
- Scanning of plats.
- 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 customers how to use the public access computer system.
- Responding to phone calls, email and mail inquiries regarding documents, 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.
- Determining the recordability of real estate documents per state statutes.
- Examination and entry of the Department of Revenue real estate transfer return forms.
- Providing written and verbal explanations to title companies, lawyers, and the general public as to why documents are rejected for recording

OFFICE OF THE REGISTER OF DEEDS (340)Department: **Register of Deeds**AGENCY NO. **340**FUND: **General — 10001****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 document number, etc. Indexed data is necessary to allow title searchers and the 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. Real Estate Clerks 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.

The FTE count is increased by (five) 5 due to the transfer in of staff because of the 2022 reorganization and elimination of the Document Examination and Cashier Services strategic program area.

OFFICE OF THE REGISTER OF DEEDS (340)

Department: **Register of Deeds**

AGENCY NO. **340**
FUND: **General — 10001**

Strategic Program Area 3: Vital Statistics

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$218,741	\$177,547	\$252,369	\$228,996	(\$23,373)
Revenues	\$185,907	\$213,622	\$215,500	\$197,500	(\$18,000)
Tax Levy	\$32,834	(\$36,075)	\$36,869	\$31,496	(\$5,373)
FTE Positions	6.0	6.0	5.0	6.0	1.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Vital Records Placed on File	27,789	26,510	28,000	28,000
Cert Copies: Birth, Death, Marriage Records	41,001	48,490	60,000	55,000
Vital Records Correction, No Fee	5,185	519	800	1,000
Vital Records No Fee – Veterans Office Use Only	385	321	400	350
Marriage Registration	3,045	3,575	3,000	3,000
Genealogy – Records Reviewed	30	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Percent of death records and marriage records examined and processed within 1 business day of receipt	100%	97%	98%	100%
Percent of mail requests for the purchase of vital records sent out within 2 business days of receipt	98%	98%	100%	100%

Strategic Overview:

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

OFFICE OF THE REGISTER OF DEEDS (340)Department: **Register of Deeds**AGENCY NO. **340**FUND: **General — 10001****Strategic Implementation:**

Certified copies of vital records are sold to the public. 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. Vital records kiosks with English and Spanish capability have been installed in the office. The implementation of Official Records Online (ORO) through a webpage created a new revenue for each record accessed. In 2022, "On Demand" service was implemented. Individuals can scan a QR code, order and pay for their certificate without waiting in line. Once the certificate is ready, the individual receives an email stating it is ready for pick up.

FTE count is increased by one due to the transfer in from Document Examination and Cashier Services.

OFFICE OF THE REGISTER OF DEEDS (340)

 Department: **Register of Deeds**

 AGENCY NO. **340**
 FUND: **General — 10001**
Strategic Program Area 4: Document Examination & Cashier Services

 Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$167,150	\$181,172	\$296,187	\$0	(\$296,187)
Revenues	\$298	\$758	\$0	\$0	\$ 0
Tax Levy	\$166,852	\$180,414	\$296,187	\$ 0	(\$296,187)
FTE Positions	7.0	6.0	6.0	0.0	(6.0)

Strategic Overview:

Document Examination and Cashier Services is being rolled into Real Estate Services in 2023 to align with the 2022 reorganization.

Strategic Implementation:

OFFICE OF THE REGISTER OF DEEDS (340)

 Department: **Register of Deeds**

 AGENCY NO. **340**
 FUND: **General — 10001**
Strategic Program Area 5: Tax Listing

 Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$132,261	\$118,675	\$189,456	\$210,353	\$20,897
Revenues	\$3,128	\$5,366	\$4,500	\$4,500	\$ 0
Tax Levy	\$129,133	\$113,309	\$184,956	\$205,853	\$20,897
FTE Positions	3.0	3.0	4.0	4.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Number of times when previous month's assessor information sent to each municipality by the 25th of each month	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.

Strategic Implementation:

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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OFFICE OF THE COMPTROLLER (370)

 Department: **Comptroller**

 AGENCY NO. **370**
 FUND: **General — 10001**

BUDGET SUMMARY

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Costs	\$3,669,749	\$3,975,943	\$4,257,038	\$4,572,729	\$315,691
Operation Costs	\$918,698	\$686,129	\$695,417	\$757,232	\$61,815
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$0	\$0	\$0	\$0	\$ 0
Interdepartmental. Charges	(\$46,835)	(\$44,425)	(\$47,297)	(\$80,118)	(\$32,821)
Total Expenditures	\$4,541,612	\$4,617,647	\$4,905,158	\$5,249,843	\$344,685
Revenues					
Direct Revenue	\$310,965	\$339,061	\$143,000	\$143,000	\$ 0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$ 0
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$310,965	\$339,061	\$143,000	\$143,000	\$ 0
Tax Levy	\$4,230,647	\$4,278,586	\$4,762,158	\$5,106,843	\$344,685
Personnel					
Full-Time Pos. (FTE)	61.0	62.0	62.0	62.00	0.0
Seasonal/Hourly/Pool \$	\$0	\$0	\$0	\$0	\$0
Overtime \$	\$25,466	\$53,844	\$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 Annual Comprehensive Financial Report (ACRF), 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.

OFFICE OF THE COMPTROLLER (370)

Department: **Comptroller**

AGENCY NO. **370**

FUND: **General — 10001**

5. Central Payroll is responsible for countywide payroll procedures, payroll processing and employee expense management.
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.

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 upon request.

Major Changes in FY 2023

The Office of the Comptroller's has an increase in 2023 tax levy compared to 2022 due to a critical need to maintain, at a minimum, current staffing levels. The tax levy increase allows for retention of mission critical positions which will allow; continued support and administration of the Enterprise Resource Planning (ERP) financial system, INFOR. that was released countywide in June of 2021; support financial administration of the American Rescue Plan Act (ARPA) funding of \$183 million; and support diversity and inclusion throughout the department. To keep the department's tax levy increase to a minimum, the 2023 budget maintains a high vacancy and turnover of \$280,657, which is 7 percent of total salaries.

The department maintains its commitment to the County's racial equity goals and continues to implement racial equity initiatives. A team of interested staff are being appointed to review racial equity initiatives. This team will engage managers in meaningful opportunities to better 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).

OFFICE OF THE COMPTROLLER (370)

 Department: **Comptroller**

 AGENCY NO. **370**
 FUND: **General — 10001**
Strategic Program Area 1: Administration

 Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$776,757	\$633,353	\$901,128	\$628,222	(\$272,906)
Revenues	\$0	(\$50)	\$143,000	\$143,000	\$ 0
Tax Levy	\$776,757	\$633,403	\$758,128	\$485,222	(\$272,906)
FTE Positions	6.0	7.0	6.0	6.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Provide fiscal projections to County Board & County Executive	12	12	12	12
Provide a five-year forecast	n/a	n/a	1	1

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
GFOA Award for Excellence in Financial Reporting	1	1	1	1
Unqualified Audit Opinion	1	1	1	1

Strategic Overview:

The Administration Strategic Program Area includes the elected County Comptroller and the department'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:

This area is responsible for overseeing administration of the County's ERP financial system through the INFOR application, which includes accounts payable, purchasing, fixed assets, accounting, budget tracking, and expense management. This area is responsible for overseeing the County's human resource information system through Ceridian's Dayforce application, which includes payroll, time and attendance, compensation, learning management, recruiting, onboarding, and human resource management. In addition, this SPA works toward establishing a negotiated indirect cost rate agreement with the federal government which will allow County departments to draw down additional grant funding for overhead expenses in the future.

OFFICE OF THE COMPTROLLER (370)

Department: **Comptroller**

AGENCY NO. **370**
FUND: **General — 10001**

Strategic Program Area 2: Central Accounting

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$463,827	\$506,636	\$ 494,504	\$641,739	\$147,235
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$463,827	\$506,636	\$494,504	\$641,739	\$147,235
FTE Positions	8.0	8.0	8.0	8.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Produce the ACFR 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	2020 Actual	2021 Actual	2022 Target	2023 Target
Preparation and filing of the ACFR by July 31 of each year.	1	1	1	1
Preparation and filing of the State of Wisconsin Form A by July 31 of each year.	1	1	1	1

Strategic Overview:

The Central Accounting SPA prepares countywide monthly financial reports, publishes the Annual Comprehensive Financial Report (ACFR) and Single Audit report, files annual State of Wisconsin annual Municipal Financial Report Form A, prepares and files monthly State Sales and Expo tax returns, and maintains various accounting systems.

Strategic Implementation:

This SPA continues to support the administration of the County's ERP financial system through INFOR.

OFFICE OF THE COMPTROLLER (370)

 Department: **Comptroller**

 AGENCY NO. **370**

 FUND: **General — 10001**
Strategic Program Area 3: Central Payables

 Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$524,889	\$774,742	\$ 563,867	\$632,934	\$69,067
Revenues	\$291,936	\$323,618	\$ 0	\$ 0	\$ 0
Tax Levy	\$232,953	\$451,124	\$563,867	\$632,934	\$69,067
FTE Positions	10.0	10.0	11.0	11.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Services and commodities funds processed	n/a	\$510 million	\$532 million	\$545 million
Review contracts as to funds available	Approx. 1,333	Approx. 1,206	Approx. 1,200	Approx. 1,200

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Percentage of invoices paid by the contractual deadline	Not tracked	n/a	90%	95%
Provide feedback to departments to strengthen contracts and the County's fiscal health	Approx. 700	Approx. 1,110	Approx. 1,000	Approx. 900
Help issue guides and templates with standard language to protect the County and increase efficiency in the contracting process	3	5	5	4
Provide monthly summaries of the County's contracts and purchases to promote transparency and fiscal health	12	12	12	12

Strategic Overview:

The Central Payables SPA (Accounts Payable) provides administrative and financial support by ensuring payments and expenses are controlled by processing, verifying, and reconciling invoices according to established policies and procedures in an accurate, efficient, and timely manner. This SPA strives to pay every vendor accurately and on time. Since the County engages with vendors of all types, including individuals, minority owned businesses, and others, it is crucial that the County provide timely payments to prevent cash flow disruptions for our vendors.

OFFICE OF THE COMPTROLLER (370)Department: **Comptroller**AGENCY NO. **370**FUND: **General — 10001****Strategic Implementation:**

This SPA continues to utilize the County's new financial ERP system through INFOR to enhance and maintain efficient processes and procedures. Additional process improvements to accounts payable functionality will be reviewed to assure that INFOR supports the complexity of the County.

OFFICE OF THE COMPTROLLER (370)

 Department: **Comptroller**

 AGENCY NO. **370**

 FUND: **General — 10001**
Strategic Program Area 4: Central Capital

 Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$223,484	\$242,470	\$242,625	\$257,559	\$14,934
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$223,484	\$242,470	\$242,625	\$257,559	\$14,934
FTE Positions	2.0	2.0	2.0	2.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Budget	2023 Budget
Debt issuances	4	5	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	2020 Actual	2021 Actual	2022 Target	2023 Target
Maintain or improve Bond Rating to enhance the County's fiscal health and sustainability:				
Standard & Poor's	AA Stable	AA Stable	AA Stable	AA Stable
Moody's	Aa2 Stable	AA Stable	Aa2 Stable	AA Stable
Fitch	AA Stable	AA Stable	AA Stable	AA Stable

Strategic Overview:

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

Strategic Implementation:

This SPA continues to transition to the County's financial ERP system, INFOR for capital project monitoring and debt management. Capital project monitoring allows the division to ensure that timely funding is available for capital projects funded with debt, and track timelines and completion of projects that have been funded with debt and cash proceeds. The SPA continues to monitor the County's financial management of debt issuances and to implement measures to improve debt ratings with the goal of decreasing interest expenses in the future.

OFFICE OF THE COMPTROLLER (370)

 Department: **Comptroller**

 AGENCY NO. **370**

 FUND: **General — 10001**
Strategic Program Area 5: Central Payroll

 Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$574,263	\$614,911	\$ 605,854	\$ 694,538	\$88,684
Revenues	\$19,029	\$15,493	\$ 0	\$ 0	\$ 0
Tax Levy	\$555,234	\$599,418	\$605,854	\$694,538	\$88,684
FTE Positions	11.0	11.0	11.0	11.00	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Process payroll	27	26	26	26
Issue W-2s	1	1	1	1
Oversee travel cards	No activity	85	Approx. 75	Approx. 105

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Limit number of manual onsite checks to an average 5 per month	NA	115	60	60
Process and pay bi-weekly payroll within 5 days of period end for X% of employees	98%	98%	98%	98%

Strategic Overview:

Pursuant to Milwaukee General Ordinances, the Central Payroll SPA is responsible for countywide payroll processing and ensuring all employees are paid accurately and timely. This SPA is responsible for administration of the County's payroll and time reporting system (Dayforce), and the County's expense management system (INFOR). This SPA operates with the goal of identifying processes that are inconsistent across the County and proposing improved processes to maintain and improve employee morale and thus, improve quality of work. Also, this SPA identifies solutions to improve access to pay in ways that meet the needs of the ever-changing workforce. While not a direct responsibility, this SPA monitors the accuracy of data entered in the system so departments have access to vital information, including racial demographics of the County workforce.

Strategic Implementation:

The SPA continues to administer the County's human resource information system through Ceridian's Dayforce application, and to support implementation of various payroll and human resources modules including Human Resources, Onboarding, Recruitment, Learning Management, Compensation Management, and likely Benefits Administration in the future.

OFFICE OF THE COMPTROLLER (370)Department: **Comptroller**AGENCY NO. **370**FUND: **General — 10001**

Due to implementation of Infor Expense Management system and the oversight of expenses to the payroll division, there is a critical need for a Payroll Team Lead to work directly on Expense Management, which has been included in the 2023 budget. The newly created position will also serve as back up to the current Payroll Team Lead which is critical to maintaining payroll operations.

OFFICE OF THE COMPTROLLER (370)

Department: **Comptroller**

AGENCY NO. **370**

FUND: **General — 10001**

Strategic Program Area 6: Audit Services

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$1,688,659	\$1,562,451	\$ 1,768,288	\$ 2,055,704	\$287,416
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$1,688,659	\$1,562,451	\$1,768,288	\$2,055,704	\$287,416
FTE Positions	20.0	20.0	20.0	20.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Budget	2023 Budget
Reports to policymakers regarding audit issues	Not tracked	Not tracked	10	10
Process fraud, waste, and abuse allegations	113	283	115	115
Perform bank reconciliations	757	741	Approx. 760	Approx. 741

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Percentage of performance audits which contain racial equity analysis	Not tracked	Not tracked	75%	75%

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 to be performed in accordance with government auditing standards issued by the Comptroller General of the United States.

Strategic Implementation:

The Audit Services Division conducts and issues performance audits that focus on reviewing internal accounting and administrative controls, compliance with applicable laws and regulations, economy and efficiency of operations, and effectiveness in achieving program results. A Diversity, Equity, and Inclusion review is conducted for each performance audit, and relevant findings are included in audit reports.

ASD also manages the countywide audit services professional service agreement with the County's external CPA firm. In 2021, a five-year professional service agreement was executed with the firm of Baker Tilly US, LLP, to conduct annual audits of the County's financial statements and those of the Employee's Retirement System, perform the annual Single

OFFICE OF THE COMPTROLLER (370)Department: **Comptroller**AGENCY NO. **370**FUND: **General — 10001**

Audit of the County's schedules of expenditures for federal and state awards, and to carryout agreed-upon-procedures engagements as specified in the professional service agreement. A Targeted Business Enterprise goal of 34% has been established for each year of the agreement. For 2023, an additional \$43,102 is included for the audit services contract approved by the County Board and \$30,000 is included for assistance in preparation of the 2022 Annual Comprehensive Financial Report (ACFR). The Office of the Comptroller is authorized to amend the professional services agreement with Baker Tilly to annually audit the County's ACFR audit, Single Audit, ERS audit, and procedures for the years ended December 31, 2020 to 2024 to increase the contract amount by \$31,200 in 2023 and \$35,000 in 2024 to review new and ongoing COVID-related programs.

OFFICE OF THE COMPTROLLER (370)

 Department: **Comptroller**

 AGENCY NO. **370**
 FUND: **General — 10001**
Strategic Program Area 7: Research Services

 Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$289,733	\$283,083	\$328,892	\$339,147	\$10,255
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$289,733	\$283,083	\$328,892	\$339,147	\$10,255
FTE Positions	4.0	4.0	4.0	4.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Budget	2023 Budget
Produce annual budget overview	1	1	1	1
Prepare/review resolutions and ordinances for elected officials and departmental staff	Approx. 82	85	80	85
Prepare amendments	Approx. 117	122	110	120
Provide professional administrative staff for legislative meetings	108	132	115	118

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Percentage of legislative standing committee and board meetings served.	100%	100%	100%	100%

Strategic Overview:

Pursuant to Wisconsin Statutes §59.52(32), Research Services was created by the County Board to provide independent, nonpartisan research services for the County Board and the County Executive. The Office of the Comptroller looks to provide services to both the County Board, County Executive, the County Executive's direct reports, and other elected officials. Working with these groups provide knowledge to draft requestors of the potential impact of their legislation. Annually, this SPA provides a review of the County Executive budget for policy makers to provide an unbiased review of the proposed budget.

Strategic Implementation:

There are no major changes in 2023.

DEPARTMENTAL NARRATIVES

ADMINISTRATIVE FUNCTION

109 — Office of Equity

112 — Personnel Review Board,
Civil Service Commission & Ethics Board

113 — Corporation Counsel

114 — Department of Human Resources

115 — Department of Administrative Service

118 — Office of Strategy, Budget & Performance



**MILWAUKEE
COUNTY**

2023 ADOPTED OPERATING BUDGET

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OFFICE OF EQUITY (109)
Department: **Office of Equity**

AGENCY NO. **109**
FUND: **General — 10001**

BUDGET SUMMARY

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Costs	\$385,248	\$288,531	\$595,570	\$769,854	\$174,284
Operation Costs	\$284,642	\$573,931	\$350,056	\$302,783	(\$47,273)
Debt & Depreciation	\$0	\$287	\$0	\$300	\$ 300
Capital Outlay	\$0	\$0	\$0	\$0	\$ 0
Interdepartmental. Charges	\$0	\$380	\$1,250	\$0	\$ 1,250
Total Expenditures	\$669,890	\$863,129	\$946,876	\$1,072,937	\$126,061
Revenues					
Direct Revenue	\$37,693	\$0	\$0	\$0	\$ 0
Intergovernmental Revenue	\$0	\$0	\$0	\$167,483	\$167,483
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$37,693	\$ 0	\$ 0	\$167,483	\$167,483
Tax Levy	\$632,197	\$863,129	\$946,876	\$905,454	(\$41,422)
Personnel					
Full-Time Pos. (FTE)	7.0	7.0	7.0	9.0	2.0
Seasonal/Hourly/Pool \$	\$0	\$0	\$11,551	\$13,454	\$1,903
Overtime \$	\$880	\$0	\$0	\$0	\$ 0

Department Mission:

The Office of Equity serves to support Milwaukee County and empower the broader community to make the County's vision a reality, which is by achieving racial equity, Milwaukee is the healthiest County in Wisconsin.

Department Description:

The Office of Equity engages County residents, builds the capacity of County leaders, departments, and municipalities, and facilitates collective impact to assess and transform policies, practice, and power structures to make Milwaukee a region where every citizen is welcomed, healthy, and thriving.

The Office of Equity prioritizes elevating the voices/lives of marginalized communities, building bridges between community and government partners, and working to increase the County's presence and visibility in hard-to-reach communities, all while strengthening the capacity of residents and decision makers to address the root causes of poverty, health disparity, and racial inequities in Milwaukee County.

OFFICE OF EQUITY (109)Department: **Office of Equity**AGENCY NO. **109**FUND: **General — 10001**

The Office of Equity fosters health, equity, and community resilience by using community participatory frameworks that allow residents to critically examine and challenge power structures, advocate to shift resources where they are needed, and work to eliminate barriers and create inclusion in ways that are responsive, transparent, and accountable to vulnerable communities.

The Office of Equity commits to putting the most impacted residents at the center of shaping the County's strategic priorities and is positioned to put the County at the center of a regional and statewide movement to advance racial equity and health.

Major Changes in FY 2023

The Office of Equity will be fully staffed to broadly engage county residents and stakeholders, conduct collaborative equity research and policy analysis, standardize community engagement practice, and provide resource tools and technical assistance to guide County leaders, departments, and community and municipal partners to improve health and racial equity.

The Office of Equity will partner with the City of Milwaukee on the *Advancing Milwaukee Health Literacy Project*; a two-year federal grant to reduce COVID-19 related racial health disparities by increasing health literacy. The City of Milwaukee will subgrant \$100,000 to fund a program coordinator to work in the County-anchored Milwaukee Community Resilience Imperative Network, which will support data analysis, project supplies, capacity building, and the strengthening of the County's public health infrastructure with community-based partners.

2023 Major Position Changes

Created 1.0 FTE Administrative Coordinator position to support the daily administrative and operational functions of the Office of Equity, including data entry, constituent relations, and other clerical support. The position is funded by a reduction in commodities.

Created 1.0 FTE Information and Outreach Coordinator. The position will facilitate community outreach, public information sharing, and resident connection to ARPA community support projects. The Information and Outreach Coordinator will interface with strategic community outreach partners to bridge ARPA community support programs with communities most impacted by the COVID-19 pandemic. The position will work closely with Office of Equity staff, DHHS divisions, and ARPA service area teams, as well as ARPA-funded project partners to develop culturally relevant messaging and outreach strategies that promote and facilitate resident and community connection to ARPA resources across Milwaukee County. The position is fully paid for through ARPA funds. Once ARPA funds are exhausted the position will be abolished.

OFFICE OF EQUITY (109)
Department: **Office of Equity**

AGENCY NO. **109**
FUND: **General — 10001**

Strategic Program Area 1: Office of Equity

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$669,890	\$863,129	\$946,876	\$1,072,937	\$126,061
Revenues	\$37,693	\$ 0	\$ 0	\$ 167,483	\$167,483
Tax Levy	\$632,197	\$863,129	\$946,876	\$905,454	(\$41,422)
FTE Positions	7.0	7.0	7.0	9.0	2.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Number of public awareness campaigns to educate impacted residents about the County's vision, services, strategic priorities, workforces and contracting opportunities	*	*	*	8
Number of advanced equity learning and other capacity building services and opportunities offered to County leaders, departments, staff, and municipalities	*	*	*	5
Number of community engagement and outreach events produced, attended, and or sponsored	*	*	*	30
Number of community support partnership programs sponsored	*	*	*	20
Number of strategic equity initiatives launched or supported (internal and external)	*	*	*	5

*The Office of Equity was established in 2022 and builds upon the mission of the Office on African American Affairs (OAAA) whose goals have been embedded within the new (2022) department: Office of Equity. Activities for 2023 were drafted in 2022 as part of OAAA's transition to the Office of Equity

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Number of County leaders and employees participating in specialized equity advancement learning and capacity building activities	*	*	*	100

OFFICE OF EQUITY (109)
 Department: **Office of Equity**

AGENCY NO. **109**
 FUND: **General — 10001**

Number of residents of color engaged in strategic program planning, advocacy activities, and decision making	*	*	*	150
Strategic partnership development – Number of community partner organizations engaged	*	*	*	150

*The Office of Equity was established in 2022 and builds upon the mission of the Office on African American Affairs (OAAA) whose goals have been embedded within the new (2022) department: Office of Equity. Performance measure targets for 2023 were drafted in 2022 as part of OAAA's transition to the Office of Equity

Strategic Overview:

The Office of Equity serves as a resource and consultancy to all County departments, divisions, boards, commissions, and municipalities. The office supports their work in order to advance policies, programs and initiatives with a racial equity lens in mind. The department defines racial equity as the just and fair inclusion of people of color in a society where all people can participate, prosper, and reach their full human potential. This requires disrupting and dismantling all forms of racism, shifting power as well as resources to residents most in need, and building the leadership, organizational, and advocacy capacity of communities of color to ensure full and equal partnership as decisions are being made.

Strategic Implementation:

The Office of Equity will work with County leaders, departments, and staff to analyze the County's policies, systems, and practices for racism and equity impact; strengthen the County's outreach and community engagement efforts to increase access to services and opportunities, including efforts to diversity the County's workforce and contracting; and socialize shared language, definitions, and concepts to apply a racial equity lens to all decision making. Additionally, the department will support building community capacity to strengthen the County's public health infrastructure and mobilize community-based solutions to address roots causes of poverty, disparity, and inequities.

**PERSONNEL REVIEW BOARD,
CIVIL SERVICE COMMISSION & ETHICS BOARD (112)**

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

AGENCY NO. **112**
FUND: **General — 10001**

BUDGET SUMMARY

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Costs	\$156,787	\$157,334	\$205,692	\$217,801	\$12,109
Operation Costs	\$19,335	\$6,999	\$53,789	\$48,984	(\$4,805)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$0	\$0	\$0	\$0	\$ 0
Interdepartmental. Charges	\$0	\$0	\$99	\$0	(\$ 99)
Total Expenditures	\$176,122	\$164,333	\$259,580	\$266,785	\$7,205
Revenues					
Direct Revenue	\$3	\$0	\$0	\$0	\$ 0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$ 0
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$ 3	\$ 0	\$ 0	\$ 0	\$0
Tax Levy	\$176,119	\$164,333	\$259,580	\$266,785	\$7,205
Personnel					
Full-Time Pos. (FTE)	3.0	3.0	3.0	3.0	0.0
Seasonal/Hourly/Pool \$	\$27,444	\$0	\$25,320	\$26,764	\$1,444
Overtime \$	\$105	\$0	\$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 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 two to three staff members who also support the Personnel Review Board and Civil Service Commission. The Ethics Board provides advisory opinions; assesses potential ethical

**PERSONNEL REVIEW BOARD,
CIVIL SERVICE COMMISSION & ETHICS BOARD (112)**

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

AGENCY NO. **112**
FUND: **General — 10001**

issues; provides periodic government ethics education; and enforces the Ethics Code through investigation, hearings, and resolution processes.

Major Changes in FY 2023

Following the development of the new online filing system for Statements of Economic Interest in late-2021/early-2022, the office has no major changes anticipated for 2023.

**PERSONNEL REVIEW BOARD,
CIVIL SERVICE COMMISSION & ETHICS BOARD (112)**

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

AGENCY NO. **112**
FUND: **General — 10001**

Strategic Program Area 1: Personnel Review Board

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$150,321	\$151,248	\$230,535	\$235,690	\$5,155
Revenues	\$3	\$0	\$0	\$0	\$ 0
Tax Levy	\$150,318	\$151,248	\$230,535	\$235,690	\$5,155
FTE Positions	3.0	3.0	3.0	3.0	0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Number of Meetings	23	25	28	26
Number of Cases Filed	48	77	80	80
Cases Closed	43	80	70	74
Number of Cases Heard by the PRB	9	17	17	14
Written Decisions Issued During the Year	9	15	17	16
Number of Determinations Appealed	0	0	1	1
Number of Pending Court Cases	0	0	1	1

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Average Number of Days to Resolve a Case	31	38	30	30
Cases Closed in 90 Days	98%	91%	98%	98%
Days Between Hearing and Written Decision	21	21	21	21

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 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 2023 Budget reflects the relative consistency in volume of charges for employee disciplinary matters and continued levels of service, training, and outreach. The 2023 Budget for the Personnel Review Board maintains its five part-time non-County employee Board members as well as its high level of service.

**PERSONNEL REVIEW BOARD,
CIVIL SERVICE COMMISSION & ETHICS BOARD (112)**

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

AGENCY NO. **112**
FUND: **General — 10001**

Strategic Program Area 2: Civil Service Commission

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$11,611	\$13,085	\$13,745	\$16,045	\$2,300
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$13,085	\$13,085	\$13,745	\$16,045	\$2,300
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Number of Commission Meetings	5	6	6	6
Number of BHD Hearing Examiner Meetings	2	0	1	1
Number of BHD Disciplinary Cases Filed	5	2	5	0
Number of Disciplinary Cases Heard by the Commission	4	0	0	0
Requests to Transfer Positions from Classified to Unclassified	6	0	2	3
Merit System and Other Non-Disciplinary Appeals	0	1	0	0
Changes to Civil Service Rules	0	0	1	0

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Average Number of Days to Resolve a Case	61	65	64	63
Cases Closed in 90 Days	(100%)	100%	100%	100%
Days Between Hearing and Written Decision	53	N/A	50	50

Strategic Overview:

The 2023 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 recommendations, 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.

**PERSONNEL REVIEW BOARD,
CIVIL SERVICE COMMISSION & ETHICS BOARD (112)**

AGENCY NO. **112**
FUND: **General — 10001**

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

Strategic Implementation:

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

PERSONNEL REVIEW BOARD, CIVIL SERVICE COMMISSION & ETHICS BOARD (112)

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

AGENCY NO. **112**
FUND: **General — 10001**

Strategic Program Area 3: Ethics Board

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$14,190	\$0	\$15,300	\$15,050	(\$ 250)
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$14,190	\$ 0	\$15,300	\$15,050	(\$ 250)
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Meetings	5	5	6	4
Written Opinions	23	43	50	55
Investigation Requests/Verified Complaints Filed	1	0	1	0
Open Records Requests	4	5	5	5

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Average Number of Days to Issue Advisory	8	8	10	10
Average Number of Days to resolve Investigation Request/Complaint	15	0	75	75
Statement of Economic Interests Filings	99%	100%	98%	100%

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 (with special meetings scheduled as needed) to interpret the Ethics Code, provide formal advice via Advisory Opinions, develop educational materials, and investigate ethics complaints.

Strategic Implementation:

The 2023 Budget is focused on continuing to provide high levels of service, insight, and outreach to County employees, officials, and the public in an efficient manner.

CORPORATION COUNSEL (113)

 Department: **Corporation Counsel**

 AGENCY NO. **113**
 FUND: **General — 10001**

BUDGET SUMMARY

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Costs	\$1,850,818	\$2,135,633	\$2,375,247	2,409,321	\$34,074
Operation Costs	\$126,763	\$119,579	\$107,534	\$107,534	\$ 0
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$0	\$0	\$0	\$0	\$ 0
Interdepartmental. Charges	(\$1,185,655)	(\$864,966)	(\$963,730)	(905,640)	\$58,090
Total Expenditures	\$791,926	\$1,390,246	\$1,519,051	\$1,611,215	\$92,164
Revenues					
Direct Revenue	\$241,218	\$64,623	\$206,189	\$292,556	\$86,367
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$ 0
Indirect Revenue	\$0	(\$226)	\$0	\$0	\$ 0
Total Revenues	\$241,218	\$64,397	\$206,189	\$292,556	\$86,367
Tax Levy	\$550,708	\$1,325,849	\$1,312,862	\$1,318,659	\$5,797
Personnel					
Full-Time Pos. (FTE)	23.0	23.0	25.0	25.0	0.0
Seasonal/Hourly/Pool \$\$	\$0	\$0	\$0	\$0	\$0
Overtime \$	\$6,703	\$21,982	\$0	\$0	\$ 0

Department Mission:

Ensure that Milwaukee County, its officers, employees, and agents adhere to all applicable legal requirements, and minimize 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.

CORPORATION COUNSEL (113)

Department: **Corporation Counsel**

AGENCY NO. **113**
FUND: **General — 10001**

Major Changes in FY 2023

OCC budgets 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 2023, OCC will begin implementation of the next phase of its legal practice intake processes, using an existing tool, GovServ/Granicus, that will allow the OCC to: Capture and track all OCC legal matters handled by the OCC. Including:

- Specific nature of each matter
- Team members
- Department & individuals requesting OCC's advice and counsel
- Describe and evaluate outcome
- Breakout matters by practice area
- Generate regular reports – consider external recipients

There are no position changes in 2023.

CORPORATION COUNSEL (113)

Department: **Corporation Counsel**

AGENCY NO. **113**

FUND: **General — 10001**

Strategic Program Area 1: Corporation Counsel

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$791,927	\$1,390,245	\$1,519,051	\$1,611,215	\$92,164
Revenues	\$241,218	\$64,397	\$206,189	\$292,556	\$86,367
Tax Levy	\$550,709	\$1,325,848	\$1,312,862	\$1,318,659	\$5,797
FTE Positions	23.0	25.0	25.0	25.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
To Be Determined	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 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 acts as a high functioning law department that represents the County and all its agencies and departments on myriad complex subjects. OCC develops and implements a workflow management system to track all work (both litigation and otherwise) as well as work hours to produce metrics that will drive resource allocation and assist with managing budget targets, to implement client self-service tools, establish service level agreements (SLAs) with client departments, and publish analytics to drive efficacy and efficiency. These metrics are meant as a source for determining the best use of talent and resources to provide the best client service.

The OCC's budget is predominantly invested in personnel.

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DEPARTMENT OF HUMAN RESOURCES (114)

Department: **Human Resources**

AGENCY NO. **114**
FUND: **General — 10001**

BUDGET SUMMARY

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Costs	\$3,701,703	\$4,290,363	\$4,633,007	\$5,032,956	\$399,949
Operation Costs	\$572,006	\$349,840	892,381	\$1,066,601	\$174,220
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$0	\$6,690	\$0	\$0	\$ 0
Interdepartmental. Charges	\$177,569	(\$143,426)	(\$128,628)	(\$144,313)	(\$15,685)
Total Expenditures	\$4,451,278	\$4,503,467	\$5,396,760	\$5,955,244	\$558,484
Revenues					
Direct Revenue	\$6,000	\$1,561	\$6,000	\$6,000	\$ 0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$ 0
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$6,000	\$1,561	\$6,000	\$6,000	\$ 0
Tax Levy	\$4,445,278	\$4,501,906	\$5,390,760	\$5,949,244	\$558,484
Personnel					
Full-Time Pos. (FTE)	63.0	64.0	67.0	70.0	3.0
Seasonal/Hourly/Pool Pos.	0.0	0.0	0.0	0.0	0.0
Overtime \$	\$0	\$0	\$0	\$0	\$0

Department Mission:

The Department of Human Resources (DHR) is committed to making Milwaukee County a leading employer with a high performing, engaged workforce that meets and exceeds business objectives within a supportive, diverse and inclusive 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. DHR will also build management and leadership competency across the County through learning and development initiatives, to ensure leaders have both the skills and the tools necessary to effectively lead employees to success. DHR maintains a balance between employee and management rights and strives to build a culture of accountability for leaders and employees. DHR 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: the Director's Office, including Diversity, Equity & Inclusion and Employee Engagement; Compensation & HR Information Systems; Employee Relations; Talent Acquisition & HR Operations; Learning & Development; Benefits; and Retirement Plan Services.

DEPARTMENT OF HUMAN RESOURCES (114)Department: **Human Resources**AGENCY NO. **114**FUND: **General — 10001****Major Changes in FY 2023**

The Department of Human Resources (DHR) is the lead agency responsible for one of Milwaukee County's strategic focus areas: Creating Intentional Inclusion. This work includes reflecting the County's full diversity at every level of County government, and by diversifying the workforce and creating and nurturing an inclusive workplace culture. The 2023 budget includes elevating talent acquisition efforts as the County migrates to an active sourcing and ongoing recruitment model aimed at attracting diverse talent. DHR will also implement programs to continue to support efforts related to the County's brand recruitment, advertising, marketing and racial equity training and support for the workforce. DHR will also continue work to enhance employee engagement across Milwaukee County.

Milwaukee County continues to work on becoming an employer of choice in the region. In pursuit of the County's strategic plan to seek racial equity, and to combat documented and persistent workforce development issues, the Department of Human Resource shall explore opportunities to partner with Milwaukee Area Technical College on their Gap Year program, which partners with recent high school graduates and connects them to career pathways in Milwaukee.

The 2023 budget adds funding for the following items:

- \$75,000 for a supplemental compensation study to propose a new recommended salary structure where most positions are moved from the step system to broad pay ranges. The Department of Human Resources will provide a status update to the County Board on the original compensation study and the supplemental compensation study in the April 2023 meeting cycle. The final compensation plan will be presented to the County Board for review and approval upon completion.
- \$69,652 for recruiting professional services. While the County has made great strides in attempting to fill its many vacancies, more work is needed. These dollars help HR with continual recruiting of individuals that reflect the citizens served. These dollars help to create intentional inclusion.
- 1.0 FTE Diversity Recruiter is created to help address the County's collective goal of intentional inclusion. This position is added to aid in hiring qualified individuals of diverse backgrounds and create intentional inclusion.
- 2.0 FTE were created in File 22-606 to provide services to the Clerk of Circuit Court.

DEPARTMENT OF HUMAN RESOURCES (114)

Department: **Human Resources**

AGENCY NO. **114**

FUND: **General — 10001**

Strategic Program Area 1: Directors Office

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$491,714	\$433,851	\$422,300	\$427,562	\$5,262
Revenues	\$6,000	\$1,561	\$6,000	\$6,000	\$ 0
Tax Levy	\$485,714	\$432,290	\$416,300	\$421,562	\$5,262
FTE Positions	4.0	4.0	5.0	5.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
New Procedures Documented	1	2	5	4

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Employees surveyed as “Fully Engaged”	54%	N/A*	60%	N/A*

*Survey is a biannual survey and no data is available in off years.

Strategic Overview:

The Director's Office develops and drives the overall long-term vision for Human Resources (HR), 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, developing and implementing strategies to improve employee engagement, and developing and launching the County's diversity and 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:

In 2022, a Workforce Data Analyst was hired. The Workforce Data Analyst is responsible for analyzing current processes to help establish and maintain current workforce data. The position will also be responsible for ensuring accuracy of the workforce data and will help drive racial equity Key Performance Indicators (KPIs). The position will assist with internal racial equity training by managing training data, evaluating training effectiveness, and working to create measurable outcomes for the County's ongoing racial equity training initiatives.

Moving into 2023 and beyond, the Director's Office continues the work to make Milwaukee County an employer of choice. The Director's Office continues to play an important role in managing the Covid-19 pandemic and its impact on the workforce. Some operational changes continue to shift as the Department of Human Resources balances competing priorities related to the pandemic. The Director's Office remains committed to helping Milwaukee County become the

DEPARTMENT OF HUMAN RESOURCES (114)Department: **Human Resources**AGENCY NO. **114**FUND: **General — 10001**

healthiest county in Wisconsin by achieving racial equity. The Director's Office is committed to strengthening diversity, equity and inclusion efforts by establishing network resource groups (NRGs), led by Milwaukee County employees. These resources groups will represent the diversity of County employees and create a space where employees feel a sense of belonging and can contribute to creating an equitable and inclusive work environment for all employees. A Diversity, Equity, and Inclusion Council will be established to help further Diversity, Equity, and Inclusion efforts countywide engaging employees as DEI "Champions" focused on policy, engagement, and education. The Director's Office will also work to transform the Talent Acquisition Team to best respond to the staffing needs within Milwaukee County. This transformation includes elevating additional training for the internal talent team and hiring managers with an emphasis on interviewing diverse candidates. With the deployment of the biennial all Employee Engagement Survey in the fall of 2022, 2023 will include the implementation of action plans to increase overall employee engagement and inclusion within Milwaukee County.

DEPARTMENT OF HUMAN RESOURCES (114)

Department: **Human Resources**

AGENCY NO. **114**
FUND: **General — 10001**

Strategic Program Area 2: Compensation & HRIS

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$260,731	\$266,999	\$339,747	\$456,827	\$117,080
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$260,731	\$266,999	\$339,747	\$456,827	\$117,080
FTE Positions	5.0	5.0	5.0	5.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Positions Reclassed/Reallocated	753	579	2,000	2,000
Position Action Forms Approved *	2,690	3,579	3,000	3,000

**New HRIS System utilizes an in-system workflow which has resulted in the sunset of the use of Position Action Forms. This metric will be referred to as Position Actions Approved in this and future reports.*

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Unique Position Titles	982	988	875	350
Unique Salary Ranges	292	259	250	100

Strategic Overview:

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

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

Strategic Implementation:

Expenses slightly increase due to an allotment put in place to further support ongoing compensation transformation efforts. In 2023, the Compensation/HRIS division will continue a compensation study that is expected to recommend moving the vast majority of County positions from a pay step system to a broad pay range system. To simplify the County's Compensation structure and provide more clear guidance to customers, the Compensation division will further work to consolidate job titles and reduce the number of pay ranges in 2023.

DEPARTMENT OF HUMAN RESOURCES (114)

Department: **Human Resources**

AGENCY NO. **114**
FUND: **General — 10001**

Strategic Program Area 3: Employee Relations

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$1,023,701	\$1,160,059	\$1,061,721	\$1,196,838	\$135,117
Revenues	\$0	\$0	\$0.00	\$0	\$ 0
Tax Levy	\$1,023,701	\$1,160,059	\$1,061,721	\$1,196,838	\$135,117
FTE Positions	19.0	20.0	19.0	21.0	2.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Number of Workplace Investigations completed by DHR staff	23	11	40	20

Strategic Overview:

The Employee Relations Division is committed to partnering with people leaders in the creation of a productive results-oriented working environment. The division provides leader coaching, employee counseling and performance management and enhancement tools to encourage and support individual and team development. The division develops, implements, and enforces employee-facing policies and promotes initiatives aimed to enhance the overall employment experience. The division is also responsible for establishing best practices in people management. These workplace enhancement activities mitigate employment-related risk for Milwaukee County and supports the development of an inclusive, equitable working environment that embodies Milwaukee County's vision of becoming the healthiest county in Wisconsin.

Key functions include coaching people leaders on employee matters, conducting workplace investigations, consulting and providing support on the performance management process, including sharing equitable developmental tools and resources to people leaders. In collaboration with the Office of Corporation Counsel, the division seeks to mitigate legal risks, partnering with people leaders to address and resolve workplace conflicts and concerns. This division is also responsible for labor relations, including collective bargaining.

Strategic Implementation

The Employee Relations Division will continue its work to achieve a better workplace culture, improve employee relations, increase employee engagement and contribute to a proactive approach to managing employees to improve business performance.

DEPARTMENT OF HUMAN RESOURCES (114)

Department: **Human Resources**

AGENCY NO. **114**

FUND: **General — 10001**

Strategic Program Area 4: HR Operations and Talent Acquisition

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$679,912	\$740,965	\$1,181,446	\$1,392,449	\$211,003
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$679,912	\$740,965	\$1,181,446	\$1,392,449	\$211,003
FTE Positions	10.0	10.0	10.0	11.0	1.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Job Requisitions	389	598	400	400
Applications Processed	19,482	35,218	45,000	45,000
New Employees Oriented	554	612	700	805
Central New Employee Orientation Sessions*	6	0	0*	0
Background Checks	984	1,233	1,300	1,400
Pre-Employment Health Screens/Drug Tests	498	974	650	975
Open Records Request	254	284	300	300

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Cycle Time	14.6 Days	80.5 Days	75 Days	70 Days
Racial Diversity in Manager Applicant Pools	18%	29.8%	>35%	>35%
Turnover Rate**	28.9%	19%	<20%	<20%

Central NEO Sessions: Due to both the COVID-19 pandemic's restrictions and 3rd Quarter implementation of an Onboarding module in the Dayforce platform, Central NEO sessions have shifted to a virtual format. HR workgroups are evaluating the best path forward for future new employee orientation.

***Non-Retirement separations divided by employee count of full-time/part-time not including Contingent (Hourly, Temp, Seasonal, Intern) Staff.*

Strategic Overview:

Through strategic partnerships and collaboration with Hiring Managers, the Talent and Operations team 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 hire the best possible talent to serve the community and carry out the services provided by Milwaukee County. This effort includes sourcing candidates, attending recruitment events, posting job vacancies,

DEPARTMENT OF HUMAN RESOURCES (114)

Department: **Human Resources**

AGENCY NO. **114**

FUND: **General — 10001**

assessing applicant qualifications, developing, and administering applicant performance tests, and providing diverse, 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 onboarding module and process, which is a critical step in welcoming new employees. Other workforce operations include pre-employment activities, managing public inquiries, and processing and responding to Open Record Requests.

Strategic Implementation:

The Diversity Recruiter position created in 2022 has worked with internal stakeholders at Milwaukee County to define, engage and set-up sourcing and job posting relationships with 323 external diversity/affinity community partners. The Talent Acquisition (TA) function is migrating to a new model for the County, as a response to the workforce market challenges by shifting the emphasis to active sourcing for building candidate pools. This requires significant upskill training of staff, coaching/training of hiring managers, and a build out/consensus on robust measurements of performance for all stakeholders. A thorough process overhaul as well as eliminating ordinance/statutes that block the County's ability to be a competitive employer is key to pursuing future talent. The TA team has started to create formal workforce plans for all departments within the County, built around the strategic priorities. The TA & HR Operations teams went live with the new Dayforce platform and have been focused on optimization in 2022, defining and normalizing efficiencies like paperless new hire onboarding and mobile device job board access for managers/staff. In 2023 these teams will implement feature functionality from the platform's latest version updates that will promote internal mobility/career opportunities more directly to Milwaukee County staff.

DEPARTMENT OF HUMAN RESOURCES (114)

Department: **Human Resources**

AGENCY NO. **114**
FUND: **General — 10001**

Strategic Program Area 5: Learning & Development

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$337,893	\$374,166	\$690,027	\$703,879	\$13,852
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$337,893	\$374,166	\$690,027	\$703,879	\$13,852
FTE Positions	4.0	4.0	5.0	5.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Training Sessions Completed – Instructor Led	47	65	80	92
Training Sessions Completed – Online	31,954 (mandatory) 1,814 (non-mandatory)	23,497 (mandatory) 3,097 (non-mandatory)	28,000	31,000
Training Participants – Instructor Led	736	1,170	800	1,500
Training Participants – Online	41,156	44,812	65,900	82,500
Racial Diversity – Leadership Excellence / Management Development Programs (MDP)	MDP 1 79% Female 21% Minority	51% Female 40% Minority	55% Female 35% Minority	51% Female 40% Minority

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Overall Program Satisfaction Management Development Program	Course 92.5%	Course 94% Instructor 90%	>94%	>94%
Mandatory Training Compliance	86% year end	95%	>94%	>94%

* Content from Leadership Excellence is continuously offered to Milwaukee County staff and people managers as part of an Organizational Development focus, giving the County's workforce the opportunity to upskill and enhance their careers.

Strategic Overview:

Through strategic partnerships and collaboration, Learning & Development (L&D) identifies, develops, supports, and delivers high quality learning while fostering a work environment of employee engagement, equity, and excellence. L&D 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. The goal is to standardize L&D

DEPARTMENT OF HUMAN RESOURCES (114)

Department: **Human Resources**

AGENCY NO. **114**
FUND: **General — 10001**

as a strategic partner and key “go to” resource that enables positive organizational change and the development, retention, and engagement of employees across the County.

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:

In 2022, the racial equity training function that was previously located in the Office of Equity (then known as Office on African American Affairs) was transferred to this program area. 1.0 FTE Training and Development Specialist position was created and \$100k in contractual costs were transferred in from the Office of Equity to continue racial equity training for the workforce. In 2023 L&D will work with each department’s leadership team to suggest/build out specific upskill/developmental programs for their staff predicated on the MDP format. For racial equity training, there will be an overall review focused on eliminating redundancy of content, consolidation of vendors and a more disciplined structure of progression. Training support will also be geared at building racial equity capacity and support for Milwaukee County managers and employees.

DEPARTMENT OF HUMAN RESOURCES (114)

Department: **Human Resources**

AGENCY NO. **114**
FUND: **General — 10001**

Strategic Program Area 6: Benefits and HR Metrics

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$468,112	\$507,724	\$512,269	\$534,501	\$22,232
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$468,112	\$507,724	\$512,269	\$534,501	\$22,232
FTE Positions	6.0	6.0	6.0	6.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Life Status Events Processed	2,126	2,518	1,600	1,700
Customer Service Calls	7,318	5,122	7,500	4,500
Customer Service Emails	4,080	6,021	2,800	3,900

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Wellness Participation	58%	64%	58%	60%
Response to initial Benefit inquiries within 1 business day	100%	99%	98%	98%

Strategic Overview:

The Benefits 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 County continues to strive to keep benefits affordable and aligned with Market Trends. This will help in retaining and recruiting exceptional employees. The Benefits Division added short-term and long-term disability plans in 2022. The division also implemented Milwaukee County's first Paid Parental Leave Program. These additional benefits help further the goal of being the healthiest county in Wisconsin.

Strategic Implementation:

Milwaukee County is home to more than 950,000 residents and is the hub of the 37th largest regional economy in the United States. The County's vision is by achieving racial equity, Milwaukee will be the healthiest county in Wisconsin. Recognizing that many of the employees live, work, and play in Milwaukee County, the County is working to build policies, practices and a culture that ensures race no longer predicts health outcomes and outcomes for everyone to

DEPARTMENT OF HUMAN RESOURCES (114)

Department: **Human Resources**

AGENCY NO. **114**

FUND: **General — 10001**

improve. To further support the County's vision, in 2023, the goal is to open three (3) on-site health care clinics, within Milwaukee County facilities, for Milwaukee County employees to utilize. The Benefits Division received a grant from the American Rescue Plan Act (ARPA) to implement the clinics. The funds provided through the ARPA will cover upfront cost related to clinic implementation, management, and staffing.

DEPARTMENT OF HUMAN RESOURCES (114)

Department: **Human Resources**

AGENCY NO. **114**

FUND: **General — 10001**

Strategic Program Area 7: Retirement Plan Services

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$1,189,215	\$1,019,703	\$1,189,250	\$1,243,188	\$53,938
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$1,189,215	\$1,019,703	\$1,189,250	\$1,243,188	\$53,938
FTE Positions	15.0	14.0	17.0	17.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Number of retirees receiving benefits	7,942	7,891	8,125	8,125
New retirees receiving benefits	163	216	300	300
Individual Member Counseling	190	227	250	250
Group Education Events & Sessions	3	13	8	12
Member Contacts	11,512	15,235	13,000	15,000
% of Active Members attending a presentation	3.3%	14.6%	15.0%	18.0%

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Turnaround time for Pension Estimates (Peer average = 12 days)	71 days	90 days	15 business days	15 business days
% of calls answered and completed (Peer average = 96.3%)	No Data	91.12%	98%	98%

Strategic Overview:

Retirement Plan Services Division (RPS) administers Milwaukee County's two defined benefit pension plans under the direction 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.

DEPARTMENT OF HUMAN RESOURCES (114)

Department: **Human Resources**

AGENCY NO. **114**
FUND: **General — 10001**

The team has the following responsibilities:

- Pension plan recordkeeping and administration.
- Issue 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.
- Maintain a pension administration system that houses data, stores electronic images, records customer service contacts, completes benefit calculations.
- Maintain a member self-service site for active and retired members to collect forms and complete calculations.
- Pension Board trustee and meeting support.
- Engage 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 2021-2022 two-year strategic plan, which seeks to achieve objectives in benefits administration, financial governance, member services, and organizational learning and development. The goals in each of these areas will enhance operations by improving reporting, increasing automation to reduce risk/enhance efficiency, and improving the customer experience. The strategic plan and annual pension administration benchmarking inform business improvement projects and constitute a roadmap towards becoming a high-performing public pension plan.

The major goals in the 2021-2022 two-year strategic plan include a pension administration system upgrade, increased use of surveying, offering additional self-service options to members, policy/procedure documentation, and improving digital records through data cleanup and digitization of paper records.

In the fourth quarter of 2022, the 2023-2024 strategic plan will be prepared by the RPS team and submitted to the Pension Board for review.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

BUDGET SUMMARY

Category	2020 Actual*	2021 Actual*	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Costs	\$17,204,059	\$19,074,118	\$21,451,703	\$22,301,131	\$849,428
Operation Costs	\$40,716,542	\$39,551,588	\$41,979,969	\$40,621,370	(\$1,358,599)
Debt & Depreciation	\$1,631,920	\$12,411,863	\$3,475,362	\$2,076,989	(\$1,398,373)
Capital Outlay	\$1,416,815	\$946,376	\$1,638,404	\$1,118,172	(\$520,232)
Interdepartmental. Charges	(\$2,933,228)	(\$2,215,517)	(\$2,148,296)	(\$2,498,011)	(\$349,715)
Total Expenditures	\$58,036,108	\$69,768,428	\$66,397,142	\$63,619,651	(\$2,777,491)
Revenues					
Direct Revenue	\$9,454,802	\$7,864,947	\$11,943,745	\$5,885,699	(\$6,058,046)
Intergovernmental Revenue	\$520,384	\$578,132	\$549,299	\$284,000	(\$265,299)
Indirect Revenue	\$4,950,875	\$4,596,391	\$5,333,742	\$5,160,665	(\$173,077)
Total Revenues	\$14,926,061	\$13,039,470	\$17,826,786	\$11,330,364	(\$6,496,422)
Tax Levy	\$43,110,047	\$56,728,958	\$48,570,356	\$52,289,287	\$3,718,931
Personnel					
Full-Time Pos. (FTE)	248.0	254.0	256.5	264.0	7.5
Seasonal/Hourly/Pool \$	\$0	\$41,241	\$105,634	\$109,321	\$3,687
Overtime \$	\$316,302	\$309,294	\$338,298	\$297,408	(\$40,890)

* Actual and budgeted figures as well as positions have been restated to reflect the removal of the Office for Persons with Disabilities; Performance Strategy, and Budget; and Grants Procurement.

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, real estate services, business services, and business development.

In 2022, DAS crafted a new mission and vision statement to better clarify its role and alignment to the Milwaukee County strategic plan.

Mission: We plan, develop, build, and manage the technical, operational, and physical infrastructure of Milwaukee County to deliver great public services.

Vision: A highly engaged workforce provides operational excellence and superior customer service to achieve racial equity.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

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:

- The Office of Economic Inclusion (formerly Community Business Development Partners) works to increase overall economic viability for targeted and disadvantaged businesses (TBEs and DBEs) and to track contracting compliance for internal contracts within Milwaukee County.
- Risk Management provides a comprehensive risk management program that minimizes liabilities to the county and ensures the health and safety of employees, residents, and guests utilizing county services and facilities.
- Central Business Office (CBO) serves as the knowledge base and general support for accounting, budgeting and financial analysis for the Department of Administrative Services, Office of Emergency Management, Office of Equity, Department of Human Resources, Office of Strategy, Budget & Performance and Office of the County Executive.
- 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 meet 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 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.

While several DAS Divisions are pursuing organizational improvements and re-alignments, there are no structural changes planned as part of the 2023 Budget.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

Strategic Program Area 1: DAS Administration

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$587,678	\$485,396	\$290,110	\$115,502	(\$174,608)
Revenues	\$326	\$161	\$0	\$0	\$0
Tax Levy	\$587,352	\$485,235	\$290,110	\$115,502	(\$174,608)
FTE Positions	4.0	3.0	3.0	3.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target*
Employee Engagement Mean	3	3.5	4	4.25

**Note this is a survey conducted in even numbered years*

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
% of DAS Performance Measures Achieved	N/A	N/A	100%	100%

Strategic Overview:

The management team works to guide and hold accountable the nine DAS Divisions to their performance measures and outlines expectations for alignment to the county's strategic plan. Additionally, the management team leads employee engagement efforts throughout DAS to ensure employees are motivated, appreciated and connected to the DAS and County strategic plans.

Strategic Implementation:

No major changes are anticipated in the 2023 DAS management budget. Leadership focus is to ensure DAS is supporting the racial equity priorities of Milwaukee County and the various departments and elected offices.

Department Mission:

The Department of Administrative Services plans, develops, builds, and manages the technical operational, and physical infrastructure of Milwaukee County to deliver great public service.

Department Vision:

A highly engaged workforce provides operational excellence and superior customer service to achieve racial equity.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

Strategic Program Area 2: DAS Central Business Office

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$703,018	\$794,834	\$739,766	\$755,740	\$15,974
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$703,018	\$794,834	\$739,766	\$755,740	\$15,974
FTE Positions	11.0	12.0	10.0	10.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
No. of Departments Supported	5	5	7	7

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Percent of invoices processed timely per Service Level Agreement	93%	92%	94%	94%
Percent of monthly fiscal reporting completed timely	90%	91%	91%	91%

Strategic Overview:

The Central Business Office (CBO) provides centralized financial support for the Department of Administrative Services, Office of Emergency Management, Office of Equity, Department of Human Resources, Office of Strategy, Budget and Performance, and Office of the County Executive. Financial support includes budgeting, accounting and financial analysis. In addition, budget facilitation is administered for Office of Corporation Counsel.

Strategic Implementation:

The Central Business Office will achieve its strategic goals by focusing on ensuring accounting activities are performed in accordance with all applicable statutes, ordinances, rules, policies and generally accepted accounting principles, which allow customer departments to focus on their core mission and business responsibilities.

There are no major changes to this program area.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

Strategic Program Area 3: DAS Procurement

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$583,783	\$765,099	\$1,040,383	\$1,017,572	(\$22,811)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$583,783	\$765,099	\$1,040,383	\$1,017,572	(\$22,811)
FTE Positions	8.0	10.0	11.0	11.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Price agreements – with budget year start date	136	150	160	160
Requisitions processed to purchase order annually	40,837	28,500	30,000	25,000
Sealed public bids	71	60	63	30
Request for Proposals – Procurement administered	25	45	32	32

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Cycle time (requisition to purchase order) – percentage	63%	40%	45%	45%
Sealed bid responses (average responses/bid)	5.73	4.5	2.45	5.0
MarketPlace Central ¹ Use – Unique Users/ Month Peak	200	120	150	N/A

¹ Due to the ERP conversion, 2022 activity reporting and performance measures reflect the period from July 1, 2021, to June 30, 2022.

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,

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

support, and services to all Milwaukee County departments regarding public procurement and contracting. In addition, the division is responsible for maintaining ethical standards to ensure fair and open procurements.

Strategic Implementation:

Procurement continues to manage the transition to Infor for an enterprise-wide contracting module in 2022. All competitive acquisitions will remain on technology platforms that permit visibility and include a broader base of potential participants in Milwaukee County contracting, Enterprise Platform Modernization (ERP), or alternative processes. Migration of all departments to the ERP contracting module will be critical for ERP's success by enabling approvals, tracking, and associated payments made under contracts. Piloting efforts are underway to capture baseline contracting efforts, including annual spend to develop a "best in class" standard that will more efficiently depict operational and performance statistics to provide cost-savings insights.

Procurement strives to ensure that the County's contracting process is fair, open, and transparent. Such a process yields more opportunities for the broader community, ensures the protection of the county's interest, and enhances value.

The 2023 budget includes an abolish create for a Buyer 2 position to an unfunded Purchasing Analyst to create opportunities for cross-training and establish a professional development hierarchy to either a Contract Manager or Buyer role. Additionally, one (1) FTE Purchasing Manager position is created to further support reorganization within the department for career advancement opportunities.

Additionally, Procurement will continue implementation of Chapter 42 Targeted Business Enterprise (TBE) strategies, in partnership with the Office of Economic Inclusion, to identify and increase participation in contracting opportunities for TBE businesses, inclusive of new authority for TBE set asides.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

Strategic Program Area 4: Office of Economic Inclusion

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$345,789	\$470,373	\$561,714	\$585,826	\$24,112
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$345,789	\$470,373	\$561,714	\$585,826	\$24,112
FTE Positions	7.0	7.0	7.0	7.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Total number of DBE firms certified	584 ¹	600	625	640
Committed contract value to disadvantaged & targeted businesses	28.6% ²	25%	30%	30%

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Total number of DBE firms newly certified	20	36	40	18

¹ Represents the anticipated number of firms certified by Milwaukee County only. Prior year 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 measure.

Strategic Overview:

The Office of Economic Inclusion (OEI) is responsible for, 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.

OEI was previously known as Community Business Development Partners. The name change to the Office of Economic Inclusion more accurately describes of the work being performed and is an important step in the process of rebranding the division and giving fresh perspective to the work being done.

The Office of Economic Inclusion is responsible for the certification of socially and economically disadvantaged individual's businesses under the DBE program. In addition, the division is responsible for the monitoring of contracts to ensure DBE and TBE participation goals for professional services, construction, commodities and others, are in compliance.

The 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.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

The division promotes utilization of small businesses through community outreach efforts and participates in small business development and technical assistance initiatives, and participates in small business seminars on effective business operations and contracting practices with 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, an operational approach has been created to meet the demands of both Milwaukee County departments and Disadvantaged/Targeted businesses. The division consists of 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.

This office is looking forward to expanding its efforts in overall outreach and communication to certified and non-certified firms regarding contract opportunities with Milwaukee County and will work to increase the number of certified firms through collaboration with local business organizations and ethnic chambers. The Office of Economic Inclusion will maintain an active role in the overall equitable contracting discussion for Milwaukee County, while continually seeking and identifying opportunities the division believes will lead to county departments increasing overall spend with minority and woman-owned businesses in both the Disadvantaged Business Enterprise Program (DBE) and Targeted Business Enterprise Program (TBE). By further establishing benchmark and baseline data, the office will assist departments in developing an overall departmental participation plan in reviewing and recommending participation goals on a project-by-project basis. The division will partner with Milwaukee Mitchell International Airport to work towards maintaining current Airport Concessions Disadvantaged Business Enterprise (ACDBE) firms doing business at the airport, while also working to increase ACDBE activity in both car rental non-car rental concessions.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

Strategic Program Area 5: IMSD Project Management

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2020* Actual	2021* Actual	2022* Budget	2023 Budget	2023/2022 Variance
Expenditures	\$635,678	\$1,012,182	\$420,785	\$660,580	\$239,795
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$635,678	\$1,012,182	\$420,785	\$660,580	\$239,795
FTE Positions	17.0	18.0	4.5	6.0	1.5

* With the 2022 budget, Business Solutions personnel moved to Strategic Program Area 6 – IT Governance and Business Solutions.

What We Do with It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
# of new IT projects requested	54	N/A*	N/A*	N/A*
# of IT projects managed	35	53	N/A*	N/A*

* Metric adjusted or discontinued due to organizational split into two different strategic program areas.

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
% of projects completed per approved schedule*	91%	89%	85%	85%
Project Manager: contractor ratio – # of contractors (C) vs. county workforce (FTE) ratio	70% C 28: FTE 12	58% C 17: FTE 12	N/A***	N/A***
IT Maturity Score	2	2+	N/A**	N/A**
Project business satisfaction and importance	N/A**	68%	70%	72%
Project business satisfaction and importance – benchmark to industry average	N/A**	-2%	0%	+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 IT Maturity scores discontinued in 2022 due to reprioritizing budget needs. New performance measures are from Info-Tech's CIO Vision Survey across county departments.

*** Metric adjusted or discontinued due to organizational split into two different strategic program areas.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

Strategic Overview:

The IMSD Project Management strategic program area is responsible for portfolio and project management of countywide Information Technology projects. This strategic program area provides the framework and expertise to manage IT projects, initiatives, and other duties. Team goals include:

- Improving the speed and value of Milwaukee County technologies made through stable and well-ordered project methods.
- Providing project management leadership, standards, repeatable processes, and best practice methods.
- Promoting delivery of quality products, closing projects on time and within budget, and delivering objectives identified during project initiation.

Strategic Implementation:

The IMSD Project Management Office will continue to manage the portfolio of Information Technology projects. During 2022, key projects and initiatives included:

- Stabilization and productivity improvements of the Enterprise Resource Planning (ERP) program to integrate financial, procurement, and expense management software.
- Implementation of budget replacement software.
- Digitization of process improvements supporting Department of Health and Human Services and the No Wrong Door initiative.
- Automation of Computer Aided Dispatch emergency dispatch for Milwaukee County and its municipalities.
- Compliance with E911 laws necessitating more stringent location information within county facilities for emergency calls placed.
- Remediation of ongoing security and audit vulnerabilities.
- Improve business intelligence reporting capabilities.

When capacity allows, the team works to train non-IMSD county employees on project management principles and modern technology.

The 2023 budget includes the conversion of a part-time project manager to full-time and the addition of one (1) FTE infrastructure project manager position to allow for a contractor currently being funded by a capital project to be converted to an FTE.

The Business Solutions team was moved into strategic program area 6 and out of this strategic program area in 2022.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

Strategic Program Area 6: IT Governance and Business Solutions (IMSD)

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	2020* Actual	2021* Actual	2022* Budget	2023 Budget	2023/2022 Variance
Expenditures	\$667,265	\$711,276	\$1,550,536	\$1,508,697	(\$41,839)
Revenues	\$102	\$547	\$500	\$500	\$0
Tax Levy	\$667,163	\$710,729	\$1,550,036	\$1,508,197	(\$41,839)
FTE Positions	29.0	31.0	14.0	14.0	0.0

*Low org structure and SPA changes were made in 2022. Figures represent the new structure and SPA.

With the 2022 budget, Business Solutions personnel were moved to Strategic Program Area 6 – IT Governance and Business Solutions.

What We Do with It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
# of IT contracts managed	170	172	197	210
# of IT contracts negotiated	117	70	125	135

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
% of IMSD negotiated IT contracts conformance to county contract standards and ordinances	100%	100%	100%	100%
IT maturity score**	2*	2+*	N/A**	N/A**
IT satisfaction**	N/A**	72%	75%	80%
IT satisfaction – benchmark to industry average**	N/A**	-4%	0%	+2%
IT value**	N/A**	72%	75%	80%
IT value – benchmark to industry average**	N/A**	-3%	0%	+2%

** Gartner IT Maturity scores discontinued in 2022 due to reprioritizing budget needs. New performance measures are from Info-Tech's CIO Vision Survey across county departments.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)Department: **Department of Administrative Services**AGENCY NO. **115**FUND: **General — 10001****Strategic Overview:**

The IT Governance and Business Solutions Strategic Program Area is responsible for the oversight of Information Technology administrative and strategic functions and working directly with departments and outside agencies to:

- Align technology solutions to departmental strategies and develop an enterprise roadmap.
- Drive value within client departments and empower them to improve business operations.

The Governance administrative and strategic functions include:

- Office of the Chief Information Officer (CIO), IT strategy, and IT organizational design.
- IT financial management.
- IT contract and vendor management.
- IT processes, performance management, and quality assurance.
- Employee development, engagement, standards, and metrics.
- Internal and open records requests.

The Business Solutions Team is led by the IT Business Relationship Manager who manages a team of Business Analysts assigned to each county department. In addition to aligning technology solutions with departmental strategies, the Business Solutions Team is responsible for management of Strategic Program Area 15 – Technology Purchase Management.

Strategic Implementation:

- The IT Governance and Business Solutions Team will continue to lead the IT maturity and digital transformation initiatives to optimize IMSD's and client departments' business and technical processes leading to consistent, efficient, quality, and value-driven IT services.
- The Governance Team will continue to work with the Office of Corporation Counsel, Risk Management, Business Opportunity Center, 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 comply with county standards and ordinances while also reducing contract costs, increasing business value, and mitigating risks.
- The Business Solutions Team will continue to collaborate with county departments and external partners on IT strategy and digital transformation. This team supports IMSD's goal of becoming a trusted business partner by driving cost effective solutions that are in alignment with daily departmental operating needs and future growth. In 2022 and into 2023, the Business Solutions Team will coordinate client departments and a selected consulting firm to identify digital transformation opportunities for reserved ARPA funds.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

Strategic Program Area 7: Business Applications (IMSD)

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	2020* Actual	2021* Actual	2022* Budget	2023 Budget	2023/2022 Variance
Expenditures	\$1,383,634	\$11,801,911	\$2,264,555	\$3,138,721	\$874,166
Revenues	\$0	\$0	\$0	\$108,000	\$108,000
Tax Levy	\$1,383,634	\$11,801,911	\$2,264,555	\$3,030,721	\$766,166
FTE Positions	29.0	31.0	33.0	31.0	(2.0)

*Low org structure and SPA changes were made in 2022. Figures represent the new structure and SPA.

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Number of service hours performed (project and support)	58,967 hours	70,495 hours	73,704 hours	87,648 hours
Applications supported	480	475	470	467
New documents managed – (electronic content management)	505,800	757,363	467,558	510,000

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Tier III (application-related) support tickets received and addressed	4,213	4,023	4,122	4,300
Applications Development Team service hours - percentage of project vs support time by employees and contractors	43% project / 57% support	46% project / 54% support	48% project / 52% support	52% project / 48% support
Applications Development Team service hours - percentage of project vs support time by employees only	28% project / 72% support	26% project / 74% support	51% project / 49% support	51% project / 49% support
Application contractor ratio – # of contractors (C) versus county workforce (FTE) ratio (filled FTEs only)	35% FTE 26: C 14	27% FTE 27: C 10	22% FTE 29: C 8	17% FTE 30: C 6
Business Applications scorecard - InfoTech	71%	72%	73%	75%

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

Strategic Overview:

The Business Applications Strategic Program Area is responsible for the lifecycle management (governance, development, and maintenance) of multi-platform countywide and departmental 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.

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

Significant technology enhancements and program deployments were accomplished in 2022. The first is the implementation of the Department of Health and Human Services (DHHS) No Wrong Door strategy initiative which includes an application suite of solutions that will be first adopted by Behavioral Health Services (BHS), which is a division of DHHS, in 2022 and then by other DHHS divisions throughout 2023 and 2024. These strategies will create real change by developing an integrated service model that orchestrates care for its program participants while providing a welcoming, friendly, trusted, trauma-informed environment. The strategies address social determinants of health and improve community health outcomes as policy and practice are infused with the understanding of racial and health equity.

Secondly, neighboring public safety agencies share borders, but many do not share real-time incident information or first responder details across borders. Disparate CAD systems (computer aid dispatch) lack easy, instant ways to connect and share resources. CAD2CAD is an interoperable, cross-jurisdictional tool that connects public safety agencies. This results in a cohesive understanding of critical situations as they unfold, with more lives and property saved. A 911 dispatch center, sometimes called public safety answering point (PSAP), is a call center where emergency/non-emergency calls (like police, fire, and ambulance) initiated by any mobile or landline subscriber are answered. Milwaukee County's 911 dispatch center (PSAP) is now connected to twelve other municipalities' 911 dispatch centers (PSAPs). This new program Fusion Portal, allows bi-directional communication between all 911 dispatch centers within Milwaukee County allowing each PSAP to locate, share and request resources during emergencies.

1.0 FTE unfunded Business Intelligence Analyst II performs a variety of data project-oriented tasks to support the information needs of the Department of Health and Human Services (DHHS). This position is responsible for all phases of reporting, decision support, and data analysis activities including report design, measure development, data collection, summarization, and validation. The Business Intelligence Analyst I-III is proficient with analytical and reporting tools, database development, ETL processes, query languages, and database and spreadsheet tools.

Strategic Implementation:

The Business Applications Strategic Program Area will:

- 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.
- Discontinue the use of the Gartner IT Maturity assessment score cards due to the need to redirect funding to higher priority technology needs. The Gartner IT Maturity assessment has been used in previous years to measure IT's ability to serve departments and to assist in improving how IMSD delivers services.
- Use InfoTech's IT satisfaction score card to ascertain the level of satisfaction and value IMSD delivers to Milwaukee County departments. Use of this score card will drive application decision making to improve overall metrics.
- Make organizational adjustments where needed to maximize support of Milwaukee County's technology footprint.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)Department: **Department of Administrative Services**AGENCY NO. **115**FUND: **General — 10001**

- Decrease the County's technology application footprint where practical and transition from legacy, non-supported technology applications to modern technology applications.
- Continue to support Phase 3 of the Infor Cloud Suite to support financial, procurement, human resource, payroll, budget, and expense management.
- Support, maintain and optimize all applications enabling Milwaukee County operations.
- Provide support and expertise for maintaining and governing the Cityworks work order system.
- Integrate Milwaukee County's Enterprise Document Management system with the Infor Cloud Suite, resulting in securely managed and easily retrievable documents.
- Support the integration efforts of DHHS through provisioning software solutions that support the No Wrong Door initiative
- The 2023 budget includes the transfer of four (4) FTEs to strategic program area 8 – Enterprise Data Services and the addition of two (2) new Application Developer positions for ERP.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

Strategic Program Area 8: Enterprise Data Services (IMSD)

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	*2020 Actual	*2021 Actual	*2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$0	\$0	\$0	\$434,788	\$434,788
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$0	\$0	\$0	\$434,788	\$434,788
FTE Positions	0.0	0.0	0.0	4.0	4.0

*Low org structure and SPA changes were made in 2022. Figures represent the new structure and SPA. No budget data exists for 2020, 2021 or 2022 as this SPA was part of SPA 7 – Business Applications.

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Number of service hours performed (project and support)	13,434	12,554	13,944	13,944
New PowerBI workspace (data subject areas)	2	8	5	7

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Support tickets received and addressed	55	31	41	45
Service hours - percentage of project vs. support time by employees and contractors	88% project / 12% support	88% project / 12% support	80% project / 20% support	80% project / 20% support
Application contractor ratio – # of contractors (C) versus county workforce (FTE) ratio	0% FTE 3: C 4	0% FTE 4: C 3	0% FTE 4: C 3	0% FTE 4: C 0
New PowerBI reports	17	94	50	75
Data Quality Scorecard – InfoTech	74%	72%	74%	76%
Analytical capability & reports scorecard – InfoTech	68%	66%	68%	69%

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

Strategic Overview:

The Enterprise Data Services Strategic Program Area is responsible for the data management and analytics services, which encompasses:

- data governance.
- data architecture management.
- enterprise data integration.
- data strategic planning.
- data quality management.
- metadata management.
- business intelligence and analytics.

To achieve Milwaukee County's objective to be the healthiest county in Wisconsin by achieving racial equity, this area has been a driving force for success by providing the technical and data expertise in collecting and cleansing data and making that data available for performance measurement analysis.

The Enterprise Data Services Strategic Program Area provides data expertise for Milwaukee County. This group also researches how artificial intelligence and machine learning can be used to enhance county operations.

The group provides support for departments by providing reporting, dashboarding and data expertise and work with each department individually to create a workspace as an environment for collaboration and sharing of data from subject areas such as emergency management, payroll, procurement, public safety, departmental operations status, fiscal, and county strategy. These workspaces provide the ability to link department specific data to enterprise data to deliver historical reporting, proactive decision making, and future opportunities.

In 2022, Enterprise Data Services, in conjunction with Milwaukee County departments, developed a business-oriented data strategy. Milwaukee County's data strategy was created by defining Milwaukee County's data capabilities by:

- Gathering feedback from key stakeholders and participants and identifying prevalent related pains, challenges, frustrations, risks and opportunities.
- Formulated a vision and mission for data.
- Planning for a desired target state taking into consideration other organization wide strategic priorities and projects, analyzing the gaps, and formulating the desired target state.

This team created the vision "Empower effective decision-making with timely and credible data". The developed mission is "Establish trusted data sources with defined ownership in an integrated and accessible framework through a culture of interdepartmental collaboration".

In support of the Open Data initiative, the County strategy dashboard was created on the public website. The goal is to be transparent on progress toward the ambitious vision of achieving racial equity and driving change to become the healthiest county in Wisconsin, which led to the creation of the strategy dashboard. The strategy dashboard is a performance management tool to hold Milwaukee County accountable for achieving its vision. It showcases metrics the county is seeking to improve as these metrics are essential to measuring the health of Milwaukee County. Workforce, overdose, and Medical Examiner data are current published dashboards. Housing, departmental outputs, and services offered are planned.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

Strategic Implementation:

The Enterprise Data Services Strategic Program Area will:

- Continue to maintain the current interfaces, data processes, dashboards, and reports for production.
- Increase development and support capacity by improving administrative processes, implementing proven frameworks and best practices in delivering data analytics and data warehousing services.
- Discontinue the use of the Gartner IT Maturity assessment scorecards due to the need to redirect funding to higher priority technology needs. The Gartner IT Maturity assessment has been used in previous years to measure IT ability to serve departments and to assist in improving how IMSD delivers services.
- Use InfoTech's IT Satisfaction scorecard to ascertain the level of satisfaction and value IMSD delivers to county departments through the use of scorecard driven data analytics decision making to improve overall metrics.
- Make organizational adjustments where needed to maximize support of Milwaukee County's Enterprise Data Services technology footprint.
- Maximize Milwaukee County's potential to harness data-dependent capabilities through the continued maturation of business intelligence - measurement and analysis using Microsoft Power BI Premium suite. IMSD embraces Esri ArcGIS to provide multiple presentation software to adapt to the unique needs of each Milwaukee County department/division. The result is self-service data analytics, trusted data, and enhanced data analysis capabilities for Milwaukee County.
- Provide enterprise data management, data archiving, master data management, data architecture, and professional data analytical technical services.
- Continue to develop PowerBI workspaces to support sharing of departmental reports or content with a group of users. Workspace is the place to collaborate with team members and end-users to create a collection of dashboards, reports, and data insights. The workspace is a shared data environment by having a group of people in the same space.

The 2023 budget includes the transfer in of four (4) FTES from strategic program area 7 – Business Applications.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

 Department: **Department of Administrative Services**

 AGENCY NO. **115**

 FUND: **General — 10001**
Strategic Program Area 9: Data Center Services (IMSD)

 Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$4,473,114	\$4,775,388	\$5,954,899	\$4,445,378.	(\$1,509,521)
Revenues	\$0	\$0	\$0	\$0.0	\$0
Tax Levy	\$4,473,114	\$4,775,388	\$5,954,899	\$4,445,378	(\$1,509,521)
FTE Positions	10.0	12.0	6.0	6.0	0.0

**Low org structure and SPA changes were made in 2022. Figures represent the new structure and SPA.*

What We Do: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Number of servers in operation	308	284	295	295
Amount of server infrastructures virtualized	91.5%	92.32%	92.13%	95%
Physical server infrastructure	26	22	23	20
Servers managed in the county	89	67	55	50
Servers managed by private cloud vendor	219	216	240	245
Total number of terabytes of data in all environments	N/A	N/A	200TB	225TB

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Server patching compliance including antivirus	96%	99%	99%	99%
Workstation patching compliance including antivirus	89%	93%	95%	95%
Web services availability	98%	100%	100%	100%
Datacenter uptime	99.9%	100%	100%	100%
Backup success	90%	99.9%	99.9%	99.9%
Office 365 uptime	99.9%	99.9%	99.9%	99.9%

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

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. The primary focus areas include:

- Administration, maintenance, and support of county servers, storage, and backup infrastructure.
- Management of the 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 the county's private hosted cloud vendor.
- Provision and maintenance of core infrastructure hardware/software.
- Oversight of backup and disaster recovery programs within the county.
- Management and responsibility for Office 365 cloud environment for email, Microsoft Office products, SharePoint, and OneDrive.

Strategic Implementation:

In 2023, the Data Center Services Program Strategic Program Area will continue to strive to become a sustainable IT services organization through maturity and continuous improvement to include:

- 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.
- Governance of asset management for servers in the production, test and development environments to include endpoint protection, hard drive encryption, vulnerability management, log management and backups.
- Continued reduction of server infrastructure in the county's on-premises data centers.
- Continuous improvement of server operations including the processes related to standing up new servers, management, and maintenance of production servers, and the decommissioning of servers no longer needed.

Expenditures are lower than the 2022 budget due to a reduction in budgeted depreciation.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

Strategic Program Area 10: Network and Telecom Services (IMSD)

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	2020* Actual	2021* Actual	2022* Budget	2023 Budget	2023/2022 Variance
Expenditures	\$1,876,834	\$2,053,588	\$1,869,546	\$2,115,657	\$246,111
Revenues	\$128,354	\$54,608	\$45,699	\$0	(\$45,699)
Tax Levy	\$1,748,480	\$1,998,980	\$1,823,847	\$2,115,657	\$291,810
FTE Positions	8.0	9.0	6.0	7.0	1.0

*Low org structure and SPA changes were made in 2022. Figures represent the new structure and SPA

What We Do: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Number of switches maintained	431	445	450	455
Switch port utilization	48%	47%	45%	45%
Number of routers maintained	205	205	189	195
Number of firewalls maintained	4	4	4	4
Number of wireless access points	445	475	490	525
Number of phones	6325	4854	5318	5200
Number of call managers	10	4	4	4
Number of voicemail servers	2	1	1	1

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Firewall uptime	100%	100%	100%	100%
Router uptime	100%	99.9%	100%	100%
Switch uptime	98%	99.9%	99.9%	99.9%
Network core uptime	100%	100%	100%	100%

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

Strategic Overview:

The Network and Telecom Services Program Area provides research, acquisition, installation, maintenance, and support services for the county-wide network and telecom infrastructure including routers, switches, access points, firewalls, phone systems and phones. The primary focus areas include:

- Control and oversight of the architecture, design, planning, configuration, and provisioning of the county's wide-area network to/from the county's private hosted cloud vendor.
- Provision and maintenance of core network infrastructure hardware/software.
- Administration of the county's voice and telephonic communications systems.
- Manage vendors that provide cabling, hardware, software, and technical support for the 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 for employees and guests.

Strategic Implementation:

In 2023, the Network and Telecom Services Strategic Program Area will continue to strive to become a sustainable IT services organization through maturity and continuous improvement.

Another key component of the goal for the Network and Telecom Services Team is to build out a robust wired and wireless network. Covid-19 has moved the county workforce to adopt more of a mobile platform like laptops and tablets. The additional laptops require a robust wireless network so employees can have a user experience throughout the county just as they do while at their desks.

Some of the accomplishments and future goals for the Network and Telecomm Services team include:

- The phone system Voice over Internet Protocol (VOIP) technology and project completed in early 2022. This initiative drastically reduced the county's risk of telephone system failure, enabled 'work from anywhere' functionality for departments, and improved IMSD's ability to support phones while reducing future cost of ownership. The new system also provides telephony services previously unavailable via the legacy phone system. These services have been readily adopted by various departments and will continue to be adopted as departments become educated on the features and functionality of the new system. Moving forward, the telecom team will look to make improvements to the phone system operations.
- In 2022, the network team completed the implementation of new network connectivity for the Milwaukee County Sheriffs Office (MCSO) squad cars (~100 cars) and now owns the management of that connectivity moving forward. In 2023, the network team will look to make improvements to that connectivity as new software and hardware versions become available.
- Throughout 2023, IMSD will continue to extend the footprint of the 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.
- Improved wireless accessibility and signal strength in buildings that provide core county operations.

The 2023 Budget includes the addition of one (1) FTE Senior Network Engineer.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

Strategic Program Area 11: End User and Device Support Services (IMSD)

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	2020*Actual	2021*Actual	2022* Budget	2023 Budget	2023/2022 Variance
Expenditures	\$1,050,124	\$1,121,716	\$1,005,205	\$883,616	(\$121,589)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,050,124	\$1,121,716	\$1,005,205	\$883,616	(\$121,589)
FTE Positions	0.0	0.0	9.0	10.0	1.0

*Low org structure and SPA changes were made in 2022. Figures represent the new structure and SPA

What We Do: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Service tickets opened	31,656	26,880	27,084	28,000
Number of service desk technicians	3.5	3.5	3.0	3.0
Windows computing devices managed*	3,952	4,074	4,180	3,950
Mobile devices managed**	3,838	4,183	4,100	4,100
Unique end users serviced	4,097	4,065	4,050	4,050

* 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	2020 Actual	2021 Actual	2022 Target	2023 Target
% of service desk tickets resolved within Service Level Agreement (SLA)*	91%	94%	95%	95%
Mean Time to Resolve (Hours)*	31	30	28	28
Number of change tickets implemented	852	1,107	1,100	1,200
% of calls resolved on first contact	39.28%	26.84%	29%	30%

* - Mean time to resolve (MTTR) is a maintenance metric that measures the average time required to troubleshoot and repair failed equipment. It reflects how quickly an organization can respond to unplanned breakdowns and repair them.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)Department: **Department of Administrative Services**AGENCY NO. **115**FUND: **General — 10001****Strategic Overview:**

The End User and Device Support Services Strategic Program Area contributes to the sustainability of the Department of Administrative Services – Information Management Services Division (IMSD) by providing a central point of contact between county technology users 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 physical asset management.

Strategic Implementation:

In 2023, the End User and Device Support Services Strategic Program Area will continue to work on improvement 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.
- Continuous improvement of the asset management program implemented in 2021. A robust asset management program allows IMSD to better manage the county's computing devices and once managed, the assets can be protected with best practice security efforts like patches, updates, and security software. Devices in the asset management program are end user devices including phones, laptops, desktops, tablets, enterprise devices like servers, networking equipment, backup power devices and printers.
- Continuous improvement of knowledge management and documentation processes. IMSD strives for continuous improvement with its IT Service Management tool, ManageEngine. This tool documents all aspects of an IT operation and guides the every-day operation of the division.
- Continuous improvement of governance of end user devices.
- Continuous improvement of Identity & Access Management (IAM). In 2022, the IAM workgroup was implemented to address issues and improvements to identity management in the county. In 2023, IMSD will continue to evolve that workgroup to provide better oversight and governance of the ~5000 accounts in the county's directory.

The 2023 budget includes the addition of one (1) FTE as a result of a 2022 contractor conversion.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

Strategic Program Area 12: Managed Printing (IMSD)

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$319,651	\$232,866	\$527,064	\$360,281	(\$166,783)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$319,651	\$232,866	\$527,064	\$360,281	(\$166,783)
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
# copiers and printers managed	630	619	600	500
Average monthly color prints	260,603	172,793	250,000	200,000
Average monthly black & white prints	1,571,583	910,341	1,000,000	950,000
Average monthly prints*	1,832,186	1,083,134	1,250,000	1,150,000

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
% of page reduction	-45%	-41%	0%	-8%
% of color print reduction	-41%	34%	0%	-20%
Annual program budget	\$319,651	\$232,866	\$527,064	\$360,281

* A3 device A4 device
 B & W per page 0.0035 0.0075
 Color per page 0.039 0.089

A3 device - Stand-alone copiers

A4 device - Desktop multi-functional device or printer

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

Strategic Overview:

The Managed Print Service (MPS) 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.
- Development of formal metric reporting systems with corrective actions.

The impact of Covid 19 has been realized in printing output and the county's costs to print. In 2019, the monthly average number of prints was 2.4M. During Covid 19, that number has been cut in half. The goal of the MPS team is to continue output at the current Covid 19 pace, even with return to office. This can be accomplished by a reduction in the number of printers available and educating department staff on the impacts to the county created by printing. Additionally, in 2022, the MPS Team completed the implementation of secure printing, which requires authentication to retrieve a print job. If a print job is not retrieved in 72 hours, the job will be deleted before it is printed and may contribute to a reduction of print outputs and monthly costs. The 2023 expenditures are reduced in this area to account for changes in printing and to fund other priorities within IMSD.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

Strategic Program Area 13: IT Security (IMSD)

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$948,145	\$1,075,406	\$1,183,342	\$980,800	(\$202,542)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$948,145	\$1,075,406	\$1,183,342	\$980,800	(\$202,542)
FTE Positions	2.0	3.0	3.0	3.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Number of devices monitored for suspicious activity & cyber threats	8,600	9,500	10,000	10,000
Number of cyber security tickets per month	72	46	35	35
% of cyber security tickets resolved	100%	100%	100%	100%
Quarterly average # of vulnerabilities detected	250	200	100	100

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Mean time to resolve security incident tickets	17 hrs.	7 hrs.	5 hrs.	5 hrs.

Strategic Overview:

The Cyber Security 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. 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 (National Institutes of Standards and Technology) and CIS (Center for Internet Security) cybersecurity frameworks and security publications. In support of the ISMP goals, the program area will strive to attain the following objectives:

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

- Engage security and data governance and sponsorship across county departments.
- Continue to chair the Milwaukee County Information Security Council (MC-ISC) established in 2018 that provides oversight and governance for ISMP security decisions and actions that affect county employees and services.
- Engage security and data governance and sponsorship across county departments.
- Document and educate decision makers on 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.
- Evolve the security program's vulnerability management capabilities.

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 and education.
- Develop and deliver cyber security training to county employees via Learning Management System (LMS) and IMSD-conducted email phishing and educational campaigns.
- Research, identify and periodically review critical applications for relevancy.
- Incorporate controls from the CIS Top 20 Guidelines for Enterprise Security and Cyber Insurance guidelines and requirements.

The expenditures in this program area are reduced due to a decrease in depreciation.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

Strategic Program Area 14: Mainframe (IMSD)

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$1,699,520	\$1,181,245	\$124,301	\$0	(\$124,301)
Revenues**	\$140,600	\$110,600	\$140,600	\$0	(\$140,600)
Tax Levy	\$1,558,920	\$1,070,645	(\$16,299)	\$0	\$16,299
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do with It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target*	2023 Target*
Mainframe IDs maintained*	213	150	N/A	N/A
Applications on mainframe*	1	1	N/A	N/A

* The Mainframe was decommissioned in 2021 as a part of the Enterprise Resource Planning (ERP) go-live. User metrics after 2021 are not applicable.

** Starting in 2023, revenues previously budgeted in the Mainframe program area are budgeted in Strategic Program Area 7 – Business Applications.

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target*	2023 Target*
CJIS Availability*	N/A	N/A	N/A	N/A
Advantage Availability*	99%	99%	N/A	N/A

* The Mainframe was decommissioned in 2021 as a part of the Enterprise Resource Planning (ERP) go-live. Availability metrics after 2021 are not applicable.

Strategic Overview:

The Mainframe was decommissioned in 2021 as a part of the Enterprise Resource Planning (ERP) go-live, and 2022 costs reflect the closeout of the mainframe hosting contract. Starting in 2023, revenues previously budgeted in the mainframe program area are budgeted in Strategic Program Area 7 – Business Applications.

Strategic Implementation:

In 2022, the mainframe retirement, archival of historical data, and contractual obligations were completed.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

Strategic Program Area 15: Technology Purchase Management (IMSD)

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$6,256,294	\$5,357,418	\$6,102,823	\$6,166,223	\$63,400
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$6,256,294	\$5,357,418	\$6,102,823	\$6,166,223	\$63,400
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do with It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
# of county departments supported	43	43	43	43

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 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 the best practice approach of centralizing oversight of the Information Technology (IT) spend demands of various county departments and divisions. This allows the County to:

- Avoid IT efforts outside of IMSD, resulting in duplicated operational activities and spend.
- Optimize costs through leveraging existing IT hardware and software.
- Consolidate and leverage agreements with vendor partners.
- Maximize procurement and sourcing opportunities.
- Focus 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's IT strategy with department business strategy and transparency into the County's IT Technology Purchase Management 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.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

Strategic Implementation:

Strategic initiatives include:

- Develop more timely and transparent reporting processes for departments to understand the status of purchase activity, including optimization activity.
- Centralize management of IT purchases through the Technology Purchase Management budget to:
 - Consolidate negotiations with vendor partners to mitigate risks, enhance customer service, and reduce costs
 - Align business needs in a strategic and cost-effective manner.
 - Mitigate risk of obsolete technology.
 - Equip the County for the digital future.

In collaboration with the Office of the County Clerk, the Department of Administrative Services – Information Management Services Division shall provide technological support to strengthen public access to all County meetings and hearings. Funding from Capital Project WY0726 – Milwaukee County Digital Transformation Initiative shall be used to offer translation services, including multilingual captioning services and multilingual meeting notices and agendas. In addition, Milwaukee County leaders have the ability to make appointments to numerous Boards and Commissions at the State and local level. To ensure appointments to these positions are made with an eye towards equity, unallocated funding from Capital Project WY0726 0 Milwaukee County Digital Transformation Initiative is also earmarked to develop a Countywide appointment tracking software. DAS-IMSD and the Office of the County Clerk shall provide a report to the County Board by the April 2023 meeting cycle with a status update, which includes cost estimates and a projected timeline for implementation.

There are no dedicated full-time resources in this program area. Strategic Program Area 5 – IT Governance and Business Solutions manages this program area in conjunction with the Department of Administrative Services' Central Business Office (DAS-CBO).

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

Strategic Program Area 16: Facilities Management Director's Office

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	(\$51,019)	(\$50,465)	\$0	\$0	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	(\$51,019)	(\$50,465)	\$0	\$0	\$0
FTE Positions	1.0	1.0	1.0	1.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
County-wide Building Footprint (gross square feet)	13,067,770	12,441,909	12,456,034	12,456,034
County-wide Building Plant Replacement Value (\$)	\$2.5B	\$2.3B	\$2.4B	\$2.4B

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
County-wide Facility Condition Index (FCI*)	0.14	0.12	0.13	0.13

* 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 2019 initiative on Workforce Planning will continue through 2023 with programs to improve recruitment/retention, leadership development, succession planning, racial equity, and employee engagement. The Director's Office will be

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

implementing plans to reorganize the Architecture & Engineering, Facilities Planning & Development, and the Operations and Maintenance sections to improve all aspects of project delivery, implement best-in-class preventive maintenance, deliver superior customer service, and establish career ladders that build the bench, increase diversity, and retain institutional knowledge.

The Director's Office expenditures (\$180,574) are fully cross charged to other organizational units within the DAS-FMD.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

Strategic Program Area 17: Architecture & Engineering

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$3,210,824	\$3,725,772	\$4,034,845	\$4,333,895	\$299,050
Revenues	\$4,500,689	\$4,206,559	\$4,785,063	\$4,625,749	(\$159,314)
Tax Levy	(\$1,289,865)	(\$480,787)	(\$750,218)	(\$291,854)	\$458,364
FTE Positions	39.0	41.0	41.0	43.0	2.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
# of Capital Projects Managed	114 c/o; 60 new*	124 c/o; 29 new*	128 c/o; 50 new*	115 c/o; 25 new*
County Facilities Planning	108	56	111	80
Capital Projects Forwarded				

* "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	2020 Actual	2021 Actual	2022 Target	2023 Target
Performance Measures that align with and support the County strategy will be included as part of the 2024 Budget Narrative.	TBD	TBD	TBD	TBD

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 subject matter expertise, design standards, advice, planning, and design services for all County departments.
- A new Project Management unit provides design and construction management services for projects including building maintenance, remodeling, improvements, additions, and new construction for all County departments, focused on execution of projects in the Adopted Capital Budget. 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.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

- 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 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. It includes the Facilities Condition Assessment Program which 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).
- A new Capital Program Operations team will be established to provide project assistance, contracts and compliance management, document, and workflow management, and reporting to assist the other teams in the execution of capital projects.

Strategic Implementation:

An inflationary economy and continuing robust local construction market have 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 a 36-month window with a focus on superior customer service and engagement. In 2023, A&E will continue to develop alternative means and methods to improve project delivery services. Strategic emphasis will be placed on staff reorganization, supplementation and training, implementing recommendations and ideas developed in 2022. Additionally, A&E will continue to implement and execute projects approved under the American Rescue Plan Act (ARPA), with oversight by the established ARPA Capital Program Management Office.

FTEs increase by 2.0 FTE due to the current year create of a Principal Project Manager and Project Assistant position.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

Strategic Program Area 18: Environmental Services

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$551,292	\$473,906	\$690,450	\$712,489	\$22,039
Revenues	\$421,149	\$439,186	\$436,000	\$508,428	\$72,428
Tax Levy	\$130,143	\$34,720	\$254,450	\$204,061	(\$50,389)
FTE Positions	5.0	5.0	5.0	5.0	0.0

What We Do With It: Activity Data					
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target	
# of Mandated County Environmental Plans and Reports in Compliance	29 Compliance Requirements	23 Compliance Requirements	32 Compliance Requirements	32 Compliance Requirements	

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
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 environmental functions for the County's building and infrastructure assets and assists in coordinating county-wide environmental 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 regulated substance control (asbestos, lead, PCBs, mercury, pesticides/herbicides, etc.). Environmental Services assists departments county-wide to monitor aboveground and underground storage tanks, landfills, indoor 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.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

Strategic Implementation:

Since 2018, the Environmental Services Unit has focused its resources 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 2023, this environmental compliance initiative continues.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

Strategic Program Area 19: Office of Sustainability

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$164,418	\$143,408	\$190,784	\$197,055	\$6,271
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$164,418	\$143,408	\$190,784	\$197,055	\$6,271
FTE Positions	2.0	2.0	2.0	2.0	0.0

What We Do With It: Activity Data					
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target	
Countywide energy use, normalized for weather (million Btu)	949,055	983,304	905,665	893,748	
Countywide greenhouse gas emissions (metric tons of CO ₂ e)	TBD	TBD	TBD	TBD	

How Well We Do It: Performance Measures					
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target	
Countywide energy use reduction vs. 2014 baseline	20%	17%	24%	25%	
Countywide greenhouse gas emissions reduction (metric tons of CO ₂ e)	TBD	TBD	TBD	TBD	

Strategic Overview:

The Office of Sustainability (OS) supports and leads initiatives to improve Milwaukee County government's operational efficiency and effectiveness, protect and restore natural resources, and enhance racial and health equity. OS works to integrate environmental stewardship and climate resiliency into County operations, infrastructure, and services, and is responsible for coordinating the County-wide environmental sustainability program.

OS focus areas and core services include:

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

- Strategic Planning: Developing plans for integrating environmental sustainability into Milwaukee County operations, infrastructure, and services.
- Project Management: Leading projects to protect human health and the environment while reducing operating expenses and advancing racial equity.
- Performance Management: Tracking and reporting progress toward the County's energy and climate goals.
- Education/Outreach: Promoting environmental stewardship among County employees, elected officials, and the public.

Strategic Implementation:

In 2021, Milwaukee County established a policy to achieve carbon-neutral (zero net greenhouse gas emissions) operations by 2050, and OS produced the Framework for Climate Action that outlines the strategic plan to support this policy.

Milwaukee County's vision is that by achieving racial equity, Milwaukee is the healthiest county in Wisconsin. To support this outcome, the County's efforts to achieve carbon neutrality by 2050 must advance equity, justice, and community resilience.

During 2023, OS will coordinate a detailed multi-year planning process to engage the community and identify actions that reduce or offset the County's greenhouse gas emissions. Emphasis will be placed on actions that are driven by co-benefits that advance equity, justice, and resilience. OS will launch a lighting upgrade program that will improve the energy efficiency of County facilities while providing training and job opportunities to unemployed or underemployed community workers. Additionally, OS will continue to oversee the County's building retro-commissioning program and manage Countywide natural gas procurement.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

Strategic Program Area 20: Facilities Operations & Maintenance

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2020 Actual*	2021 Actual*	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$16,871,341	\$18,255,981	\$19,605,515	\$19,588,851	(\$16,664)
Revenues	\$4,598,994	\$4,633,670	\$5,308,810	\$1,775,798	(\$3,533,012)
Tax Levy	\$12,272,347	\$13,622,311	\$14,296,705	\$17,813,053	\$3,516,348
FTE Positions	84.0	84.0	84.0	84.0	0.0

* Previous years' data is re-stated to reflect the partial transfer of Office for Persons with Disabilities to SPA 20.

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Building Footprint Managed (sq. Feet)	2,295,787	2,300,378	2,295,787	2,323,122
Building Plant Replacement Value	\$712,037,541	\$683,573,076	\$712,037,541	\$734,253,457

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual**	2022 Target**	2023 Target**
Facilities Operations and Maintenance Cost Per Square Foot	\$8.57	\$10.55	\$10.55	\$10.99
FMD-O&M Facility Condition Index (FCI)*	0.07	0.08	0.08	0.11

* To determine FCI for any given set of assets, the total cost of remedying deferred maintenance requirements are 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.)

** For 2023 based on Comptroller guidance for break-even methodology, abatements for depreciation were removed in the cost per sq. ft calculation along with a significant increase in depreciation due to CARES act projects completed in 2020-2021 resulting in a significant increase in the cost per square footage when new calculation was applied.

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, five Senior Centers (McGovern, Clinton Rose, Kelly, Washington, and Wilson) and two Wil-O-Way facilities (Grant and Underwood Parks). 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.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

Strategic Implementation:

The strategic focus of the Operations & Maintenance team involves People (training, career ladders, diversity, and organization design), Engagement (creating stronger teamwork, information sharing, and celebration), Performance (understanding what information and metrics drives overall performance and creating action to drive successful outcomes) and the transition from a Reactive Maintenance to a Preventative Maintenance program.

The goal of Facilities is to drive exceptional customer service and facility availability for tenants, providing sufficient resources to 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.

Facilities management of the Will-O-Way facilities at Grant and Underwood Parks transitioned to the Facilities Management Division of DAS in 2022 and will continue to be part of the FMD portfolio of buildings in 2023 and beyond.

The 2023 budget includes a revenue decrease of \$3.5 million primarily due to the loss of lease revenue generated from the Marcia P. Coggs Human Service Center and the associated space rental to the State of Wisconsin-Department of Health Services (DHS). The 2023 DHS revenue loss is approximately \$3.3 million.

1.0 FTE Security Director is included in the 2023 budget based on recommendations from the recently conducted Facilities Safety Audit. The position will be responsible for the development, implementation and managing of Courthouse Complex security goals, objectives, policies, and priorities in partnership with the Facilities Director. In addition, the position will also focus on training, motivation, evaluation, and development of subordinate employees and to ensure department strategic objectives and priorities are achieved and coordinated with other departments.

An effort will be made to eliminate or significantly reduce the number of cockroaches in the Courthouse Complex through additional extermination efforts. A report shall be provided to the Committee on Community, Environment and Economic Development by the May meeting cycle on these efforts and recommendations to improve the ongoing program to manage the infestation.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

Strategic Program Area 21: GIS & Land Information Office

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$958,961	\$774,613	\$941,000	\$941,000	\$0
Revenues	\$1,021,925	\$1,207,718	\$941,000	\$941,000	\$0
Tax Levy	(\$62,964)	(\$433,105)	\$0	\$0	\$0
FTE Positions	5.0	5.0	5.0	5.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
MCLIO Web Site Visits	76,400,000	83,500,000	85,000,000	85,000,000

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
GIS Project Requests	32 Ad Hoc Projects	33 Ad Hoc Projects	30 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 2023 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.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

Annual Agreement

The LIO will enter into a 2023 contract with the Southeastern Wisconsin Regional Planning Commission (SWRPC) for the purpose of providing professional staff services for county surveyor services during 2023 pursuant to Wis. Stats. 59.74. Some of these services include to maintain a file of all land survey plats prepared by land surveyors for parcels in Milwaukee County, to perpetuate the corners of the U.S. Public Land Survey System throughout Milwaukee County, and to provide guidance and technical support during the year to the Milwaukee County Land Information Office.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

Strategic Program Area 22: Water Distribution System

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$3,303,004	\$3,405,051	\$4,271,714	\$1,600,000	(\$2,671,714)
Revenues	\$2,591,436	\$600,833	\$4,271,714	\$1,626,000	(\$2,645,714)
Tax Levy	\$711,568	\$2,804,218	\$0	(\$26,000)	(\$26,000)
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Cubic Feet of Water Service*	34,828,800	34,110,900	N/A	N/A
Cubic Feet of Sewer Service*	34,828,800	34,110,900	N/A	N/A

* Consumption by volume.

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
None, due to impending sale.				

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. On December 1, 2021, pursuant to approval by the Public Service Commission, Milwaukee County consummated the sale of the SE Quadrant water system to MRMC Water LLC for the water and sewer assets and liabilities located in that Quadrant. At the same time, the sale of the 'North Avenue main' and associated assets and liabilities were sold to the City of Wauwatosa. Milwaukee County retains some water system assets on County grounds, but no longer serves any non-County entities. The costs for operation and maintenance of these remaining assets are held in Strategic Program Area 20: Facilities Operations & Maintenance.

Strategic Implementation:

Because the County no longer provides water services to any non-County customers, the activities in this SPA are limited and reflect no operating costs or utility revenue. The 2023 budget includes only a 'fire protection charge' as according to a legacy agreement with the City of Wauwatosa.

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. 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 \$952,032 that is budgeted in Agency 190 (Non-Departmental Revenues), Org 1986 (Fire Charge – Uncollectable).

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

Strategic Program Area 23: DAS Risk Management

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$10,337,122	\$9,885,160	\$11,027,518	\$11,213,918	\$186,400
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$10,337,122	\$9,885,160	\$11,027,518	\$11,213,918	\$186,400
FTE Positions	7.0	7.0	7.0	7.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Total hours of documented Risk Management Training	9,090 hours	15,000 hours	15,000 hours	15,000 hours
Total number of employees identified and enrolled in Occupational Health Program	228	1,533	3,242	1,490
Number of contracts reviewed per MCO 56.30(6)(f) indemnity and insurance requirements	1,200	1,300	1,300	1,300
Total tracked incidents and claims administered (including Workers' Compensation and Property and Casualty)	706*	675*	650	650

*Claims numbers are still developing. Some incidents and claims may remain unreported.

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Reduce Frequency and Severity of Workers' Compensation Claims to Reach an Experience Modification Number of 1 or Below.	**1.28	0.95	Below 1.0	Below 1.0

*2019 is based on 2015, 2016, 2017 claims years; ** 2020 is based on 2016, 2017, 2018 claims years

Strategic Overview:

Over the last five years, Milwaukee County experienced a significant reduction in the frequency and severity measures of new workers' compensation claims. The reduction is attributed to the implementation of initiatives such as a 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. Risk Management is committed to continually improving these programs and services. Worker Compensation claim numbers are both a loss control and safety and claims management performance measure for Risk Management, as tracked through the experience modification number, which is a benchmark that compares the County's workers' compensation losses to industry loss rates. A number below 1.0 indicates a better than average

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

rating, signifying highly functioning safety, loss control, and claims administration programs that are effective at reducing the County's liabilities and keeping employees safe and healthy.

Strategic Implementation:

In 2023, Risk Management will continue to support and protect departments, employees, and guests using County services and facilities. Among the highlights:

- Risk Management continues to move towards a centralized safety management and loss control model with the rollout of an Occupational Health Program that began in 2021 with the implementation of a Blood Borne Pathogens program. In 2023, Risk's safety team will focus on implementing Hearing Conservation and Respiratory Protection programs in departments and divisions with exposures. This program breaks down silos within departments to protect all employees with these exposures equally to further reduce resulting injuries.
- Risk Management utilizes the Health and Safety Committee and Vehicle Accident Review Committee (VARC) and will implement a new Safety Ambassador Program to collaborate and disseminate risk mitigation initiatives among departments and divisions based on loss data and pressing safety issues brought by committee members and ambassadors. This effort will encourage a countywide safety culture aimed at decreasing accidents and injuries to employees and the public, thereby reducing county liabilities and increasing fiscal health and sustainability.
- Risk Management actively participates in the Equitable Contracting Workgroup to help identify barriers and implement strategies that increase spend to minority and women-owned business contractors interested in partnering with the county. An identified potential barrier is the county's minimum insurance requirements that are set by Risk Management.
- Risk Management partners with a broker and third-party administrator to develop streamlined, consistent, and efficient claims handling processes and to audit those processes, ensuring the claims experience is positive for employees. Risk will implement a new intake process so injured employees can immediately connect with a nurse as they report an injury, with the goals of cutting reporting times and improving employee satisfaction.
- Risk Management will focus on working with departments to identify exposures, eliminate exposure gaps in the insurance program, including the addition of Workers' Compensation Excess coverage, where fiscally feasible to do so.
- Increases to the 2022 and 2023 budget are a result of industry-wide premium increases for areas such as auto property insurance, airport operations liability insurance, and general property insurance due to catastrophic disasters and the pandemic. These budgetary increases are partially offset by significant savings in the frequency and severity of workers' compensation claims, service fee reductions with the broker and claims administrator partners, and a lower occupational health budget for ongoing program maintenance.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

Strategic Program Area 24: DAS Economic Development / Real Estate Services

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$1,159,636	\$1,316,306	\$2,000,287	\$1,863,062	(\$137,225)
Revenues	\$1,522,487	\$1,785,589	\$1,897,400	\$1,744,889	(\$152,511)
Tax Levy	(\$362,851)	(\$469,283)	\$102,887	\$118,173	\$15,286
FTE Positions	5.0	5.0	5.0	5.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Maximize available income from real estate transactions including leasing, land sales, and contracts through collaboration on development projects with other county departments, and external partners including municipalities and developers	\$1,522,487	\$1,785,589	\$1,897,400	\$1,744,889

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Sell county-owned properties to retain maximum allowable funds for maintaining, repairing, and returning to market foreclosed properties.	\$400,000	\$400,000	\$400,000	\$400,000
Apply for all available Wisconsin Economic Development Corporation grants for pass-through to eligible communities and projects in Milwaukee	Yes	Yes	Yes	Yes
Execute and manage contracts that include Community Benefits Compliance	Yes	Yes	Yes	Yes

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

Execute and manage leases leveraging county assets, including cell phone towers, parking lots, airspaces, and facilities	\$1,122,487	\$1,385,589	\$1,497,400	\$1,344,889
Influence regional economic, workforce, and community development initiatives through board positions, meeting attendance, and project participations.	Yes	Yes	Yes	Yes
Promote and build the Milwaukee County Revolving Loan Fund in partnership with administrator Milwaukee Economic Development Corporation	Yes	Yes	Yes	Yes

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 represents County departments in lease transactions as landlord or tenant; negotiates contracts with customer departments; drafts contracts; and monitors lease agreements. DAS-ED helps lead the County Facilities Planning 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, and 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.

DAS-ED has developed a role in regional coordination between the nineteen municipalities and various economic development efforts within the County, neighboring Counties, and the State, such as workforce development, economic development, transportation, housing, 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:

In 2022, DAS-ED has advanced in the maturity of lease administration and property disposition. In 2023, DAS-ED will strengthen its focus on more traditional economic development initiatives with a specific focus on those that will advance racial equity. 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.
- Monitor partnership programs – Small Business Loan Program (MEDC), Near West Side Partners Economic Development Grant program and look to leverage economic support programs made available through federal stimulus packages and other available grants.

DEPARTMENT OF ADMINISTRATIVE SERVICES (115)

Department: **Department of Administrative Services**

AGENCY NO. **115**

FUND: **General — 10001**

- 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.
- Prepare, market, and sell Milwaukee properties such as the Fiebranz Bus Garage.
- Coordinate broker listings of foreclosed and other county-owned properties on Multiple Listing Service (MLS).
- Connect job training and workforce development efforts with County services such as the Housing Division's Section 8 Homeownership program.
- Enhance advocacy efforts related to the racial equity goals outlined in the County's strategic plan. Efforts will include a focus on state and regional partners as well as peer counties, local jurisdictions, and those in the private sector.
- Remain involved in the following economic development and real estate focused organizations through participation, memberships and/or funding (designated in parentheses):
 - Commercial Association of Realtors – Wisconsin
 - East Wisconsin RR Co. (\$25,000)
 - Great Lakes Economic Development Corporation
 - International Economic Development Council
 - MidAmerica Economic Development Council
 - Milwaukee 7/Milwaukee Metropolitan Association of Chambers (\$10,000)
 - Milwaukee Workforce Funding Alliance (\$10,000)
 - NAIOP (Industrial Developers Association of Wisconsin)
 - Southeastern Wisconsin Regional Planning Commission
 - Urban Economic Development Association
 - Visit Milwaukee (\$25,000)
 - Wisconsin Commercial Real Estate for Women (WCREW)
 - Wisconsin Economic Development Association
 - Wisconsin Economic Development Corporation
- Support the County's cultural institutions and act as a liaison between those organizations and other departments within Milwaukee County. Institutions supported include:
 - Historical Society
 - War Memorial Center
 - Villa Terrace/Charles Allis Museums
 - Marcus Center for the Performing Arts
 - Milwaukee Art Museum
 - Federated Library System
 - Fund for the Arts
 - Milwaukee Public Museum

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OFFICE OF STRATEGY, BUDGET & PERFORMANCE (118)

 Department: **Office of Strategy, Budget & Performance**

 AGENCY NO. **118**

 FUND: **General — 10001**

BUDGET SUMMARY

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Costs	\$700,634	\$1,066,893	\$1,768,736	\$2,048,400	\$279,664
Operation Costs	\$4,668	\$23,773	\$339,210	\$175,000	(\$164,210)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$2,617	\$1,351	\$6,000	\$6,000	\$ 0
Interdepartmental. Charges	\$741	\$0	\$1,914	\$0	(\$1,914)
Total Expenditures	\$708,660	\$1,092,017	\$2,115,860	\$2,229,400	\$113,540
Revenues					
Direct Revenue	\$0	\$0	\$0	\$0	\$ 0
Intergovernmental Revenue	\$0	\$0	\$95,733	\$95,733	\$ 0
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$ 0	\$ 0	\$95,733	\$95,733	\$ 0
Tax Levy	\$708,660	\$1,092,017	\$2,020,127	\$2,133,667	\$113,540
Personnel					
Full-Time Pos. (FTE)	10.0	13.0	19.0	21.0	2.0
Seasonal/Hourly/Pool \$	\$0	\$41,241	\$0	\$0	\$0
Overtime \$	\$1,525	\$2,633	\$0	\$21,103	\$21,103

Department Mission:

This Department serves to support Milwaukee County's mission to enhance the quality of life through great public service. To that end, the new Office of Strategy, Budget, and Performance will work to strengthen practices and strategically align critical resources that advance the mission while improving Milwaukee County's fiscal health. This Department will lead the strategic plan, utilize an equitable lens for budgeting, and develop effective practices for continuous improvement, project management, and grant development. These activities will assure the highest quality of services for the residents of Milwaukee County.

Department Description:

Strategy, Budget and Performance (SBP) has three divisions: Strategy and Performance Division, Budget Division, and Project Management Office.

Major Changes in FY 2023

As part of the continued effort to connect strategy and budget, the SBP was created in the 2022 budget. FTEs in the department are increased by 2.0 positions compared to the 2022 Adopted Budget, representing the creation of 1.0 FTE Strategy Analyst and 1.0 FTE Sr. Analyst Budget and Management. The 2.0 additional FTE are funded through a reduction in the department's operation costs budget.

OFFICE OF STRATEGY, BUDGET & PERFORMANCE (118)Department: **Office of Strategy, Budget & Performance**AGENCY NO. **118**FUND: **General — 10001**

The 2023 budget includes \$50,000 in funding to support the administration of the Milwaukee County Commission on Youth. The Commission on Youth was created in 2022 (File 22-662) to serve as a representative body for youth in Milwaukee County government. This \$50,000 allocation provides funding for IT equipment, costs associated with in-person meetings, and modest meeting stipends. Status updates, reports, and proposed resolutions relative to the work of the Commission on Youth and efforts to collaborate with intergovernmental partners shall be provided for review by the County Board when necessary.

Overtime funding is increased by \$21,103 with funds transitioned from the Department of Administrative Services (DAS) to account for anticipated overtime costs related to positions which formerly resided in DAS.

OFFICE OF STRATEGY, BUDGET & PERFORMANCE (118)

Department: **Office of Strategy, Budget & Performance**

AGENCY NO. **118**

FUND: **General — 10001**

Strategic Program Area 1: Strategy Division

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$0	\$0	\$ 188,524	\$ 194,958	\$6,434
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$ 0	\$ 0	\$188,524	\$194,958	\$6,434
FTE Positions	0.0	0.0	1.0	2.0	1.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
To Be Determined				

How Well We Do It: Performance Measures				
Performance Measures	2020 Actual	2021 Actual	2022 Target	2023 Target
To Be Determined				

Strategic Overview:

The Strategy Division works with all departments (including the Office of the County Executive and County Board) to help drive meaningful progress toward achieving the County's strategic plan.

In 2022, the Strategy Division facilitated the advancement of the county's strategic plan in the following ways:

- Coordinated the activities of the County's seven Strategy Teams which are aimed to advance strategic plan priorities.
- Served as an executive sponsor for the service alignment team.
- Led the development of the Strategy Dashboard. Specifically, coordinated the creation of the employee demographics dashboard, the average age of life dashboard, and the Opioid dashboard.
- Planned and facilitated the County's Leadership Forums, cabinet meetings, SBP leadership meetings, and other countywide leadership meetings.
- Briefed internal and external stakeholders on the county's strategic plan.
- Coordinated with local partners to align stakeholders around housing the key issue around which local stakeholders will coordinate to make advances.
- Provided customized technical assistance to county leaders by helping to develop nested strategic plans and key performance indicators for departments and divisions.

OFFICE OF STRATEGY, BUDGET & PERFORMANCE (118)Department: **Office of Strategy, Budget & Performance**AGENCY NO. **118**FUND: **General — 10001****Strategic Implementation:**

In 2023, the Strategy Division will continue the activities listed above, as well as:

- Lead the creation of a housing dashboard to display countywide progress toward increasing the number of residents in safe, affordable and high-quality housing.
- Include department KPIs on the Strategy Dashboard for as many services as possible.
- Establish strategic plans and key performance indicators for as many departments and offices as possible.
- Secure and support implementation of contract support to provide training and assistance to departments and offices in KPI development and use.
- Collaborate with other services areas in SBP to better integrate services across the department.

1.0 FTE Strategy Analyst is created in 2023 to support the advancement of departmental and county-wide strategic planning efforts.

OFFICE OF STRATEGY, BUDGET & PERFORMANCE (118)

 Department: **Office of Strategy, Budget & Performance**

 AGENCY NO. **118**

 FUND: **General — 10001**
Strategic Program Area 2: Budget Division

 Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$698,762	\$799,264	\$837,176	\$897,817	\$60,641
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$698,762	\$799,264	\$837,176	\$897,817	\$60,641
FTE Positions	10.0	10.0	8.0	9.0	1.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
# of Budgets Documents Produced	2	2	2	2
Organizational Budgets	82	82	82	82

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 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 Budget Division 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 processes and performance measurement systems.

Strategic Implementation:

As a component of the County's fiscal health goal, the Budget Division works with departments to expand upon the use of long-term financial planning in Milwaukee County's budget process. This includes placing focus on strategies to sustainably increase revenues, and reduce expenditures, while working to develop a fiscally healthy organization that makes decisions on investment into strategic plan priorities versus structural deficit reductions.

The Budget Division utilizes a Racial Equity Budget Tool which is incorporated into the annual budget process and is used to: make intentional connections between the strategic plan and the budget; use racial equity as the guiding principle for important decisions regarding investments; initiate conversations on topics related to the strategic plan; provide baseline data on departmental efforts to inform enterprise-wide decisions.

OFFICE OF STRATEGY, BUDGET & PERFORMANCE (118)Department: **Office of Strategy, Budget & Performance**AGENCY NO. **118**FUND: **General — 10001**

In 2022, the Budget Division has worked to develop a new budget software and reporting system which has been incorporated into the 2023 budget process.

1.0 FTE Sr. Analyst Budget and Management is created in 2023.

OFFICE OF STRATEGY, BUDGET & PERFORMANCE (118)

 Department: **Office of Strategy, Budget & Performance**

 AGENCY NO. **118**

 FUND: **General — 10001**
Strategic Program Area 3: Project Management Office

 Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$9,898	\$292,843	\$1,090,160	\$ 1,136,625	\$46,465
Revenues	\$ 0	\$0	\$95,733	\$ 95,733	\$ 0
Tax Levy	\$9,898	\$292,843	\$994,427	\$1,040,892	\$46,465
FTE Positions	0.0	0.0	10.0	10.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Number of grant applications submitted within the Grant System of Support (AMOP 11.02)	N/A	51	35	35
Amount of grant funds requested through competitive grant proposals	N/A	\$122.7M	\$30M	\$40M
Number of projects undertaken to identify and apply a solution to an enterprise challenge	N/A	9	5	8
Number of grant writing and project management professional development sessions held for employees	N/A	N/A	1	4
Number of federal reports submitted on use of American Rescue Plan Act State and Local Fiscal Recovery Funds	N/A	2	3	5
Number of CountyConnect resource pages developed and maintained focusing on project management and grant development	N/A	1	1	2
Number of project management and grant development AMOPs established	N/A	2	4	4
Number of internal communication outlets or standards developed and/or maintained	N/A	N/A	N/A	3

OFFICE OF STRATEGY, BUDGET & PERFORMANCE (118)

Department: **Office of Strategy, Budget & Performance**

AGENCY NO. **118**

FUND: **General — 10001**

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Percent of competitive grant applications awarded	N/A	67%	30%	35%
Amount of competitive grant funds awarded	N/A	\$41.7M	\$9M	\$15M
Number of County employees trained and/or accessing CountyConnect resource pages	N/A	N/A	20	50
Number of projects successfully concluded that impact county operations and/or strategy advancement	N/A	7	5	6

Strategic Overview:

The Project Management Office (PMO) leads efforts to advance Milwaukee County's strategic plan by integrating project management approaches and direct support into organizational functions. The PMO supports County departments by providing additional capacity to execute strategic solutions for their most pressing project needs. PMO service areas include grant development, continuous improvement, priority and strategy project management, and internal communications including digital programs, graphic design and branding. A tiered system of support is used to effectively meet the needs of the organization. Through this work, the PMO increases County capacity across services areas.

The PMO service areas are designed to support County departments through projects and initiatives with various needs as described below.

- **Continuous Improvement:** Projects that improve the efficiency and performance of county operations.
- **Grant Development:** Projects that involve identifying and pursuing external funding to advance strategic initiatives.
- **Internal Communications:** Projects that develop and distribute countywide information and effectively reach target groups through internal communications, digital programs, branding and graphic design.
- **Priority Projects:** Initiatives that cross multiple departments or connect to the enterprise strategic plan.
- **Strategy and Performance:** Projects that create or align processes to deliver and report on strategic objective key performance indicators and department strategy.

The PMO project manages the American Rescue Plan Act (ARPA) State and Local Fiscal Recovery Funds received by Milwaukee County. The division also facilitates the County's Administrative Manual of Operating Procedures. Capacity building continues to be offered by the PMO and includes an online inventory of project management tools, strategies, and training opportunities for County offices.

Overall, the division comprehensively supports implementation of county-wide projects to ensure efficacy and impactful outcomes that benefit the constituents and functions of Milwaukee County.

Strategic Implementation:

In 2023, the Project Management Office will solidify the following functions within Milwaukee County's operating procedures and practices:

OFFICE OF STRATEGY, BUDGET & PERFORMANCE (118)Department: **Office of Strategy, Budget & Performance**AGENCY NO. **118**FUND: **General — 10001**

- Refine and implement model project management, grant development, internal communication systems and practices in Milwaukee County.
- Increase the capacity of Milwaukee County departments to compete for grant revenue, identify and implement solutions to enterprise challenges, and develop effective internal communication strategies.
- Cultivate project management across Milwaukee County in alignment with organizational racial and health equity goals.

The division will seek ongoing feedback and undergo continuous improvement to refine and develop resources that will effectively support the varying needs of County departments and offices. A service area satisfaction assessment will steer the efforts of division staff to improve the resources offered.

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DEPARTMENTAL NARRATIVES

COURTS & JUDICIARY FUNCTION

200 — Combined Court-Related Operations

290 — Courts – Pre-Trial Services

243 — Department of Child Support Services



**MILWAUKEE
COUNTY**

2023 ADOPTED OPERATING BUDGET

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COMBINED COURT RELATED OPERATIONS (200)

Department: **Combined Court Related Operations**

AGENCY NO. **200**

FUND: **General — 10001**

BUDGET SUMMARY

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Costs	\$14,905,162	\$15,721,356	\$17,646,929	\$18,351,718	\$704,789
Operation Costs	\$10,182,940	\$10,402,792	\$12,122,664	\$11,555,844	(\$566,820)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$6,200	\$1,594	\$6,200	\$6,200	\$ 0
Interdepartmental. Charges	(\$132,272)	(\$122,528)	(\$139,690)	(\$149,167)	(\$9,477)
Total Expenditures	\$24,962,030	\$26,003,214	\$29,636,103	\$29,764,595	\$128,492
Revenues					
Direct Revenue	\$2,722,429	\$3,111,807	\$3,397,591	\$3,812,095	\$414,504
Intergovernmental Revenue	\$8,866,465	\$8,761,492	\$8,485,342	\$8,513,215	\$27,873
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$11,588,894	\$11,873,299	\$11,882,933	\$12,325,310	\$442,377
Tax Levy	\$13,373,136	\$14,129,915	\$17,753,170	\$17,439,285	(\$313,885)
Personnel					
Full-Time Pos. (FTE)	293.5	293.5	297.5	304.5	7.0
Seasonal/Hourly/Pool \$	\$0	\$0	\$0	\$0	\$ 0
Overtime \$	\$8,530	\$32,166	\$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 nine program areas.

COMBINED COURT RELATED OPERATIONS (200)

Department: **Combined Court Related Operations**

AGENCY NO. **200**
FUND: **General — 10001**

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 pre-trial, 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 Division is responsible for presiding over cases involving juvenile delinquency, children (CHIPS) and juveniles in need of protection and services (JIPS), termination of parental rights (TPR), minor adoptions, guardianship of minors, and injunctions and ordinance violations involving minors. Strategic Program Area 7 includes Unified Court and two problem-solving courts: Family Drug Treatment Court and the Healthy Infant Court. This program area also ensures compliance with all semi-annual permanency plan reviews for juveniles in out-of-home care with costs offset by Milwaukee County Children, Youth and Family Services (CYFS). The Department of Children and Families – Division of Milwaukee Child Protective Services (DMCPS) provides funding for the CHIPS and TPR semi-annual permanency plan reviews for children in out-of-home care as shown in Strategic Program Area 8. The State of Wisconsin also funds the courts through the Title IV-E reimbursement program for legal representation of parents and children to help ensure a well-functioning child welfare legal process. The reimbursement rates for 2023 are projected at 26% for CHIPS cases and 40% for TPR cases. The services and responsibilities of the Children's Division 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 the family, and conducts hearings in family matters of separation, divorce, domestic abuse restraining orders and harassment restraining orders and injunction hearings. Additionally, it conducts paternity hearings and related modification and enforcement actions, as well as providing 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.

COMBINED COURT RELATED OPERATIONS (200)

Department: **Combined Court Related Operations**

AGENCY NO. **200**
FUND: **General — 10001**

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 civil legal aid project founded on the premise that everyone deserves meaningful access to the justice system, regardless of their economic situation or access to legal services.

Major Changes in FY 2023

- The human resource function will be fully transitioned to the county's human resources (HR) department in 2023. Clerk of Court will work with an assigned HR Business Partner to coordinate all human resource activities.
- The information technology (IT) functions will be fully transitioned to Information management Services Division (IMSD) in 2023 to improve services provided to and by the office and achieve greater efficiencies.
- To increase job attraction, retention, and satisfaction, eight (8) Law Clerk positions are moving from contract status to full-time Milwaukee county employees. Law Clerks provide invaluable legal research and opinion reviews for the Circuit Court judges.
- The budget includes the abolishment of seventeen (17) FTE Sr. Assistant Clerical positions and the creation of fifteen (15) FTE Specialist Clerical Cts. to bring these positions in line with market conditions.
- Efforts will continue in 2023 to reduce all court case backlogs. Among the initiatives that will continue to be pursued by staff include staff overtime, filling vacant Specialist Clerical Cts. positions, and cross-training of various administrative staff to process cases.

COMBINED COURT RELATED OPERATIONS (200)

Department: **Combined Court Related Operations**

AGENCY NO. **200**

FUND: **General — 10001**

Strategic Program Area 1: Administration

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$3,252,750	\$3,299,379	\$4,329,221	\$3,578,409	(\$750,812)
Revenues	\$172,252	\$61,408	\$134,645	\$136,913	\$2,268
Tax Levy	\$3,080,498	\$3,237,971	\$4,194,576	\$3,441,496	(\$753,080)
FTE Positions	31.0	31.0	31.0	36.0	5.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
No Activity Data Provided by the Department	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
No Measures Provided by the Department	0	0	0	0

Strategic Overview:

The Administration Division, 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.

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, attorneys, and other legal professionals. It is included in this program area because it is a state-mandated function. 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 user demographics mirror those of the individuals seeking assistance of the MJC (see Program Area 9: Self Help).

On average, over 700 people enter the MCLL each week for assistance. The Law Library also assists people over the phone and by email. The majority of those using the Law Library are at the Courthouse to access court forms and

COMBINED COURT RELATED OPERATIONS (200)

Department: **Combined Court Related Operations**

AGENCY NO. **200**

FUND: **General — 10001**

information, make copies to file with the Clerk's Office, access Wisconsin Circuit Court Access (WCCA), prepare documents for cases, fill out forms, access Wisconsin.gov, or the Department of Revenue's eRETR system.

This program area changed from 31.0 FTEs to 36.0 FTEs due to the reorganization of the department to accurately reflect the strategic program area employees are currently assigned.

The following contract is included in the 2023 Budget in lieu of review and approval by the County Board during the 2023 fiscal year:

Contracts		
Description	Vendor	Amount
MCLL	State of Wisconsin	\$234,829

COMBINED COURT RELATED OPERATIONS (200)

Department: **Combined Court Related Operations**

AGENCY NO. **200**
FUND: **General — 10001**

Strategic Program Area 2: Criminal Court

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$4,531,000	\$4,691,423	\$5,394,507	\$5,531,494	\$136,987
Revenues	\$2,785,167	\$3,009,666	\$2,966,036	\$3,227,337	\$261,301
Tax Levy	\$1,745,833	\$1,681,757	\$2,428,471	\$2,304,157	(\$124,314)
FTE Positions	84.0	81.0	82.0	79.0	(3.0)

Strategic Overview:

The Criminal Court program area is responsible for the creation, processing, and managing of all felony, misdemeanor, criminal traffic, and county forfeiture cases for Milwaukee County. The Criminal Courts hold hearings for these cases that include, but are not limited to, initial appearances, preliminary hearings, plea hearings, sentencings hearings, motion hearings, court trials, jury trials, and post-conviction proceedings. The Criminal Courts are made up of five general felony, four homicide/sexual assault, four general misdemeanor, three domestic violence, three drug, one gun, one drug treatment, one preliminary, one in-custody intake court, and one out of custody intake/traffic courts totaling twenty-four court rooms staffed by thirty-eight Deputy Court Clerks. The Clerk of Circuit Court's Criminal Division office provides support to the Criminal Courts through case processing, filing management, accounting services, and the staffing of Deputy Court Clerks. The office also provides customer service both in person, and over the telephone to attorneys and the public as well as providing case searches, open record requests, certification of court documents, and processes payments for court costs, fines, and surcharges.

Strategic Implementation:

This program area changed from 82.0 FTEs to 79.0 FTEs due to the reorganization of the department to accurately reflect the strategic program area employees are currently assigned. The entirety of the Criminal Division is working to help address the backlog of cases in the Criminal Courts. The Criminal Division works collaboratively with the judiciary, court reporters, the Sheriff, Department of Corrections, Justice Point, the District Attorney, the State Public Defender, and members of the private bar association.

COMBINED COURT RELATED OPERATIONS (200)

Department: **Combined Court Related Operations**

AGENCY NO. **200**

FUND: **General — 10001**

Strategic Program Area 3: Children's Court

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$6,648,204	\$7,038,724	\$7,197,551	\$7,191,263	(\$6,288)
Revenues	\$2,458,431	\$2,306,887	\$2,308,869	\$2,231,006	(\$77,863)
Tax Levy	\$4,189,773	\$4,731,837	\$4,888,682	\$4,960,257	\$71,575
FTE Positions	32.0	33.0	33.0	36.0	3.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
No Activity Data Provided by the Department	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
No Measures Provided by the Department	0	0	0	0

Strategic Overview:

The Children's Division is responsible for presiding over 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. It is responsible for eleven (11) courts and the staff needed to support them.

Strategic Implementation:

This program area changed from 33.0 FTEs to 36.0 FTEs due to the reorganization of the department to accurately reflect the strategic program area employees are currently assigned.

COMBINED COURT RELATED OPERATIONS (200)

Department: **Combined Court Related Operations**

AGENCY NO. **200**
FUND: **General — 10001**

Strategic Program Area 4: Civil Court

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$4,351,374	\$4,647,881	\$5,758,102	\$5,780,304	\$22,202
Revenues	\$2,604,012	\$2,816,927	\$2,935,332	\$3,097,848	\$162,516
Tax Levy	\$1,747,362	\$1,830,954	\$2,822,770	\$2,682,456	(\$140,314)
FTE Positions	92.0	90.0	97.0	95.0	(2.0)

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Budget	2023 Budget
No Activity Data Provided by the Department	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
No Measures Provided by the Department	0	0	0	0

Strategic Overview:

The Civil Court program area is responsible for small claims, large claims, replevin, and eviction actions. This program area provides services in sixteen (16) total courtrooms, including nine (9) large claims courtrooms, five (5) small claims courtrooms, and two (2) probate courtrooms.

Strategic Implementation:

The Civil Court Division is currently addressing a backlog of approximately 4,800 cases in Civil Court - Small Claims by recruiting additional staff in a competitive market. It is anticipated the caseload will increase by an estimated 10,000 cases in 2023.

This program area changed from 97.0 FTEs to 95.0 FTEs due to the departmental reorganization to accurately reflect the strategic program area employees are currently assigned.

COMBINED COURT RELATED OPERATIONS (200)

Department: **Combined Court Related Operations**

AGENCY NO. **200**
FUND: **General — 10001**

Strategic Program Area 5: Family Court

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$3,365,476	\$3,464,583	\$3,773,857	\$4,001,883	\$228,026
Revenues	\$2,195,784	\$2,302,809	\$2,303,036	\$2,318,452	\$15,416
Tax Levy	\$1,169,692	\$1,161,774	\$1,470,821	\$1,683,431	\$212,610
FTE Positions	27.0	30.0	25.0	24.0	(1.0)

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Budget	2023 Budget
No Activity Data Provided by the Department	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
No Measures Provided by the Department	0	0	0	0

Strategic Overview:

Chapters 767, 769, and 822 of the Wisconsin Statutes apply to all case filings related to family matters. The Family Court Division is responsible for presiding over cases consisting of many areas of the law dealing with the family unit: paternity establishment, paternity acknowledgement, divorce, legal separation, annulment, and the attendant custody, placement, child support, maintenance, and property division issues. Additionally, Family Court is the venue for grandparent or third-party visitation, ex-parte restraining orders (domestic violence, harassment, child abuse, and juvenile harassment temporary restraining orders), and domestic violence and harassment injunction court hearings. The Family Court Commissioner's Office is an important part of the Milwaukee County Circuit Court. For many people, it is their first, and sometimes only, contact with the court system. The mission is to provide high quality and responsive services to the public and partners in addition to treating all those who come through the division with courtesy and respect. The State of Wisconsin, through the Child Support Services (CSS) Office, by means of a cooperative agreement, reimburses a percentage of costs which currently funds 4.5 full-time courts (commissioners, deputy court clerks, clerical specialists, Sheriff's officers, and accounting services for the Family Division, Clerk of Courts Office and Office of the Sheriff).

COMBINED COURT RELATED OPERATIONS (200)

Department: **Combined Court Related Operations**

AGENCY NO. **200**
FUND: **General — 10001**

Strategic Implementation:

The mission is implemented through various activities and resources which include, but are not limited to, the following:

The Family Division has five (5) judges and ten (10) commissioners attending to 13.5 courts and 1.5 commissioners attending to division management functions.

By means of a cooperative agreement with the Child Support Services Office, the Family Court Commissioner's Office (FCC) provides support to the Child Support Agency in carrying out the functions of the IV-D program under Wis. Stats. Sec. 49.22 and 59.53(5) and section 454(33) of the Federal Social Security Act, related to establishing paternity, establishing and enforcing child support obligations, collecting, and distributing support payments, and establishing and enforcing medical support obligations. The FCC conducts over 300 hearings per week under the IV-D cooperative agreement.

The Family Division Courts review restraining orders in domestic abuse, harassment, and child abuse cases.

Requests for temporary restraining orders and injunctions are governed by Chapter 813, and the Milwaukee County Circuit Court Local Rules.

The Family Court provides mediation and alternate dispute resolution for individuals and their minor children and custody study investigators to parties and court through the Family Court Counseling Services Department (FCCS) under the umbrella of the Family Court Commissioner's Office (FCC).

Milwaukee County has entered into a professional services contract for Guardian ad Litem (GAL) services for 3,200 cases each year. The GAL services were for the Children's and Family Division for the First Judicial District in the State of Wisconsin. GALs are appointed to represent the best interests of minor children in child custody and placement contests where the courts have special concerns regarding the welfare of the child. GALs are also appointed when a parent is a minor, when a child born during a marriage is alleged to be non-marital, in child abuse injunction hearings, and when the court has concerns as to the competency of a party.

To ensure compliance with state and federal law, the Family Court Commissioner and Deputy Family Court Commissioner work collaboratively with internal and external agencies and internal staff, to provide training and information necessary to navigate the judicial system. Training is provided to all staff. The Commissioners are appointed by the Chief Judge, must comply with mandated annual judicial education training and complete certified mediation training. The Family Court Counseling Services coordinator is a certified mediator and ensures that all mediators and custody studies service providers are in compliance with educational and training requirements backgrounds.

This program area changed from 25.0 FTEs to 24.0 FTEs due to the reorganization of the department to accurately reflect the strategic program area employees are currently assigned.

COMBINED COURT RELATED OPERATIONS (200)

Department: **Combined Court Related Operations**

AGENCY NO. **200**
FUND: **General — 10001**

Strategic Program Area 6: Probate

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$1,839,599	\$1,873,692	\$2,212,515	\$2,319,716	\$107,201
Revenues	\$401,469	\$362,044	\$353,960	\$346,485	(\$7,475)
Tax Levy	\$1,438,130	\$1,511,648	\$1,858,555	\$1,973,231	\$114,676
FTE Positions	19.0	19.0	19.0	19.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Budget	2023 Budget
No Activity Data Provided by the Department	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
No Measures Provided by the Department	0	0	0	0

Strategic Overview:

The Probate program area is responsible for all probate records filed with the Courts.

Strategic Implementation:

The Register in Probate position is included in the budget as an unfunded position. Clerk of Court staff will work with the Chief Judge to identify a permanent funding source to fully fund this position.

Services in the Probate area are provided by nineteen (19) FTEs.

COMBINED COURT RELATED OPERATIONS (200)

Department: **Combined Court Related Operations**

AGENCY NO. **200**
FUND: **General — 10001**

Strategic Program Area 7: Family Drug Treatment Court

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$24,656	\$851	\$10,000	\$423,195	\$413,195
Revenues	\$46,852	\$72,896	\$75,000	\$75,000	\$ 0
Tax Levy	(\$22,196)	(\$72,045)	(\$65,000)	\$348,195	\$413,195
FTE Positions	0.0	0.0	0.0	6.0	6.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Budget	2023 Budget
No Activity Data Provided by the Department	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
No Measures Provided by the Department	0	0	0	0

Strategic Overview:

Children and families that enter the child welfare and the delinquency systems have specific needs that must be addressed. To provide continuity and consistency along with trauma reduction in courts, a one judge, one family approach is taken to cases. Working closely with partners, policies and procedures are developed to ensure case processing efficiency which expedites permanency for children. The division works to promote safety and resiliency while supporting juveniles, children, and families to be productive members of the community, always keeping the best interest of children, the individual needs of juveniles, and safety of the community at the forefront of decisions.

Strategic Implementation:

To uphold this vision, the division continues to operate the Family Drug Treatment Court (FDTC), Healthy Infant Court, and the Unified Court while working in collaboration with partner agencies.

The Unified Court provides children and families with a more accessible way of resolving family and juvenile court matters through the combined and coordinated efforts of juvenile court, family court and other agencies to assure timely, efficient, and effective case processing. Unified Court acts as a dual jurisdictional court and can create or modify family court orders relating to paternity, custody, placement, child support, tax exemption status, and health care expenses. Once the family court orders are in place, the Children in Need of Protection and Services (CHIPS) case is dismissed allowing permanency to be achieved.

COMBINED COURT RELATED OPERATIONS (200)Department: **Combined Court Related Operations**AGENCY NO. **200**FUND: **General — 10001**

Healthy Infant Court (HIC) puts infants at the center of the court process, engaging parents, and other collaborative partners to focus on early child development, social and emotional health, while ensuring positive relationships and access to quality services. The HIC program is designed to provide differentiated case management to effectively address the unique needs of the youngest, most vulnerable children and families in the Milwaukee County child welfare system.

The Family Drug Treatment Court works intensively with families impacted by parental substance use to ensure child safety and permanency. Through collaboration, accountability and enhanced access to treatment services, the FDTC improves safety, well-being, and permanence for children, supports the recovery of their parents from alcohol and drug dependence, and enhances the functioning of the family.

To ensure compliance with state and federal law, the court coordinator works with Children Youth and Family Services (CYFS) to train all staff on permanency plan requirements and ensures that all permanency plan reviews are held timely, and all necessary documentation is filed in delinquency cases.

A portion of the FDTC Coordinator is partially offset with funds from DMCPs. Additionally, another coordinator position is 100% funded by CYFS.

Legal counsel provides support to the judiciary and advises the judges on complex legal issues, and provides legal research, training, and reference materials to assist the judges in their daily functions on the bench. The legal counsel offers minor guardianship reviews to ensure that pro-se petitions are legally sufficient. Additionally, the legal counsel processes all adoptions and private TPR filings to ensure appropriate and complete filings are brought before the court.

This program area changed from 0 FTEs to 6.0 FTEs due to the reorganization of the department to accurately reflect the strategic program area employees are currently assigned.

COMBINED COURT RELATED OPERATIONS (200)

Department: **Combined Court Related Operations**

AGENCY NO. **200**
FUND: **General — 10001**

Strategic Program Area 8: Permanency Plan Review

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$756,960	\$793,422	\$717,526	\$715,972	(\$1,554)
Revenues	\$797,012	\$809,321	\$717,526	\$809,321	\$91,795
Tax Levy	(\$40,052)	(\$15,899)	\$ 0	(\$93,349)	(\$93,349)
FTE Positions	5.5	6.5	6.5	6.5	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Budget	2023 Budget
No Activity Data Provided by the Department	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
No Measures Provided by the Department	0	0	0	0

Strategic Overview:

The Permanency Plan Review program area is responsible for the Permanency Plan Review (PPR). Expenditures for this area are entirely offset with revenue from the Department of Children and Families – Division of Milwaukee Child Protective Services.

Strategic Implementation:

Services in Permanency Plan Review are provided by 6.5 FTEs.

COMBINED COURT RELATED OPERATIONS (200)

Department: **Combined Court Related Operations**

AGENCY NO. **200**
FUND: **General — 10001**

Strategic Program Area 9: Self Help

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$192,011	\$193,260	\$242,824	\$222,359	(\$20,465)
Revenues	\$127,916	\$131,340	\$88,529	\$82,948	(\$5,581)
Tax Levy	\$64,095	\$61,920	\$154,295	\$139,411	(\$14,884)
FTE Positions	3.0	4.0	4.0	3.0	(1.0)

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Budget	2023 Budget
Client Visits to the MJC: TOTAL*	4,484	5,767	- 2,768 (as of June 2022)	Anticipated to be similar to 2022 with limited changes to current services
--Family Forms Clinic only*	2,388	2,328	1,866	
--Marquette Volunteer Legal Clinics only*	1,915	3,206	744	
--Mobile Legal Clinic only (includes Expungement/Pardon clinics) *	181	233	Change in clinic process: 115 eligibility assessments 3 expunction requests; 40 pardon applications and Mobile Legal Clinic returns to in-person services in fall 2022	Expungement / Pardon clinics are dependent upon the presence of the Pardon Advisory Board that serves at the pleasure of the Governor
--Civil Legal Helpline calls received*	5,826	11,102	~3,000 (January -May)	Civil Legal Helpline is assessed each semester for its need and effectiveness

COMBINED COURT RELATED OPERATIONS (200)

Department: **Combined Court Related Operations**

AGENCY NO. **200**
FUND: **General — 10001**

--Parenting Conferences	46 participants in 28 conferences (Jan - Mar only)	On hiatus throughout pandemic	Returning fall 2022	Anticipated to run all year; uncertain as to amount at this time.
Racial Identification of People Served (self-identified)	---	---	Anticipated to be similar to previous years	Anticipated to be similar to previous years
Black / African American	46%	53%		
Hispanic / Latino/a	15%	14%		
White	13%	9%		
Mixed Race	2%	2%		
Asian	2%	1%		
Native American	<1%	<1%		
Middle Eastern / N. African	<1%	<1%		
Did not disclose	21%	19%		
Gross Monthly Income of People Served (self-reported)	---	---	Anticipated to be similar to previous years	Anticipated to be similar to previous years
\$0 - \$1,000	35%	21%		
\$1,001 - \$2,000	33%	21%		
\$2,001 - \$3,000	19%	13%		
\$3,001 - \$4,000	8%	6%		
\$4,000+	5%	<1%		
Did not disclose	unknown	34%		

**Data includes a combination of in person, remote and hybrid activity.*

COMBINED COURT RELATED OPERATIONS (200)

Department: **Combined Court Related Operations**

AGENCY NO. **200**

FUND: **General — 10001**

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Offering variety of civil legal aid services for our Milwaukee neighbors who are unable to receive free representation and who cannot afford to hire an attorney.	Creation and implementation of remote services using only donated resources	Return of in person services in Fall 2022 and maintaining some remote options	Continuing hybrid services (both in person and remote; bringing back services in hiatus during pandemic	Development of new AmeriCorps staffed program
Welcome volunteers from various academic institutions and local law firms.	Uncalculated numbers as volunteers were shared between MJC and MVLC clinics working together in remote services.	350 volunteers provided over 12,000 hours of service at a value of over \$1.1 million in free legal aid.	Anticipated to be similar to 2021	Anticipate a slight increase in volunteer numbers with the inclusion of AmeriCorps members at the end of 2023.
Implement plans in accordance with new AmeriCorps planning grant to develop the MJC to be an AmeriCorps Member site and offering additional support to those we serve. *Grant funding is managed through the Milwaukee Bar Association Foundation and not through Milwaukee County.	N/A	N/A	Planning will begin in September 2022 and continue through late Spring 2023.	The goal from the planning grant is to apply for the AmeriCorps funds for a full membership program.

Strategic Overview:

The self-help 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. As there is no right to counsel for most civil issues, many civil cases have at least one person who is representing themselves. (National figures are 70% - 80% of civil cases have at least one self-represented party.) Most of these individuals are not eligible for free representation through organizations like Legal Action of Wisconsin or Legal Aid Society of Milwaukee because of eligibility issues, program capability, or income levels. Yet, they are unable to afford the costs to hire an attorney to represent them. Thus, the Milwaukee Justice Center helps to bridge a gap in striving for equal access to justice for all Milwaukee neighbors.

Revenues continues for 2023 for cost reimbursements from federal and state governments in relation to child support case assistance.

This program area changed from 4.0 FTEs to 3.0 FTEs due to the reorganization of the department to accurately reflect the strategic program area employees are currently assigned.

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COURTS – PRE-TRIAL SERVICES (290)

Department: **Pre-Trial Services**

AGENCY NO. **290**
FUND: **General — 10001**

BUDGET SUMMARY

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Costs	\$190,527	\$204,560	\$228,798	\$239,156	\$10,358
Operation Costs	\$5,293,991	\$5,211,690	\$5,469,498	\$5,085,009	(\$384,489)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$0	\$0	\$0	\$0	\$ 0
Interdepartmental. Charges	\$74,000	\$74,000	\$105,688	\$74,000	(\$31,688)
Total Expenditures	\$5,558,518.(\$	\$5,490,250	\$5,803,984	\$5,398,165	(\$405,819)
Revenues					
Direct Revenue	\$1,041,943	\$73,890	\$575,000	\$0	(\$575,000)
Intergovernmental Revenue	\$475,103	\$380,981	\$380,981	\$513,446	\$132,465
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$1,517,046	\$454,871	\$955,981	\$513,446	(\$442,535)
Tax Levy	\$4,041,472	\$5,035,379	\$4,848,003	\$4,884,719	\$36,716
Personnel					
Full-Time Pos. (FTE)	3.0	3.0	3.0	3.0	0.0
Seasonal/Hourly/Pool \$	\$0	\$0	\$0	\$0	\$ 0
Overtime \$	\$0	\$1	\$0	\$0	\$ 0

Department Mission:

The mission of Milwaukee County Pre-trial 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 operations, fiscal management and monitoring of all pretrial contracts, programs, and program outcomes. In addition, the Pre-trial Services Advisory Board meets to review program activity, outcomes, and recommendations regarding program development and annual budgets.

Major Changes in FY 2023

There is a decrease in revenue and corresponding expenditures due to the MacArthur Safety and Justice Challenge Phase IV Sustainability grant ending in January 2023. Revenues for 2023 are \$513,446 which is from a Bureau of Justice Assistance Drug and Veterans Treatment Court grant, Wisconsin Department of Justice Treatment Alternatives and Diversion grant, and the final month of the Safety and Justice Challenge grant. Additionally, Pre-trial Services received one FTE Court Coordinator Mental Health Treatment Court position through American Rescue Plan Act (ARPA) funding. There are no other major changes to operations for 2023.

COURTS – PRE-TRIAL SERVICES (290)

Department: **Pre-Trial Services**

AGENCY NO. **290**

FUND: **General — 10001**

Strategic Program Area 1: Pre-Trial Services

Service Provision: **Discretionary**

Strategic Outcome: **Self-Sufficiency**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$5,558,518	\$5,490,249	\$5,803,984	\$5,398,165	(\$405,819)
Revenues	\$1,517,046	\$454,871	\$955,981	\$513,446	(\$442,535)
Tax Levy	\$4,041,472	\$5,035,378	\$4,848,003	\$4,884,719	\$36,716
FTE Positions	3.0	3.0	3.0	3.0	0.0

What We Do With It: Activity Data					
Activity ¹		2020 Actual	2021 Actual	2022 Target	2023 Target
Universal Screening	Risk Assessments	12,417	11,146	100% eligible	100% eligible
	Interviewed	27%	24%	90%	90%
	Demographics	70% AA; 28% White; 79% Male	71% AA; 27% White; 80% Male		
Pre-trial Supervision	Individuals Served	4,516 Annually	4,587 Annually	1,500 Daily	1,500 Daily
	Demographics	73% AA; 25% White; 85% Male	75% AA; 23% White; 86% Male		
GPS Supervision	Individuals Served	241 Annually	218 Annually	90 Daily	90 Daily
	Demographics	78% AA; 20% White; 94% Male	84% AA; 14% White; 95% Male		
Repeat Intoxicated Driver	Individuals Served	519 Annually	410 Annually	250 Daily	250 Daily
	Demographics	38% AA; 59% White; 81% Male	35% AA; 60% White; 83% Male		
Court Reminders	Individuals Served	3,110 Annually	3,264 Annually	1,500 Daily	1,500 Daily

¹. The demographic data is captured in the Pretrial data system through an interface with the Jail data system. The national Drug Treatment Court graduation rate hovers around 42%.

COURTS – PRE-TRIAL SERVICES (290)

Department: **Pre-Trial Services**

AGENCY NO. **290**
FUND: **General — 10001**

	Demographics	68% AA; 59% White; 77% Male	70% AA; 28% White; 79% Male		
Drug Treatment Court	Individuals Served	108 Annually	78 Annually	80 Daily	80 Daily
	Demographics	27% AA; 70% White; 69% Male	26% AA; 74% White; 67% Male		
Central Liaison Unit	Div. Individuals Served	369 Annually	409 Annually	200 Daily	200 Daily
	Div. Demographics	52% AA; 37% White; 63% Male	47% AA; 40% White; 60% Male		
	DPA Individuals Served	262 Annually	164 Annually	90 Daily	90 Daily
	DPA Demographics	45% AA; 53% White; 69% Male	46% AA; 52% White; 67% Male		
Treatment Alternatives and Diversions	Individuals Served	159 Annually	149 Annually	90 Daily	90 Daily
	Demographics	40% AA; 52% White; 70% Male	41% AA; 54% White; 67% Male		
Veterans Treatment Court	Individuals Served	51 Annually	41 Annually	40 Daily	40 Daily
	Demographics	26% AA; 70% White; 91% Male	27% AA; 73% White; 93% Male		

How Well We Do It: Performance Measures

Performance Measure		2020 Actual	2021 Actual	2022 Target	2023 Target
Universal Screening	% Low Risk/Low Risk Release	53%/79%	74%/81%	Not Applicable	Not Applicable
	% High Risk/High Risk Release	20%/60%	18%/69%	Not Applicable	Not Applicable
	Overall Release	71%	74%	Not Applicable	Not Applicable
Pre-trial, GPS and repeat intoxicated driver supervision	Appearance	77%	79%	90%	90%
	Public Safety	80%	74%	95%	95%
	No New Violent	96%	94%		

COURTS – PRE-TRIAL SERVICES (290)

Department: **Pre-Trial Services**

AGENCY NO. **290**

FUND: **General — 10001**

Court Reminders	Appearance	87%	83%	90%	90%
	Public Safety	87%	83%	95%	95%
	No new Violent	97%	96%		
Drug Treatment Court	Graduation	52%	40%	>50%	>50%
	Est. Jail/Prison Days Saved	21,690	9,355	Not Applicable	Not Applicable
Central Liaison Unit	Div. Graduation	77%	81%	80%	80%
	Div. Jail Days Saved	9,520	15,345	Not Applicable	Not Applicable
	DPA Graduation	80%	70%	70%	70%
	DPA Jail/Prison Days Saved	11,824	7,830	Not Applicable	Not Applicable
Treatment Alternatives and Diversion	Graduation	64%	54%	70%	70%
	Est. Jail Days Saved	9,665	7,215	Not Applicable	Not Applicable
Veterans Treatment Court	Graduation	91%	88%	>60%	>60%
	Est Jail days Saved	2,904	1,789	Not Applicable	Not Applicable

¹ Statutorily the two items to consider with pretrial release are (1) individual's likelihood to appear for all scheduled court hearings and (2) not picking up any new criminal cases during the pendency of the underlying open case.

Strategic Overview:

This Division is responsible for pre-trial services, universal screening, and early interventions which are funded to reduce unnecessary and costly jail bed utilization, reduce pre-trial misconduct, and enhance the efficient operations of the Court System. The goals of the Division are to develop appropriate evidence-based methods to effectively monitor individuals in the community during the pendency of adult criminal case(s) or early intervention agreements. By allowing individuals to safely remain in the community, employment can be maintained, childcare is provided, treatment can be received, and individuals can more effectively help in the defense of their case(s). As a result, a more manageable jail population is maintained. Universal screening provides information on the likelihood of failure to appear and new criminal activity during the pendency of the case(s) to the stakeholders who can make more informed decisions regarding release/supervision and resources. Pre-trial supervision helps individuals stay in compliance with the court's orders and may assist individuals with employment, education, budgeting, insurance, etc. The Court reminder program provides detailed reminders to individuals and helps them address how they will get to court for scheduled hearings. Early interventions provide individuals with the opportunity to take responsibility for their actions and upon successful completion of the agreement, have case(s) dismissed or reduced. Upon successful completion, the individual is not sentenced to jail or prison and has been equipped with various tools (through cognitive behavioral programming and case management) to assist the individual in being a positive, contributing member of the community. For the diversion program, the case is never filed. The division works closely with various service providers to help individuals with housing, treatment, and substance abuse.

COURTS – PRE-TRIAL SERVICES (290)

Department: **Pre-Trial Services**

AGENCY NO. **290**
FUND: **General — 10001**

Strategic Implementation:

Pre-trial 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, with an option to extend, contingent upon annual approval by the County Board. A one-year extension of the contracts was approved by the County Board (File No. 21-1014) to allow for strategic planning and review of operational changes due to the pandemic. The extension allows for a more accurate RFP solicitation.

The Treatment Alternatives and Diversion (TAD) program receives grant funding from the Wisconsin Department of Justice.

The Court Reminder program (\$54,064) is no longer supported by the MacArthur Safety and Justice Challenge Phase IV Sustainability Grant and requires county tax levy funding.

The Division was awarded a Bureau of Justice Assistance Adult Drug Court and Veterans Treatment Court Discretionary Grant in the total amount of \$666,666, which includes a local match of \$166,666, over three years.

The contracts funded by the support of American Rescue Plan Act (ARPA) are listed below as informational but are not included in the Division's total operational expenses or revenues.

The following contracts are included in the 2023 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
Pre-trial Court Reminders	Justice Point	\$54,046
Trauma Informed Care	Justice Point	\$57,254
Cognitive Behavioral Programming	Justice Point	\$148,047
Racial and Ethnic Disparity Data & RESTWCCA Interface	Medical College of Wisconsin	\$13,891
DTC & VTC Research and Evaluation	University of Wisconsin-Milwaukee	\$32,000
VTC Drug Testing & SCRAM	Wisconsin Community Services	\$86,574
ARPA Project Manager	Wisconsin Policy Forum	\$80,000
Mental Health Treatment Court Psychiatry Fellowship	Medical College of Wisconsin	\$35,000

COURTS – PRE-TRIAL SERVICES (290)Department: **Pre-Trial Services**AGENCY NO. **290**FUND: **General — 10001**

Expanded GPS and Pre-trial Supervision	Justice Point	\$726,500

CHILD SUPPORT SERVICES (243)

Department: **Child Support Services**

AGENCY NO. **243**

FUND: **General — 10001**

BUDGET SUMMARY

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2022/2023 Variance
Expenditures					
Personnel Costs	\$12,001,814	\$12,628,410	\$13,490,747	\$13,612,128	\$121,381
Operation Costs	\$2,432,690	\$2,015,925	\$2,536,185	\$2,622,782	\$86,597
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$200	\$14,593	\$14,593	\$0
Interdepartmental. Charges	\$2,193,175	\$2,446,339	\$2,355,568	\$2,689,918	\$334,350
Total Expenditures	\$16,627,679	\$17,090,874	\$18,397,093	\$18,939,421	\$542,328
Revenues					
Direct Revenue	\$1,171,636	\$640,666	\$422,000	\$415,500	(\$6,500)
State & Federal Revenue	\$15,216,697	\$15,589,975	\$16,141,182	\$16,494,405	\$353,223
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$16,388,333	\$16,230,641	\$16,563,182	\$16,909,905	\$346,723
Tax Levy	\$239,346	\$860,233	\$1,833,911	\$2,029,516	\$195,605
Personnel					
Full-Time Pos. (FTE)	142.0	139.0	139.0	138.0	(1.0)
Seasonal/Hourly/Pool \$	\$0	\$0	\$0	\$0	\$0
Overtime \$	\$4,399	\$1,071	\$0	\$0	\$ 0

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.

CHILD SUPPORT SERVICES (243)

Department: **Child Support Services**

AGENCY NO. **243**

FUND: **General — 10001**

Major Changes in FY 2023

Most CSS staff continue to work remotely, with about 30 to 50 staff members in the courthouse and 90 working remotely on most days. Staff has been shifting back to the CSS offices, but some staff have remained teleworking in a manner consistent with the CSS/County telework policy. CSS worked with the Family Court and Clerk of Court offices to enable Paternity and Child Support hearings to be held remotely.

CHILD SUPPORT SERVICES (243)

Department: **Child Support Services**

AGENCY NO. **243**

FUND: **General — 10001**

Strategic Program Area 1: Child Support Services

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2022/2023 Variance
Expenditures	\$16,627,679	\$17,090,874	\$18,397,093	\$18,939,421	\$542,328
Revenues	\$16,388,333	\$16,230,641	\$16,563,182	\$16,909,905	\$346,723
Tax Levy	\$239,346	\$860,233	\$1,833,911	\$2,029,516	\$195,605
FTE Positions	142.0	142.0	139.0	138.0	(1.0)

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Total IV-D Cases	115,737	114,342	115,000	115,000
Court Orders Established	5,257	5,160	6,000	5,500
Paternities Established	4,825	4,817	5,500	5,000
Office Walk-Ins	**	**	38,000	25,000
IV-D Support Collections	\$135,461,025	\$123,160,139	\$116,600,000	\$120,000,000

** No data due to pandemic

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Paternity Establishment Rate	90.64%	88.48%	90.00%	90.00%
Order Establishment Rate	78.44%	77.40%	80.00%	80.00%
Current Support Collection Rate	63.33%	63.87%	64.00%	64.00%
Arrears Collection Rate	66.79%	65.35%	61.00%	61.00%

Strategic Overview:

Child Support reports data monthly on caseload, establishment of paternity, establishment of court orders, collections of current support, and collections on cases with arrears. CSS reported slightly lower numbers in caseload, (115,737 to 114,342), Paternity Establishment (90.64% to 88.48%), Order Establishment (78.44% to 77.40%), and Arrears Collection (66.79% to 65.35%), and a small increase in Current Support Collection, (63.33% to 63.87%). Two years into providing Child Support services in the pandemic environment, which includes fewer referrals for case starts, as well as remote court hearings and reduced capacity program and court system wide, these performance reductions are expected, and CSS staff work to perform service to the best of their ability with a case load that continues to far surpass

CHILD SUPPORT SERVICES (243)

Department: **Child Support Services**

AGENCY NO. **243**

FUND: **General — 10001**

that of other large urban jurisdictions, as well as every other county in Wisconsin. Total collections were \$123,160,138.95 (support and arrears), \$79,593,344.35 of current support was collected.

The pandemic created the opportunity, and the need, for CSS to focus on providing our core services to the families we serve. We advance Milwaukee County's strategic goals of creating intentional inclusion, bridging the gap in health disparities, and investing in equity, because we ensure that families and children have the support that they need. By strengthening families and supporting children, we increase the quality of life and health of Milwaukee County residents. CSS also works to reduce barriers for the families we serve, including by adopting and implementing the new Administrative Paternity law, which increases access for low-income families to be able to legally recognize their family relationship without the need to originate in a formal and adversarial court proceeding.

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.

DEPARTMENTAL NARRATIVES

PUBLIC SAFETY FUNCTION

400 — Office of the Sheriff

430 — Community Reintegration Center

450 — Office of the District Attorney

480 — Office of Emergency Management

490 — Medical Examiner



**MILWAUKEE
COUNTY**

2023 ADOPTED OPERATING BUDGET

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OFFICE OF THE SHERIFF (400)

 Department: **Sheriff**

 AGENCY NO. **400**
 FUND: **General — 10001**

BUDGET SUMMARY

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Costs	\$49,730,211	\$50,773,892	\$51,215,998	\$52,903,890	\$1,687,892
Operation Costs	\$4,705,268	\$4,836,754	\$7,593,954	\$7,331,308	(\$262,646)
Debt & Depreciation	\$0	\$645	\$0	\$0	\$0
Capital Outlay	\$70,895	\$76,425	\$79,000	\$93,000	\$14,000
Interdepartmental. Charges	(\$21,024,377)	(\$9,266,065)	(\$10,137,499)	(\$10,093,234)	\$44,265
Total Expenditures	\$33,481,997	\$46,421,651	\$48,751,453	\$50,234,964	\$1,483,511
Revenues					
Direct Revenue	\$5,478,269	\$5,457,124	\$4,861,000	\$5,084,974	\$223,974
Intergovernmental Revenue	\$6,200,581	\$6,160,889	\$7,495,294	\$6,745,654	(\$749,640)
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$11,678,850	\$11,618,013	\$12,356,294	\$11,830,628	(\$525,666)
Tax Levy	\$21,803,147	\$34,803,638	\$36,395,159	\$38,404,336	\$2,009,177
Personnel					
Full-Time Pos. (FTE)	723.0	718.0	712.0	707.0	(5.0)
Seasonal/Hourly/Pool \$	\$476,070	\$296,604	\$568,028	\$769,936	\$201,908
Overtime \$	\$7,797,954	\$8,016,217	\$3,862,033	\$4,223,225	\$361,192

Department Mission:

Milwaukee County's mission is to enhance quality of life through superior public service, with the vision of achieving racial equity and making Milwaukee County the healthiest county in Wisconsin. The Milwaukee County Sheriff's Office (MCSO) is a constitutional office responsible for law enforcement and pre-trial detention services. MCSO works to foster a strong and safe Milwaukee County, following the guiding principle that "we are held to a higher standard."

Key concepts that MCSO promotes are:

- To restore honor, integrity, and trust to MCSO.
- To operate a safe and humane agency where citizens, staff, and occupants are treated with dignity and respect.
- Ensure accountability, efficiency, and effectiveness in law enforcement operations.

Department Objectives:

- Support the vision of Milwaukee County by achieving racial equity and making it the healthiest county in Wisconsin by continuing to transform the Sheriff's Office through superior training, improved policies/procedures, providing comprehensive mental health support programs to staff, and enhancing collaboration on all levels.

OFFICE OF THE SHERIFF (400)Department: **Sheriff**AGENCY NO. **400**FUND: **General — 10001**

- Increase representation, which ensures more perspectives in decision-making, and equitably compensate individuals. This administration has demonstrated inclusivity by implementing racial, ethnic, and gender diversity among MCSO's command staff.
- Expand the already diverse and inclusive workforce by hiring staff that are representative of county residents.
- Customer-focused design that encourages services are equitably provided to the public and the occupants in the Milwaukee County Jail (MCJ).
- Improved performance and practices that support equitable and sustainable decision-making.

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 responsibilities 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.

MCSO's Police Services Bureau is responsible for patrolling Milwaukee County's grounds, airports, parks and expressways, serving civil and criminal process, and providing security and bailiff services to the Milwaukee County Circuit Court at each of its facilities. The Police Services Bureau also encompasses specialty units, including the Special Weapons and Tactics Team (SWAT), the Mobile Response Team (MRT), the Explosive Ordnance Disposal Unit (EOD), the Maritime Unit, the K-9 Unit, and the Motor Unit.

The Detention Services Bureau is responsible for security operations within the Milwaukee County Jail, a high-security detention facility with bed space for 960 persons in custody; the provision of health and human services to persons in custody; certain supporting functions, including property management and the documentation, processing, and entry of detention records; and coordination with municipal partners to facilitate Milwaukee County's centralized arrest and booking process.

The Investigative Services Bureau is responsible for investigating criminal acts occurring within MCSO's patrol jurisdiction; conducting specialized investigations in coordination with federal, state, and municipal agencies and task forces; collecting, analyzing, and acting upon criminal, correctional, and counter-terror intelligence; administering all information management systems supporting MCSO operations, including the Record Management System and Corrections Management Software; conducting inspections of agency field and detention operations; and conducting employment background investigations for MCSO, the Milwaukee Fire and Police Commission, and other county agencies upon request. In 2023, Investigative Services will also house the Crisis Assessment and Response Team (CART).

An organization of MCSO's mission and size requires supporting strategic, administrative, and regulatory compliance infrastructure. These services are located within organizational unit 4002 - Administration and Compliance, including the executive office of the elected Milwaukee County Sheriff, the Office of Legal Affairs and Compliance, the Office of Public Affairs and Community Engagement, and the Fiscal Operations Division. The specialized service areas housed within Administration and Compliance are responsible for devising and implementing agency policy; coordinating the agency's operations with commanders in the field and in the jail; ensuring the agency's adherence to all applicable laws and regulations, to include the provision of training services, the oversight of internal investigations, and the management of public records requests; directing the strategic, financial, and clerical functions that support agency operations; managing agency communications and intergovernmental relations; advancing correctional and criminal justice reform; and maintaining constant engagement in the life of the greater community. Multiple specialized units, including the Internal Affairs Division, Public Records Unit, and Jail Population Analysis Program are housed within Administration and Compliance.

Major Changes in FY 2023

In Fiscal Year 2023, MCSO will have several changes to maximize effectiveness, efficiency and accountability in the delivery of essential public safety services.

Further, 4.0 FTE vacant Correction Officer positions are abolished, and MCSO is creating a pool of funding for Correctional Officer Hourly positions. This funding will support eight to ten part-time positions that would be recruited from previous staff that are already certified and may not desire to work in a "full-time" capacity. This program would

OFFICE OF THE SHERIFF (400)

Department: **Sheriff**

AGENCY NO. **400**

FUND: **General — 10001**

target retirees and resigned staff who would like to work on a part-time basis. The value of training that is lost when Officers leave is financially draining. Time is needed to train new staff, and there are the costs of the time needed for an instructor to teach and for the time that the instructor is not working their regular assignment. This is a cost-neutral addition.

Included the 2023 budget is \$10,000 to fund a Peer Support group for MCSO staff to enhance resiliency and to provide support for one another. This program is designed as a resource to provide support to staff members experiencing personal and work-related stress or to provide support during and following critical or traumatic incidents resulting from a job-related action.

The MCSO vacancy and turnover has been increased \$1,089,418 in correlation with the ongoing and significant increase in vacancies in various classifications. The V&T percentage was 7.8% in the 2022 adopted budget and has increased to 9.7% in the 2023 Budget.

Tax levy is increased by \$2.0 million in 2023 primarily to account for anticipated salary increases, impacts of a change in the County's vacation policy, and transition of funds from ARPA to tax levy for Correction Officer pay. Increases are offset by increased vacancy and turnover assumptions, reductions in commodities and services, and a reduction in FTE.

OFFICE OF THE SHERIFF (400)

 Department: **Sheriff**

 AGENCY NO. **400**

 FUND: **General — 10001**
Strategic Program Area 1: Administration and Compliance

 Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$2,609,187	\$3,816,838	\$2,019,638	\$1,313,303	(\$706,335)
Revenues	\$84,421	\$189,755	\$304,920	\$245,000	(\$59,920)
Tax Levy	\$2,524,766	\$3,627,083	\$1,714,718	\$1,068,303	(\$646,415)
FTE Positions	37.0	37.0	40.0	39.0	(1.0)

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Budget	2023 Budget
Public Records Requests	1,640	2,405	3,600	3,600
Internal Affairs Referrals	297	273	320	345
Community Events	187	214	225	225
Sheriff Sale Transactions	831	650	1,000	1,400

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Citizen Complaints	72	38	50	75

Strategic Overview:

The administrative and compliance services of the Milwaukee County Sheriff's Office directly advance Milwaukee County's vision of achieving increased public health through racial equity. The centralized coordination, strategic leadership, and day-to-day operational management provided by this strategic program area facilitate agency services that affirm equal justice under the law; the protection of all residents of Milwaukee County, including communities historically marginalized or mistreated by the criminal justice system; and meaningful systemic reforms that complement MCSO's unyielding commitment to core public safety services

Strategic Implementation:

In the 2022 Adopted budget an additional 1.0 FTE Deputy Sheriff Director position was added to provide strategic leadership and operational support to the agency's detention services and to establish greater parity in executive leadership with the Milwaukee County Community Reintegration Center.

Ensuring the proper accounting of all agency funds is an essential accountability-focused role of this strategic program area. To this end, the 2023 budget includes 1.0 FTE Supervisor Accounting, who will provide operational management of the agency's increasingly complex network of in-person accounting services, the auditing of transactions, and public-facing electronic payment kiosks. 2.0 FTE Fiscal Assistant 1 positions are abolished to create this position.

OFFICE OF THE SHERIFF (400)

Department: **Sheriff**

AGENCY NO. **400**

FUND: **General — 10001**

The following contracts are included in the 2023 budget in lieu of separate review and approval from the County Board during the fiscal year. The majority of the agency's contracts are revenue contracts, either self-sustaining or supporting county and agency operations.

Expense

Amount	Description	Provider
\$2,713,481	Secured Transportation	Allied Universal Inc.
\$527,916	Body Cameras, tasers, arbitrators and storage	Axon Enterprise Inc.
\$300,000	Body Cameras and storage	Axon Enterprise Inc.
\$235,000	Service of Legal papers	State Process Inc.
\$60,000	Lease of Motorcycles	House of Harley

Revenue

Amount	Description	Provider
\$1,155,000	Occupant Communications System	ICS Solutions
\$800,000	Traffic Mitigation Contracts	State of Wisconsin, DOT
\$250,000	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
\$30,000	HIDTA	Federal Govt. National HIDTA
\$18,649	USM Fugitive Task Force	United States Marshall's Office
\$36,000	FBI Gang Task Force	FBI
\$18,000	Joint Task Force	FBI
\$5,000	Bureau of Alcohol, Tobacco, Firearms & Explosives	ATF
\$2,000	Milwaukee Child Exploitation Human Trafficking Task Force	FBI
\$550,474	Security and Emergency Room Services	Froedtert Memorial Lutheran Hospital

OFFICE OF THE SHERIFF (400)

Department: **Sheriff**

AGENCY NO. **400**

FUND: **General — 10001**

Strategic Program Area 2: Training Academy

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$920,615	\$397,583	\$442,100	\$438,500	(\$3,600)
Revenues	\$312,536	\$424,932	\$442,100	\$438,500	(\$3,600)
Tax Levy	\$608,079	(\$27,349)	\$ 0	\$0	\$0
FTE Positions	10.0	12.0	12.0	12.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Budget	2023 Budget
Corrections Officer Recruits Hired	78	61	90	90
Deputy Sheriff Recruits Hired	21	38	60	50
Completed In-Service Training Hours	15,096	25,536	16,920	15,104
LMS Courses Assigned Agencywide	19	18	20	20

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Corrections Officer Recruits Certified	39	69	75	24
Deputy Sheriff Recruits Certified	35	50	60	50

Strategic Overview:

This program area reflects all expenses associated with MCSO's Training Services Division and Training Academy, which provide recruit training, firearms training, and in-service training for MCSO personnel and outside agencies in accordance with Wisconsin Law Enforcement Standards Bureau mandates. This service area has \$0 tax levy as all costs are charged to other program areas within the Office of the Sheriff.

Strategic Implementation:

Existing funding for MCSO's body camera program is housed within this strategic program area. Funding for body cameras remains flat to the 2022 budget to support the continuation of body cameras throughout the agency.

10.0 unfunded FTE Deputy Sheriff 1 positions are included in the 2023 budget to facilitate the hiring of additional recruits as retiring members transition out of the agency, thereby avoiding reliance on dual fills.

OFFICE OF THE SHERIFF (400)

 Department: **Sheriff**

 AGENCY NO. **400**

 FUND: **General — 10001**
Strategic Program Area 3: County Jail

 Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$16,978,485	\$21,197,485	\$23,003,791	\$24,133,736	\$1,129,945
Revenues	\$2,728,169	\$2,617,658	\$3,723,782	\$2,824,356	(\$899,426)
Tax Levy	\$14,250,316	\$18,579,827	\$19,280,009	\$21,309,380	\$2,029,371
FTE Positions	338.0	335.0	329.0	327.0	(2.0)

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Budget	2023 Budget
Bookings	16,968	15,106	32,000	32,000
Daily Population	739	748	940	850
Persons in custody per Officer	2.23	2.27	3.66	3.63

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Uses of Force	149	124	N/A	N/A
Officer Assaulted	44	29	N/A	N/A
Confirmed COVID-19 Cases	319	560	N/A	N/A
COVID-Vaccinations Administered	0	1,070	3,000	1,000

Strategic Overview:

This strategic program area is responsible for the safe, humane, and highly accountable operation and management of the Milwaukee County Jail, centralized booking and court staging (both in-person and virtual), and the transportation of persons in custody (to include the administration of the associated contract with the private transportation provider Allied Universal).

Strategic Implementation:

\$713,356 of ARPA funding is included in the 2023 Sheriff's Office budget to provide continued support for a Correction Officer reallocation of \$3.00/hour that was approved in File 22-821. The 2022 Sheriff's Office Budget included \$1.5 million of ARPA funding for Correction Officer pay. The variance between the 2022 and 2023 ARPA allocation reflects a transition in costs to tax levy, as part of a phased approach to reduce reliance on ARPA for the cost of the Correction Officer reallocation.

OFFICE OF THE SHERIFF (400)

Department: **Sheriff**

AGENCY NO. **400**
FUND: **General — 10001**

Correctional Officer Hourly positions are being created through the abolishment of 4.0 FTE vacant Correctional Officer positions. This program will target retirees and resigned staff who would like to work on a part time basis. This is a cost-neutral addition to the 2023 budget.

The duties of the search clerk were switched from the responsibility of the Jail Records Clerical Specialist staff to the property room and its staff. Due to the change in duties, 2.0 FTE vacant Clerical Specialist positions are abolished, and 2.0 FTE Store Clerk 1 positions are created. This change is cost neutral because both positions are paid the same salary.

The provision of accessible and low-cost phone and video visitation services to persons in custody is a prime goal of MCSO, in order to facilitate lawful communication between persons in custody and family and friends. In 2022 the RFP for Communication Services was complete and ICSolutions was awarded the contract. ICSolutions will in addition to phone and video visitation services also provide tablets to persons in custody at the MCJ, which will further maximize engagement between persons in custody and the broader community. A \$125,000 reduction in phone charge revenues is included in the budget to support a reduction of phone charges to residents.

The MCSO will reinstitute the \$500 incentive for Weapon Officers who are also agency CDL drivers. The MCSO would like to encourage the best officers to maintain these certifications. Any employee who does not have all the proper certifications for the entire year shall be paid on a prorated basis for the duration of the year.

Effective pay period 10, beginning April 30, 2023. Correctional Officer pay grades shall be reallocated to provide a \$1.50 per hour increase for each step in the respective range. The affected classifications shall be the same as those in File No. 22-821, in which the County Board reallocated Correctional Officer pay grades in response to significant difficulties in attracting and retaining these critical positions. These affected positions will also receive any general increases scheduled in 2023. An appropriation of \$1,550,273 is included in Org. 194-1972 Central Salary Adjustment for the cost to reallocate the affected pay grades. The Office of Strategy, Budget, and Performance shall submit an appropriation transfer for approval in 2023 to move the funds.

An appropriation of \$15,000 is provided for electrical engineering and technology consulting to assist in conducting a feasibility analysis related to non-contact in-person visitation at the jail, as outlined in File No. 22-981.

OFFICE OF THE SHERIFF (400)

 Department: **Sheriff**

 AGENCY NO. **400**
 FUND: **General — 10001**
Strategic Program Area 4: Patrol Services

 Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$6,582,797	\$8,113,039	\$8,834,759	\$9,262,920	\$428,161
Revenues	\$5,571,103	\$6,104,630	\$6,411,992	\$6,519,992	\$108,000
Tax Levy	\$1,011,694	\$2,008,409	\$2,422,767	\$2,742,928	\$320,161
FTE Positions	86.0	0.0	92.0	93.0	1.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Budget	2023 Budget
Traffic Citations	30,097	29,717	32,000	32,000
Calls for Service	27,603	62,628	56,000	56,000
Auto Accidents Reported/Investigated	3,922	3,985	5,000	5,000

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
To Be Determined				

Strategic Overview:

The Expressway Patrol provides efficient, responsive, and accountable law enforcement services for the 158 miles of federal and state expressways located in Milwaukee County, county parks and parkways, and other county facilities. Tax levy support is provided for state-mandated expressway patrol services through Expressway Policing Aids (EPA) (ss59-84(10)(b)) in the amount of \$1,023,900 and General Transportation Aids (GTA) program (ss86.30) in the amount of \$2,766,092. Milwaukee County is the only county in Wisconsin that is statutorily responsible for patrolling its expressways (ss 59.84(10)(b)). The State Highway Patrol has primary responsibility for expressway enforcement in all other Wisconsin counties.

Strategic Implementation:

The creation of 1.0 FTE Assistant Office Supervisor through the abolishment of 1.0 FTE Administration Assistant position is included in the 2023 Budget. The Assistant Office Supervisor's primary responsibility is to assist the Divisional Commander, the Lieutenants, and the Sergeants in their administrative tasks and functions. The Assistant Office Supervisor oversees the Clerical staff, delegates their daily tasks and assignments, provides training, authorizes scheduling and timesheets, assists Patrol deputies in uploading evidence (videos and photos) for files presented to the District Attorney's Office, creates, maintains, and submits bureau requisitions for all divisional and specialized unit purchases and acts as a Liaison with Sheriff's Administration, Fiscal, Department of Transportation and the Highway Department to ensure efficient and effective communication.

OFFICE OF THE SHERIFF (400)

 Department: **Sheriff**

 AGENCY NO. **400**

 FUND: **General — 10001**
Strategic Program Area 5: Court Security

 Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$2,327,824	\$7,484,468	\$8,863,618	\$8,628,363	(\$235,255)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$2,327,824	\$7,484,468	\$8,863,618	\$8,628,363	(\$235,255)
FTE Positions	104.0	0.0	105.0	94.0	(11.0)

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Budget	2023 Budget
Number of Bailiff Posts	86	60	91	91
High Risk Moves	425	342	870	1,357
Movement of Persons in Custody	3,170	720	7,352	11,372
Trouble with Subject	76	91	155	213
Disturbance	55	68	55	55
Arrests	672	719	1,233	1,727

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
___ Duress Alarm	50	70	82	60
Elevator Alarm	52	52	102	50
Complex Lockdowns	0	0	0	0

Strategic Overview:

This program area is responsible for providing efficient and accountable protective services to the judiciary, employees, and public who are attending to business in the Milwaukee County Courthouse Complex, Safety Building and the Vel R. Phillips Youth and Family Justice Center. Specific responsibilities include bailiff assignments in five separate buildings, escorting persons in custody to court appearances, and responding to emergencies occurring in and around court facilities.

**Strategic Implementation: **

To align staff with current assignments 2.0 FTE Deputy Sheriff Sergeants are moved to other areas in the agency. 1.0 FTE is moved to Expressway Patrol and 1.0 FTE is moved to General Investigations.

In addition to court posts, the Courts Division must also staff the Municipal Court in the Criminal Justice Facility (CJF). Positions for the Municipal Court were 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 positions continue 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.

OFFICE OF THE SHERIFF (400)

Department: **Sheriff**

AGENCY NO. **400**
FUND: **General — 10001**

Sworn officers budgeted within the Courts Division are also required to staff both the District Attorney (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

OFFICE OF THE SHERIFF (400)

 Department: **Sheriff**

 AGENCY NO. **400**

 FUND: **General — 10001**
Strategic Program Area 6: Airport Security/K9

 Service Provision: **Committed**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$121,569	\$219,288	\$212,000	\$212,000	\$ 0
Revenues	\$206,116	\$203,461	\$212,000	\$212,000	\$ 0
Tax Levy	(\$84,547)	\$15,827	\$0	\$0	\$ 0
FTE Positions	55.0	55.0	55.0	55.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Budget	2023 Budget
Summary Arrests	61	89	125	125
Warrant Arrests	46	41	68	68
Uniform Traffic Citations	724	1,154	1,000	1,000
County Ordinance Citations	189	206	170	170
Calls for Service	41,953	63,401	65,000	65,000

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
N/A - Services Governed by FAA Guidelines	N/A			

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:

There are no substantive changes in this program area in the 2023 budget. All expenditures in this program area are charged to DOT-Airport and supported by airline revenues.

OFFICE OF THE SHERIFF (400)

 Department: **Sheriff**

 AGENCY NO. **400**

 FUND: **General — 10001**
Strategic Program Area 7: Investigative Services

 Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$914,091	\$2,916,881	\$2,948,061	\$3,204,199	\$256,138
Revenues	\$88,127	\$52,032	\$85,000	\$88,421	\$3,421
Tax Levy	\$825,964	\$2,864,849	\$2,863,061	\$3,115,778	\$252,717
FTE Positions	14.0	28.0	28.0	29.0	1.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Budget	2023 Budget
Background Checks	414	365	500	500
Criminal Complaints Issued	2,632	3,320	4,000	4,000

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
To Be Determined				

Strategic Overview:

This program area is responsible for the diligent and comprehensive investigation of all criminal allegations with a nexus to Milwaukee County operations, properties, and criminal jurisdiction. This includes the investigation of crimes occurring in or associated with the Milwaukee County Jail and Community Reintegration Center, the Milwaukee County Parks, the expressway system, Milwaukee County facilities, and Milwaukee County property. Additionally, this program area includes assignments to specialized interagency task forces; intelligence collection and analysis; specialized investigative operations; the management of MCSO's information and records administration systems; executive protection; and MCSO's background investigations unit, which performs duties related to MCSO and Milwaukee County employee recruitment.

Strategic Implementation:

To align staff with current assignments 2.0 FTE Deputy Sheriff Captains are moved to other areas in the agency. 1.0 FTE is moved to Detention Services, and 1.0 FTE is moved to Civil Process.

The Crisis Assessment and Response Team (CART) is moved to Investigative Services to be included with specialized units.

OFFICE OF THE SHERIFF (400)

 Department: **Sheriff**

 AGENCY NO. **400**
 FUND: **General — 10001**
Strategic Program Area 8: Civil Process/Warrants

 Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$739,036	\$1,578,950	\$1,841,328	\$1,912,397	\$71,069
Revenues	\$463,622	\$632,026	\$912,000	\$915,000	\$3,000
Tax Levy	\$275,414	\$946,924	\$929,328	\$997,397	\$68,069
FTE Positions	18.0	19.0	19.0	20.0	1.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Budget	2023 Budget
Writs of Restitution (Evictions)	1,933	1,902	3,900	3,900
Writs of Assistance (Foreclosures)	89	53	109	218
Temporary Restraining Orders Received	3,503	3,261	4,500	4,500
Civil Process Papers Served	7,912	8,071	9,600	9,600

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Actual	2023 Target
Major Incident Report Filed	0	3	(3 YTD)	0

Strategic Overview:

This program area executes the 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 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 as well as the transportation of individuals to and from state facilities and other counties for mental health treatment.

Strategic Implementation:

There are no substantive changes to this program area in the 2023 budget. Data pertaining to operations follows:

OFFICE OF THE SHERIFF (400)

 Department: **Sheriff**

 AGENCY NO. **400**

 FUND: **General — 10001**

Civil Process Unit Activity Data			
Activity	2019	2020	2021
Total Number of Writs of Restitution (Eviction)	3,889	1,933	1,902
Total Number of Writs of Assistance (Foreclosure)	218	89	53
Total Number of Replevins & Executions	160	74	81
Total Number of Temporary Restraining Orders	4,112	3,503	3,261
Total Number of Temporary Restraining Orders-Removal	445	249	181
Total Number of Injunctions	1,650	1,233	1,185
Total Extradition Trips	80	47	38
Total Number of Civil Process Papers Serviced	9,669	7,912	8,114
Total Number of Civil Process Papers Received	18,695	11,282	11,652
% Papers Served versus Received	52%	70%	70%

OFFICE OF THE SHERIFF (400)

 Department: **Sheriff**

 AGENCY NO. **400**
 FUND: **General — 10001**
Strategic Program Area 9: County Grounds Security

 Service Provision: **Committed**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$2,328,643	\$67,000	\$0	\$500,404	\$500,404
Revenues	\$1,979,778	\$1,322,436	\$264,500	\$550,474	\$285,974
Tax Levy	\$348,865	(\$1,255,436)	(\$264,500)	(\$50,070)	\$214,430
FTE Positions	11.0	11.0	0.0	6.0	6.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Budget	2023 Budget
Calls for Service	4,842	4,650	4,700	4,700

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
To Be Determined				

Strategic Overview:

This program area is responsible for the security of Froedtert Memorial Lutheran Hospital (FMLH). Expenditures in this program have historically been offset by revenue for security services charged to users.

Strategic Implementation:

The Froedtert Memorial Lutheran Hospital (FMLH) contract was to end in first quarter of 2022 but will continue into 2023. The additional FMLH contract revenue for two quarters \$550,474 will support the overtime needed to staff the FMLH.

OFFICE OF THE SHERIFF (400)

 Department: **Sheriff**

 AGENCY NO. **400**

 FUND: **General — 10001**
Strategic Program Area 10: Park/Targeted Enforcement Unit (TEU)

 Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$795,474	\$421,179	\$0	\$0	\$0
Revenues	\$21,246	\$8,752	\$0	\$0	\$0
Tax Levy	\$774,228	\$412,427	\$0	\$0	\$0
FTE Positions	15.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Budget	2023 Budget
N/A				

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 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 2021, in order to align resources with command responsibilities, Parks/TEU positions were transferred to other program areas including Criminal Investigations, Police Services, and County Grounds.

OFFICE OF THE SHERIFF (400)

 Department: **Sheriff**

 AGENCY NO. **400**
 FUND: **General — 10001**
Strategic Program Area 11: Specialized Units

 Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$988,464	\$206,124	\$586,158	\$629,142	\$42,984
Revenues	\$178,008	\$6,178	\$0	\$36,885	\$36,885
Tax Levy	\$810,456	\$199,946	\$586,158	\$592,257	\$6,099
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Budget	2023 Budget
EOD Calls for Service	22	30	25	25

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Explosives Recovered	10	11	15	15
Maritime Citations Issued	0	3	20	25

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 substantive changes to this strategic program area in the 2023 Budget.

OFFICE OF THE SHERIFF (400)

 Department: **Sheriff**

 AGENCY NO. **400**
 FUND: **General — 10001**
Strategic Program Area 12: High Intensity Drug Trafficking Area (HIDTA)

 Service Provision: **Committed**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$6,795	\$19,328	\$0	\$0	\$0
Revenues	\$45,725	\$56,153	\$0	\$0	\$0
Tax Levy	(\$38,930)	(\$36,825)	\$0	\$0	\$0
FTE Positions	2.0	1.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Budget	2023 Budget
No Activities Provided				

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
No Performance Measures Provided				

Strategic Overview:

In 2021, this program area was moved to the Criminal Investigations area to better align resources with the task forces within that area.

Strategic Implementation:

In 2021, this program area was moved to the Criminal Investigations area to better align resources with the task forces within that area.

OFFICE OF THE SHERIFF (400)

 Department: **Sheriff**

 AGENCY NO. **400**

 FUND: **General — 10001**
Strategic Program Area 13: Building Security

 Service Provision: **Committed**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$10,247	(\$16,511)	\$0	\$0	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$10,247	(\$16,511)	\$0	\$0	\$0
FTE Positions	31.0	32.0	32.0	32.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Budget	2023 Budget
No Activities Provided				

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
No Performance Measures Provided				

Strategic Overview:

This program area comprises of the Public Safety Officers who provide security for those who work, visit, and conduct business inside the Milwaukee County Courthouse, Safety Building, Milwaukee County Jail (MCJ) and the Vel R. Phillips Youth and Family Justice Center. All who enter these facilities are required to show a valid form of work identification or complete a security inspection by the Public Safety Officers. These positions are vital to keeping a safe environment within these facilities. These officers also serve as goodwill ambassadors by assisting citizens in finding their destinations within the complex and are the first impression of the County that visitors encounter.

Strategic Implementation:

The MCSO 2023 budget includes funds in the amount of \$10,150 for the payment of the uniform allowance as approved in the July Board cycle File Number 22-751 to change the Milwaukee County Code of General Ordinances to include these positions. Personnel cost is cross charged to Facilities for the 32.0 FTE and is not reflected within the strategic program area's expenditures.

Effective pay period 10, beginning April 30, 2023, Protective Safety Officers pay grades shall be reallocated to provide a \$0.50 per hour increase for each step in the respective range. The affected classifications shall include 31 Protective Safety Officers and one Supervisor Protective Safety Officer. These affected positions will also receive any general increases scheduled in 2023. An appropriation of \$25,143 is included in Org. 194-1972 Central Salary Adjustment for the cost to reallocate the affected pay grades. The Office of Strategy, Budget and Performance shall submit an appropriation transfer for approval in 2023 to move the funds.

HOUSE OF CORRECTION (430)

Department: **House of Correction**

AGENCY NO. **430**
FUND: **General — 10001**

BUDGET SUMMARY

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Costs	\$19,431,846	\$19,088,685	\$21,163,132	\$22,095,888	\$932,756
Operation Costs	\$27,695,231	\$27,768,723	\$29,974,378	\$32,019,552	\$2,045,174
Debt & Depreciation	\$0	\$14,897	\$0	\$0	\$0
Capital Outlay	\$195,146	\$24,869	\$125,000	\$225,000	\$100,000
Interdepartmental. Charges	(\$4,703,225)	\$94,559	\$332,325	\$353,326	\$21,001
Total Expenditures	\$42,618,998	\$46,991,733	\$51,594,835	\$54,693,766	\$3,098,931
Revenues					
Direct Revenue	\$2,280,183	\$2,325,950	\$2,631,614	\$2,427,818	(\$203,796)
Intergovernmental Revenue	\$1,925,269	\$3,391,911	\$4,057,391	\$3,702,750	(\$354,641)
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$4,205,452	\$5,717,861	\$6,689,005	\$6,130,568	(\$558,437)
Tax Levy	\$38,413,546	\$41,273,872	\$44,905,830	\$48,563,198	\$3,657,368
Personnel					
Full-Time Pos. (FTE)	363.0	359.0	359.0	368.0	9.0
Seasonal/Hourly/Pool \$	\$0	\$0	\$0	\$0	\$0
Overtime \$	\$2,388,505	\$2,682,320	\$1,740,835	\$2,576,882	\$836,047

Department Mission:

The mission of the Milwaukee County House of Correction (HOC) is to create safer communities by providing programming, which comprehensively meets the needs of residents in our care and support opportunities for positive change. For those who are in custody and the staff, the HOC ensures all persons in 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 House of Correction is Milwaukee County's house of correction as 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 trial (meaning those awaiting adjudication) at the request of the Milwaukee County Sheriff.

HOUSE OF CORRECTION (430)

Department: **House of Correction**

AGENCY NO. **430**

FUND: **General — 10001**

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.
- A full-service American Job Center – one of only twenty correctional facilities nationwide to house such a center – which provides employment services within the 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)
- Maintenance

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 1,766 -- 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
- Canine Unit
- Training
- Specialized units (Records, 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 Department of Administration-Procurement Division and serves both the MCJ and the HOC, as well as an Alternative Care Facility (ACF) for COVID positive patients across the State.

HOUSE OF CORRECTION (430)

Department: **House of Correction**

AGENCY NO. **430**

FUND: **General — 10001**

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 2023:

The House of Correction reflects the mission and vision to comprehensively address the needs of justice involved individuals to increase the likelihood that they will become productive citizens. The HOC exists to ensure residents have the tools needed to successfully reintegrate into their community. It is not intended to be a harsh or punitive environment, but a structured rehabilitative environment that prepares individuals to return to their community in a better place than they were before. This structure will result in safer communities in Milwaukee County.

Budget Increases

The budget for the House of Correction is increased by \$3.1 million in total and tax levy is increased by \$3.6 million including the following changes:

- Personnel costs are increased by \$932,756 for annual salary increases, vacation policy change impacts, and for an increase of 9 FTE. The increase in FTE includes expanded support in areas of psychiatric social work, community outreach, public relations, quality assurance, administration, and operations.
- An addition of \$320,000 is provided in the HOC food budget to increase the quality of food being served to the residents.
- \$100,000 is added for a Peer Specialist vendor contract with expertise in dealing with mental health issues.
- Medical and mental health care costs are increased by \$1.57 million primarily due to contractual increases with the County's correctional care medical provider including the need to hire and retain medical professional staff.
- \$11,089 is added for IT purchases to support with resident IT training.
- Phone charge revenues are reduced by \$125,000 in both the HOC and the Office of the Sheriff in order to further support an incremental reduction in charges for resident phone calls.
- ARPA funding support for Correction Officer pay is reduced from \$1.5 million to \$1.0 million, with the variance transitioned to tax levy, as part of an incremental plan to fully transition the costs of a \$3.00 per hour Correction Officer reallocation (approved in 2022) to tax levy by no later than 2025.

HOUSE OF CORRECTION (430)

Department: **House of Correction**

AGENCY NO. **430**
FUND: **General — 10001**

Strategic Program Area 1: Administration

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$2,255,500	\$2,743,234	\$3,734,530	\$4,794,194	\$1,059,664
Revenues	\$33,081	\$22,669	\$1,710	\$19,793	\$18,083
Tax Levy	\$2,222,419	\$2,720,565	\$3,732,820	\$4,774,401	\$1,041,581
FTE Positions	40.0	33.0	42.0	47.0	5.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
The HOC is moving to an electronic grievance system which will allow detailed tracking activities related to number of grievances by type, for example food related grievance.				

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Number of Overtime Hours Worked by Correction Officer per Pay Period	16.82	30.0	<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. This Program area also includes the HOC's Maintenance Department and Resident Accounting, which provides support services to those in custody.

Strategic Implementation:

Position Items

Correctional Manager: 1.0 FTE is created in 2023 to provide backup to third shift managing shift operations, open records, grievances processing and analysis.

Senior Budget Analyst: 1.0 FTE is created to provide budget and management analyses to HOC's Fiscal Administrator.

Public Relations Manager: 1.0 FTE is created to support and maintain the public image of the HOC. The duties will include writing press releases, working with advertising, answering questions for the media, and will be able to use social trends to promote positive relations with the public.

HOUSE OF CORRECTION (430)

Department: **House of Correction**

AGENCY NO. **430**

FUND: **General — 10001**

Maintenance Positions: 1.0 FTE Machinist Lead is created in the maintenance department by un-funding one position in order to reduce service contracts that provided maintenance at a higher cost. 1.0 Electrical Mechanic Supervisor is created to help supervise the Electrical staff.

Fiscal Assistant 2: 1.0 FTE of Fiscal Assistant 2 position is created in Resident Services by un-funding 1.0 FTE Clerical Specialist HOC.

HOUSE OF CORRECTION (430)

Department: **House of Correction**

AGENCY NO. **430**
FUND: **General — 10001**

Strategic Program Area 2: House of Correction

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$13,564,046	\$18,476,175	\$17,233,977	\$16,832,865	(\$401,112)
Revenues	\$3,378,018	\$5,010,793	\$5,188,184	\$4,498,973	(\$689,211)
Tax Levy	\$10,186,028	\$13,465,382	\$12,045,793	\$12,333,892	\$288,099
FTE Positions	302.0	282.0	236.0	239.0	3.0

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Hours Credited	123,485	7,553	190,000	10,000

Strategic Overview:

This Program Area is responsible for running the day-to-day operation of the actual HOC facility, including, but not limited to, dormitories and segregation cells, training, and the K9 unit. The main focus in this area is to provide a safe and secure environment for residents, staff, and visitors.

Strategic Implementation:

The HOC continues to partner with the Department of Health and Humans Services Housing Division to provide housing navigation services for residents ahead of their transition back into the community. Currently, no resources exist to assist individuals in finding housing. To continue this initiative, 1.0 FTE Community Intervention Specialist is in the Housing Division at a salary and social security cost of \$63,902 that the HOC is funding through a cross charge.

FTE position counts increase due to shifting of current staff to this strategic program area.

Effective pay period 10, beginning April 30, 2023. Correctional Officer pay grades shall be reallocated to provide a \$1.50 per hour increase for each step in the respective range. The affected classifications shall be the same as those in File No. 22-821, in which the County Board reallocated Correctional Officer pay grades in response to significant difficulties in attracting and retaining these critical positions. These affected positions will also receive any general increases scheduled in 2023. An appropriation of \$1,550,273 is included in Org. 194-1972 Central Salary Adjustment for the cost to reallocate the affected pay grades. The Office of Strategy, Budget, and Performance shall submit an appropriation transfer for approval in 2023 to move the funds.

HOUSE OF CORRECTION (430)

Department: **House of Correction**

AGENCY NO. **430**

FUND: **General — 10001**

Strategic Program Area 3: Medical & Mental Health

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$20,957,232	\$20,972,917	\$22,138,194	\$23,715,640	\$1,577,446
Revenues	\$68,552	\$39,581	\$66,930	\$61,630	(\$5,300)
Tax Levy	\$20,888,680	\$20,933,336	\$22,071,264	\$23,654,010	\$1,582,746
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
To Be Determined	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Number of patients that received Covid Vaccinations	N/A	1514	1500	1500

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 medical contract for both the HOC and the County Jail is in the HOC budget. 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:

Revenues decrease by \$5,300 to better reflect actual historical revenues received and expenditures increase by \$1,577,446 primarily related to contractual increases with the county's correctional health care provider.

In 2022, there was a goal that management of the medical contract will move to the Procurement division within the Department of Administrative Services (DAS). The budget for medical services at both the HOC and County Jail remains in the HOC budget.

HOUSE OF CORRECTION (430)

Department: **House of Correction**

AGENCY NO. **430**
FUND: **General — 10001**

Strategic Program Area 4: HOC Programming

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$5,842,221	\$4,799,408	\$8,488,134	\$9,351,067	\$862,933
Revenues	\$725,834	\$644,819	\$1,432,181	\$1,550,172	\$117,991
Tax Levy	\$5,116,387	\$4,154,589	\$7,055,953	\$7,800,895	\$744,942
FTE Positions	48.0	22.0	81.0	82.0	1.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Budget	2023 Budget
Number of participants out on Electronic Monitoring (EM & GPS)	824	656	900	750
Number of participants Reporting to Day Reporting Center	74	166	100	150

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Percentage of Employed Huber	N/A	N/A	5%	5%
Percentage of those Participating in at least one Programming Activity	22%	23%	25%	25%

Due to Covid Huber was closed from March of 2020 to August of 2021

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 Office of the Sheriff and the Department of Health and Human Services for laundry services provided to their facilities.

Strategic Implementation:

An agreement with Milwaukee County and the State of Wisconsin DOC allows those sentenced to State correctional facilities 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 prisons 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.

HOUSE OF CORRECTION (430)

Department: **House of Correction**

AGENCY NO. **430**

FUND: **General — 10001**

Certified Peer Specialist: an additional \$100,000 will be provided to support a Certified Peer Specialist contract. These specialists have expertise in dealing with mental health issues, thus they can provide practical solutions for residents. Their primary duties include facilitating evidence based cognitive behavioral groups and restorative justice groups to both pretrial and sentence populations.

Continuation Housing Division Partnership: Beginning in 2022 and continuing into 2023, the HOC and the Housing Division of the Department of Health and Human Services will partner together to provide housing navigation services for residents ahead of their transition back into the community. Currently, no other resources exist to assist individuals in finding housing.

Position Items

Quality Assurance Coordinator: 1.0 FTE to develop and track outcomes for all programs at the HOC to ensure effective programming and that the appropriate needs are addressed.

Psychiatric Social Worker: 1.0 FTE is created that will support residents and their family members in coping with both mental health issues and various economic or social problems caused by mental illness or addiction.

Community Outreach Coordinator: 1.0 FTE created that will work with correctional staff to respond to inquiries, requests, concerns and/or complaints raised by family members of individuals in custody at the HOC.

FTE position counts increase by only one due to shifting existing staff to other areas.

Continuing Contracts		
Description	Vendor	Amount
Electronic Monitoring*	Wisconsin Community Services (WCS)	\$678,558
Reentry Programming	Benedict Center	\$198,045

* Variable based on daily number of units deployed.

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OFFICE OF THE DISTRICT ATTORNEY (450)

 Department: **District Attorney**

 AGENCY NO. **450**

 FUND: **General — 10001**

BUDGET SUMMARY

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Costs	\$7,619,187	\$8,234,795	\$9,510,540	\$9,501,654	(\$8,886)
Operation Costs	\$3,590,134	\$3,520,699	\$3,282,217	\$3,286,828	\$4,611
Debt & Depreciation	\$0	\$23	\$0	\$0	\$0
Capital Outlay	\$2,296	\$0	\$0	\$3,000	\$3,000
Interdepartmental. Charges	(\$428,711)	(\$419,475)	(\$469,962)	\$0	\$469,962
Total Expenditures	\$10,782,906	\$11,336,042	\$12,322,795	\$12,791,482	\$468,687
Revenues					
Direct Revenue	\$293,099	\$245,423	\$196,000	\$132,700	(\$63,300)
Intergovernmental Revenue	\$5,097,044	\$5,435,186	\$5,250,409	\$5,298,350	\$47,941
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$5,390,143	\$5,680,609	\$5,446,409	\$5,431,050	(\$15,359)
Tax Levy	\$5,392,763	\$5,655,433	\$6,876,386	\$7,360,432	\$484,046
Personnel					
Full-Time Pos. (FTE)	162.0	164.0	167.0	166.0	(1.0)
Seasonal/Hourly/Pool \$	\$0	\$165,619	\$322,394	\$333,649	\$11,255
Overtime \$	\$131,240	\$65,505	\$195,077	\$165,585	(\$29,492)

Department Mission: The mission of the Milwaukee County District Attorney's Office (DA's Office) 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. The District Attorney's Office strives to protect the health and welfare of children who are victims of child abuse and neglect, to safeguard the rule of law, and to promote citizens' participation in law enforcement by treating all persons who come in contact with the criminal justice system with fairness, dignity, and respect. The overall objectives are to:

- Target, investigate, successfully prosecute/incarcerate shooters, and other gun offenders/violent criminals through the coordinated efforts of the community prosecution, general crimes, and violent crimes units.
- Reduce crime and recidivism by coordinating the efforts of the community prosecution, general crimes, early intervention, and violent crimes units, in order to promote accountability and to facilitate the investigation/prosecution of violent offenders.

OFFICE OF THE DISTRICT ATTORNEY (450)

Department: **District Attorney**

AGENCY NO. **450**

FUND: **General — 10001**

- Maintain a permanent witness protection unit to ensure that victims and witnesses who are threatened or intimidated are able to safely appear and testify in court; and to insure that offenders who threaten, intimidate, or harm victims and witnesses are successfully prosecuted and punished.
- Encourage increased participation in the criminal justice system by victims and witnesses through a robust victim witness advocacy program and witness protection unit;
- Work closely with the courts, the Office of the State Public Defender, Justice Point, treatment professionals, and community organizations to maintain a successful early intervention program, to employ diversion and deferred prosecution programs for nonviolent offenders with serious substance abuse/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 mandate of the Marsy's Law Amendment effective on May 4, 2020, which significantly augmented the statutory requirements of the Crime Victims' Rights Bill. The Crime Victims' 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, first, that all victims of and witnesses to crime are treated with dignity, respect, courtesy, and sensitivity; and, second, that the rights extended to victims and witnesses of crime are honored and protected no less vigorously than the rights and protections afforded criminal defendants.
- 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 partnership 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.
- Successfully operate the state Division of Milwaukee Child Protective Services "Termination of Parental Rights (TPR) Speedy Resolution Project", located at the Vel Phillips Juvenile Justice Center. This ensures that children do not languish in substitute care for years without realistic prospect of a return home or adoption by a loving family.
- Work to address the court calendar backlog created by the COVID-19 pandemic, to ensure that victims receive resolution of their cases in a timely and just manner.

MILWAUKEE COUNTY DISTRICT ATTORNEY'S OFFICE CASELOAD STATISTICS - FILINGS				
Workload Statistics	2019	2020	2021	2020-2021 Change
<i>Felony</i>	5,534	4,419	5,149	730
<i>Misdemeanor</i>	4,294	2,476	3,740	1,264
<i>Criminal Traffic</i>	2,270	884	1,358	474
<i>Children in Need of Protective Services (CHIPS)</i>	1,014	816	765	-51
<i>Juvenile Delinquency</i>	895	711	1175	464
<i>TPR (Termination of Parental Rights)</i>	252	284	290	6

Source: Clerk of Circuit Court/Register in Probate-Statistics Reports for January thru December, 2019, 2020, and 2021

OFFICE OF THE DISTRICT ATTORNEY (450)

Department: **District Attorney**

AGENCY NO. **450**

FUND: **General — 10001**

MILWAUKEE COUNTY CIRCUIT COURT CASELOAD STATISTICS – PENDING CASES					
Workload Statistics	Jan-20	Dec-20	Jan-21	Dec-21	% Change Jan-20 Dec-21
<i>Felony</i>	3796	5079	5057	5737	51.13%
<i>Misdemeanor</i>	2039	2462	2466	3148	54.39%
<i>Criminal Traffic</i>	1012	578	576	866	-14.43%
<i>Children in Need of Protective Services (CHIPS)</i>	416	429	403	414	-0.48%
<i>Juvenile Delinquency</i>	255	219	219	510	100.00%
<i>TPR (Termination of Parental Rights)</i>	157	247	221	230	46.50%

Source: Clerk of Circuit Court/Register in Probate-Statistics Reports for January thru December, 2020, 2021

Department Description:

The District Attorney's Office is the prosecuting Office for Milwaukee County. The office is responsible for representing the State in criminal matters, the County in certain non-criminal traffic and ordinance cases, and for handling juvenile delinquency cases, Children in Need of Protection and Services (CHIPS) cases, and termination of parental rights matters at the Vel R. Phillips Youth & Family Justice Center. The responsibilities of District Attorney's Office are imposed by state statute and constitutional mandate.

The office's mission is to promote public peace and safety by just and vigorous prosecution; to seek and to do impartial justice by ensuring that the guilty are punished and the innocent go free; to protect the health and welfare of children who are victims of child abuse and neglect; to safeguard the rule of law; and to promote participation in law enforcement by treating all persons who come in contact with the criminal justice system with fairness, dignity, and respect.

The office is comprised of state-funded prosecutors and county-funded support staff, all of whom support the office's mission and help execute the duties. The District Attorney's office administers a significant number of federal and state grant programs to subsidize expenses, which otherwise would be borne by the county, thereby reducing the tax level effect of the department's operations. Among these are the CH. 950 Victim/Witness Program; the Victims of Crime Act (VOCA) grant; the Byrne Justice Assistance Grant Prosecution of Drug Crimes grant; the Violence Against Woman Acts (VAWA) grant; and the High Intensity Drug Trafficking Area grant.

District Attorney

The District Attorney (DA) is an elected, constitutional officer, who is responsible for the planning/organizing of prosecutions in all criminal and juvenile offenses, and in applicable traffic/ordinance violations in Milwaukee County. The DA, who is state-funded, oversees county funded support staff members and state-funded attorneys; he recruits and staffs all professional positions and makes major assignments relative to both personnel and caseloads. The District Attorney oversees all department activities and sets all departmental policies and procedures.

Chief Deputy District Attorney

The Chief Deputy District Attorney (CDDA) is a state-funded attorney, who supervises all division functions and oversees the implementation of departmental policies and procedures. The CDDA serves as a liaison with other county officials/departments as well as city, state, federal officials, law enforcement agencies, and community groups. The CDDA works with the state legislature in regard to the initiation and review of proposals for legislative

OFFICE OF THE DISTRICT ATTORNEY (450)

Department: **District Attorney**

AGENCY NO. **450**

FUND: **General — 10001**

changes related to criminal and juvenile law. The Chief Deputy supervises the homicide and public integrity units, the Deputy District Attorneys (DDAs), and other office supervisors. Together with the Deputy District Attorney of Administration, the CDDA reviews and approves the extradition of defendants and uncooperative witnesses from other states amongst felony cases in Milwaukee County.

Deputy District Attorneys

Deputy District Attorneys (DDA) are state-funded attorneys who are assigned to supervise or oversee the office's units or departments. Depending on the assignment, they directly supervise legal and support staff, carry a caseload in court, assist in higher level investigations, and also work on budgeting, personnel, and grant matters. The DDA represents the office in law enforcement and community-based initiatives as well as assist the CDDA as required.

General Crimes, Community Partnership and Early Intervention Units

Under the supervision of the General Crimes DDA, the Community Partnership, General Crimes, and Early Intervention Units handle the bulk of criminal referrals to the District Attorney's Office. Assistant District Attorneys' (ADAs) are state-funded attorneys.

General Crimes Unit (GCU)

ADAs assigned to the General Crimes Unit (GCU) review all referrals for prosecution which are not otherwise directed to a specialty unit (over 13,000 cases in 2021), and prosecute all general felony, misdemeanor and applicable ordinance violations in the five general felony and four misdemeanor courts in Milwaukee County. The ADAs handle court appearances, ensure that discovery is acquired and disseminated in a timely manner, argue motions, negotiate case resolution, and conduct jury trials and court trials. Presently, twenty state ADAs and four ADAs funded by the American Rescue Plan Act (ARPA) grant staff the nine general crimes courts. The ADAs work closely with the attorneys in the Early Intervention Unit and the Community Partnership Unit to seek alternatives to prosecution and incarceration where such can be done consistently with public safety. The ADAs strive to ensure application of uniform disposition policies in general felony, misdemeanor, traffic, and ordinance cases; and they seek to develop and maintain systems, which ensure the highest quality of prosecution and speedy disposition of these cases.

Community Partnership Unit (CPU)

Eight ADA positions, called Community Prosecutors (CPs), are assigned to the Community Partnership Unit. Six of the positions—funded through a combination of grant funding through the City of Milwaukee Community Development Block program and the Milwaukee County Byrne-JAG Local grant—work out of Milwaukee Police Department (MPD) districts (Districts 1, 2, 3, 4, 5, and 7) and the West Allis Police Department. The two others are funded by non-profit organizations: the Near West Side Partners, Inc. and the Milwaukee Downtown, Inc. The CPs work closely with local community groups and district officers to identify and abate neighborhood-specific matters, relating to both criminal and nuisance issues. They handle a limited caseload in court, focused on the worst and most chronic offenders in their geographic areas, and they coordinate with ADAs in the GCU, Violent Crimes Unit, and the Early Intervention to direct offenders into the appropriate referral stream, either to conventional prosecution or Early Intervention resources.

Early Intervention Unit (EI)

Currently, five ADAs are assigned to the Early Intervention Unit (EI). Three ADAs screen and identify referrals of non-violent offenders whose criminal risk can be safely managed with community-based Early Intervention programs, pre-charge diversion agreements, and post-charge deferred prosecution (DPA), Drug Treatment Court (DTC), or Veterans' Treatment Court (VTC) programs. Two ADAs staff the Early Intervention Court. A DA Investigator is assigned to work part-time with the DTC and VTI programs, partnering 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. The investigator is involved in all phases of the program, including initial screening of defendants, home visits, ongoing monitoring, compliance investigation as needed, and apprehension of defendants who fail to comply with programming and court orders.

OFFICE OF THE DISTRICT ATTORNEY (450)

Department: **District Attorney**

AGENCY NO. **450**
FUND: **General — 10001**

Two of the three ADAs who are involved with the initial screening and referrals of EI candidates are funded a grant from MacArthur Foundation. That grant will end in 2022 and will not be renewed which will impact the staffing and the capacity of the EI Unit, EI programming, and the office as a whole.

In the 2023 Budget there will also be an addition of 1.0 FTE tax-levy Paralegal to support staff for the Early Intervention program and Community Partnership Unit, which are initiatives that focus on alternatives to incarceration and particularly promote procedural justice. The focus of the program is to divert offenders from the criminal justice process when possible, and to direct non-violent offenders into a non-traditional court model when it is not. The paralegal would assist in identifying additional and more diverse candidates for EI programs, help facilitate EI agreements, track EI admissions and outcomes, and facilitate the community prosecutors' neighborhood engagement and community-based case review. Tax Levy Impact is \$57,581.

Violent Crimes Division

The Violent Crimes Division is comprised of four units, which staff eight specialized criminal courts.

Homicide Unit

Six ADAs assigned to the Homicide Unit prosecute homicides and related cases in the four homicide / sensitive crimes courts. There are generally 120 to 140 homicides cases pending at any given time; in 2021, alone, the unit reviewed over 150 homicide referrals for prosecution. Each ADA in the unit carries an average caseload of approximately 30 homicide cases, as well as related matters such as aiding a felon and witness intimidation. The aggravated nature of the cases and the intensity of the investigations and prosecution, require a cohesive, highly trained, and experienced team of attorneys and victim witness staff.

Gun Unit

The Gun Unit handles all non-fatal felony level shooting offenses and related cases in the specialty gun court. The unit is staffed by seven ADAs and three Victim Witness Advocates. Four of the attorneys are state-funded ADAs, one is funded through a federal grant from Project Safe Neighborhoods program (PSN 2020); and two are assistant attorney generals assigned by the Wisconsin Department of Justice. Two of the three victim witness advocates are funded through federal grants: one by a grant from Project Safe Neighborhood (PSN 2018); and one by a grant from Operation Legend. Those two victim witness advocates are classified as community victim witness specialists (CVWs), who work out of both the DA's Office and MPD, in order to provide more immediate access and more robust services to victims. The PSN 2018 grant also provides a Direct Victim Services Fund, which allows the PSN 2018 advocate to assist victims of firearms violence with crisis intervention and safety planning. With the support of the victim witness specialists, the Gun Unit attorneys review and prosecute felony level cases involving the discharge of a gun, and associated matters such as witness intimidation. Certain issues—including unique evidence such as NIBIN and ShotSpotter data, and witness intimidation—are regularly attendant to shooting cases. By focusing on these cases in a collocated setting, the Gun Unit attorneys develop the expertise to meet those issues as they arise.

Felony Drug Unit

Six ADAs in the Drug Unit review referrals for prosecution of all felony drug cases, including drug trafficking cases and opioid / methamphetamine possession cases. The Drug Unit ADAs, assisted by an EI attorney assigned there, use a bifurcated strategy to address the issues of drug trafficking and use: enforcement, on one hand, and demand reduction, on the other. Because of the role substance abuse and addiction plays in drug-related activity, Drug Unit prosecutors screen all possession and low-level trafficking referrals for redirection into EI programming, set forth above. Drug Unit ADAs address higher level trafficking, violent or armed drug offenders, and those who refuse EI resources, though traditional prosecution in two dedicated speedy trial drug courts. In those courts, ADAs engage plea negotiations, conduct a significant amount of 4th amendment litigation, and try cases to juries and the court. 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 Drug Unit Team Captain is currently responsible for reviewing and prosecuting Len Bias homicides; she has been recognized for her work on both the state and national level.

OFFICE OF THE DISTRICT ATTORNEY (450)

Department: **District Attorney**

AGENCY NO. **450**

FUND: **General — 10001**

High Intensity Drug Trafficking Area (HIDTA) Unit

The three ADAs in the HIDTA 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. HIDTA ADAs work closely with investigators in long term, high-level investigations, including TIII investigations, and are collocated both in the District Attorney's Office and at the HIDTA building, off-site. Having a unit of attorneys

collocated 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 ADAs in each area of the Violent Crimes Division work closely with federal, state, and local officers; 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), PSN, the NIBIN Task Force, the Homicide Review Commission, VR-PHAST and OD-PHAST, overdose death reviews, and the MPD's weekly Public Safety Meetings.

Eight of the ADAs in the Violent Crimes Division are funded by federal or state grants: four of the ADAs in the Drug Unit are funded by a Byrne JAG grant; the three HIDTA ADAs are funded by a grant from the North Central HIDTA; and a Gun Unit ADA is funded through the PSN 2020 grant, as noted above. The PSN 2020 grant will expire on September 30, 2023; funds may be exhausted before that date, which would require the position to be vacated earlier. Funding under Operation Legend for the Legend CVW will also expire in September of 2023. The PSN 2018 grant is scheduled to end on September 30, 2022. The District Attorney's Office has requested a no-cost extension of the grant, but a decision is not expected on that request until fall of 2022. An application under PSN 2021 to continue the PSN CVW position has been submitted and is pending. Grant funding for the Drug Unit ADAs and the HIDTA ADAs have remained more secure, but grant awards are always at risk of non-renewal. Reduction in the state or county personnel assigned to the Violent Crimes Division would have a negative effect on every aspect of the Division's operations, including the office's demand reduction strategy.

Sensitive Crimes Division

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.

Sensitive Crimes Unit

The Sensitive Crimes Unit consists of six assistant district attorneys and seven victim witness 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 related offenses. The ADAs and advocates in the Sensitive Crimes Unit follow Milwaukee County's Joint Protocol on the investigation and prosecution of sensitive crimes. 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 for criminal activity, while simultaneously protecting victims from further victimization. In addition, an ADA funded through the Wisconsin Department of Justice, both handles sensitive crimes cases and serves as a statewide resource on DNA evidence, providing training and support to law enforcement and prosecutors on the use and interpretation of DNA evidence in court.

Human Trafficking cases are among the most complex cases to investigate and prosecute. Significantly, the Sensitive Crimes Unit has received a conviction in every human trafficking case it has tried, and the team's approach to Human Trafficking has led to some of Milwaukee County's most dangerous offenders being removed from the community.

OFFICE OF THE DISTRICT ATTORNEY (450)

Department: **District Attorney**

AGENCY NO. **450**

FUND: **General — 10001**

Sexually Violent Persons (Chapter 980) Unit

The Sexually Violent Persons Unit handles civil commitments for individuals who are deemed to be sexually violent persons under Wisconsin law under CH. 980 of the Wisconsin Statutes. Typically, these offenders have been convicted of a sexually violent offense and have been found to suffer from a mental disorder, which makes it more likely than not that he/she will engage in act(s) of sexual violence in the future. The Sexually Violent Persons Unit is comprised of two ADAs and a paralegal; together they perform the critical function of reviewing and filing petitions when it is appropriate to civilly commit an individual deemed to pose a continued risk to commit a sexually violent offense against members of the community. The Unit also handles petitions for discharge filed by individuals who have been civilly committed under Ch.980. The trials in these matters, which are unique in that they are civil in nature, are extremely complicated and involve the extensive use of expert witnesses.

Child Protection and Advocacy Unit (CPAU)

The ADAs assigned to CPAU handle the review and prosecution of caregiver child abuse and child neglect cases. District Attorney John Chisholm formed CPAU in 2008 to provide a greater focus on the protection of child victims and to hold those who abuse or neglect children to the highest possible level of accountability. CPAU is comprised of three ADAs and two victim witness advocates. Together, they are responsible for highly complex child abuse and neglect cases involving Milwaukee County's most vulnerable victims, including children who have suffered significant abuse, including abusive head trauma (formerly shaken baby syndrome) and inflicted burn injuries, as well as severe child neglect, including child malnutrition, and serial child torture cases. All homicides resulting from child abuse and neglect are handled by the DDA who supervises the Unit.

Domestic Violence Unit

Ten assistant district attorneys and eight victim advocates are assigned to the Domestic Violence Unit, to provide a coordinated, victim-centered approach to the review and prosecution of intimate partner domestic violence referrals. The Domestic Violence Unit is collocated in both the Courthouse complex and the Sojourner Family Peace Center, one of the largest family peace centers in the nation, which houses a shelter for women and child victims, and provides a central location for a number of victim service providers, MPD's Sensitive Crimes Unit, and Children's Hospital of Wisconsin's Child Advocacy Unit.

Before the pandemic, the Domestic Violence Unit reviewed all intimate partner domestic violence cases at the Sojourner Family Peace Center. Collocation has the advantage of 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-person charging conferences at the Sojourner Family Peace Center were put on hold during the pandemic; the goal is to safely to resume them.

In addition to other work within the Division, members of the Sensitive Crimes Division represent the Milwaukee County District Attorney's Office in 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 County Domestic Violence High Risk Team meetings, (DV-HRT);); Milwaukee County Joint Task Force on Human Trafficking meetings; Milwaukee Commission on Domestic Violence and Sexual Assault meetings; and at Milwaukee County Child Death reviews.

Juvenile Division

Child Welfare 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 the most vulnerable and at-risk citizens, and it is the responsibility lies with the District Attorney's Office to assure that these children are kept safe once the Division of Milwaukee Child Protective Services (DMCPS) becomes involved with a family and makes a referral. This is a large task: Milwaukee County

OFFICE OF THE DISTRICT ATTORNEY (450)Department: **District Attorney**AGENCY NO. **450**FUND: **General — 10001**

handles approximately one-third of all child welfare cases in the State of Wisconsin.

The District Attorney's Office reviews and handles Child in Need of Protection or Services (CHIPS) and Termination of Parental Rights (TPR) cases. A contract between the District Attorney's Office and the State of Wisconsin covers the cost of Milwaukee County's entire TPR unit. As part of that contract, the State and County are required to match that cost with their own funds, though activities of both ADA and support staff which are dedicate to child welfare purposes. Thus, every member of the child welfare teams, including the support staff and paralegals are in either a contract funded or a match position.

Child Welfare cases are complex and lengthy. They do not end upon a finding that a child is in need of protection or services. Litigation is ongoing, as matters related to placement of children, permanency planning, and revision and extension requests are frequently contested. Case review and issuance are time sensitive. Every case at the Vel Phillips Youth and Family Justice Center has a statutory time limit. As petitioners in the matters, the District Attorney's Office needs extensive clerical and paralegal support to ensure that proper parties are noticed, depositions are scheduled, court of appeals briefs are assembled/mailed, timelines are met, and cases are processed appropriately. The Division also handles all of its own appeals on child welfare cases.

Delinquency Team

The Juvenile Division also represents the interests of the public in all juvenile delinquency matters, which are time-sensitive and subject to jurisdictional time limits. When juveniles are held in custody, referrals must be reviewed within 24 hours. When a juvenile is not detained, the Division must process the referral within 20 days. The Division also reviews and approves as appropriate all informal resolutions in juvenile delinquency cases. The Division petitions for waiver into adult court as necessary, handles reverse waiver matters, and makes determinations as to the appropriateness of a serious juvenile offender (SJO) 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 relative to 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.

Note on Staffing and Hours of Operation

All ADAs in the criminal division are required to staff both Intake courts. Out-of-Custody Intake (open weekday afternoons) and In-Custody Intake (operates seven days a week). ADAs handle post-conviction and post-disposition litigation in the circuit courts, as well as petitions for writs of habeas corpus and extradition matters. All ADAs regardless of assignment are required to be on call to law enforcement 24 hours per day on a rotating basis to provide legal advice to law enforcement and assist with legal process as required. Because statutory and constitutional mandates require that certain referrals be processed within established time limits, the District Attorney's Office reviews and processes referrals seven days per week. ADAs in both the criminal and juvenile division review cases on Saturday and Sunday on a rotating basis. County funded clerical staff provides support to all of the legal staff. Similar to ADAs, many of the support staff are required to work weekends to support the office's seven day a week charging and intake functions.

The Milwaukee County court system plans to expand operations in 2022 in order to address the backlog of cases, which has developed as a result of the COVID-19 pandemic. The courts have added a pilot night court project and a new homicide/sensitive crimes court. The courts anticipate adding four additional criminal courts later in 2022; one domestic violence court, one or two general crimes courts, and one violent crimes court. Additional prosecutor positions (funded by American Rescue Plan Act funds or "ARPA") have been created by the State to support the expanded court operations. This budget includes new unfunded county support staff positions, which are essential to support the expanded operations and include two new Secretarial Assistant positions.

OFFICE OF THE DISTRICT ATTORNEY (450)Department: **District Attorney**AGENCY NO. **450**FUND: **General — 10001*****Victim/Witness Division***

The Milwaukee County District Attorney's Office Victim Witness Assistance Program provides crime victim services to Milwaukee County, which encompasses 19 law enforcement jurisdictions and an estimated population of 939,489 (U.S. Census Bureau, April 2020). 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, became effective on May 4, 2020. This amendment modified the definition of a victim, identified 16 constitutional rights given to victims, and provides the victim the ability to enforce their rights in court. The amendment guarantees victim rights at the time of victimization and establishes a continuity of victims' rights and timely notification throughout the criminal justice process. These rights are in addition to rights afforded by CH. 950. Of immediate impact to the DA's Office was 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 assistance of victim witness advocates at charging is critical to ensure that the victims' right to timely notification is met.

Crime victim services are provided in-person (in the 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 to offer emotional support and guidance through the process. Other services, based on the needs of the victim or witness are also routinely provided on an individual basis. In 2021, the Victim Witness Services Division provided services to a minimum of 33,158 unique parties, including 81,583 court hearing notifications, 992 court escorts to victims and 41,585 criminal justice and advocacy phone calls.

The victim witness advocates attend to many victims from underserved and vulnerable groups. They serve an extensive population of abused and neglected children; sexually abused children and adults, some of whom similarly were abused as children; domestic violence victims; families of homicide victims; victims of elder abuse; and thousands of victims of other violent, personal, and property crimes.

Most of these victims require extensive attention and services, where multiple advocates will assist them due to any one underlying comprehensive problem. The problems can include homelessness, mental illness, poverty, criminal cases of their own, language barriers, AODA issues, medical problems, multiple children in their care, teen motherhood/fatherhood, lack of education, and hunger. Written communication is not always an option due to these comprehension limitations, which makes in-person communication, referral to resources, and follow up, critical.

In addition to carrying out their duties under Ch. 950 and Marsy's Law, the victim witness advocates and supervisors are also heavily engaged with system partners and community agencies to enhance and improve services to victims and witnesses of Milwaukee County. This includes, but is not limited to, actively participating on the Domestic Violence High Risk Team, Sexual Assault Response Team, CRAY, Milwaukee Commission on Domestic Violence and Sexual Assault, and meetings with MPD.

The CVW program, made possible through the PSN 2018 grant has permitted the District Attorneys' Office to expand its victim services in a select category of firearm offenses. The grant funding permits the CVW to provide comprehensive victim services from the time of incident through case disposition. This addresses not only investigation and prosecution related matters, but also provides crisis intervention services, security planning, assistance with emergency relocation (when necessary), emergency housing assistance, assistance with miscellaneous expenses related to the offense, and the investigation. The authorized grant expenditures help address immediate safety concerns and help to mitigate the costs associated with the crime, in order to help stabilize the victim's personal and living situation by reducing the potential of re-victimization, keeping victims engaged in the investigative and criminal justice process, and providing crisis intervention. In general the CVW grant helps promote community engagement and community safety.

OFFICE OF THE DISTRICT ATTORNEY (450)Department: **District Attorney**AGENCY NO. **450**FUND: **General — 10001**

This budget funds forty-four victim witness positions; thirty-two victim witness advocates, one bilingual victim witness advocate, six assistant sensitive crimes victim advocates, four victim witness supervisors, and one director. The Victim Witness Services Division is supported in part by both federal and state funding. Eight victim witness advocate positions are partially (approximately 61%) funded through a federal Victims of Crime Act (VOCA) grant. Twenty-nine victim witness advocate positions are partially funded (approximately 49%) through the Wisconsin Department of Justice chapter 950 Program. One victim witness advocate position is funded by the Project Safe Neighborhoods (2018) grant, and one victim witness advocate position is funded by the Operation Legend (2020) grant. Five positions are tax levy funded. Five additional unfunded victim witness advocate positions were created pending ARPA funding.

Twenty FTE clerical staff authorized in this budget provide essential, basic support for the daily operation of the Victim Witness Services Division. Clerical staff provide receptionist services in five units, process subpoenas in court cases and send thousands of notification letters to victims and witnesses to keep them informed on their case status and resources available.

To address the increase in victim services secondary to the pandemic and expanded court operations, this budget contains a request for a new tax levy funded Management Assistant position to support the Victim Witness Services Division.

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, respond to critical incidents, and maintain office security.

Maurice V. Pulley Jr. Witness Protection Program (WITSEC)

The Maurice V. Pulley Jr. Witness Protection Program consists of one Deputy Chief, seven Investigators, two Witness Protection Analysts, and three hourly Administrative Intern positions. The 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 are able to be safe and secure when outside court. Unlike traditional victim/witness protection programs, the focus of the Maurice V. Pulley Jr. Witness Protection Program is on enforcement and prosecution of offenders. Criminal investigators in the unit investigate witness tampering and intimidation crimes, which result in successful prosecution for conspiracy to commit murder, intimidation, bribery, bail jumping, criminal contempt, and solicitation to commit perjury charges.

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.

The program is available in any case where threats and intimidation may occur, but it has had a particular impact in domestic violence cases. In 2009, the year of the program's inception, investigators conducted 61 domestic violence related investigations. By 2019, the number increased to 193. Just as the pandemic had a significant effect on victim and witness cooperation, it also impacted the number of referrals for WITSEC investigation. As a result, the number of such referrals dropped substantially by 2021; however the number of such referrals and investigations is again increasing in 2022, as in-person court operations have expanded. Threats/witness intimidation frequently increase as the criminal case nears trial and incentive grows to dissuade witnesses from testifying.

To address the increase in workload due to expanded court operations, this budget includes four new unfunded

OFFICE OF THE DISTRICT ATTORNEY (450)

Department: **District Attorney**

AGENCY NO. **450**
FUND: **General — 10001**

Investigator positions and a new unfunded Clerical Assistant 1 position, which will be created pending ARPA funding.

Child Support Enforcement

Two investigators currently provide direct law enforcement / investigative support to the Department of Child Support Services and to the corresponding Assistant District Attorney within Child Support Enforcement. 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 be discontinued as of August 1, 2022. The two investigator positions are being abolished in the 2023 budget.

Special Investigations Unit (SIU)

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, where the County reimburses for the overtime costs of one. One investigator is assigned part-time to the Veterans Treatment Court / Drug Treatment Court Initiative. One other SIU investigator specializes in the forensic analysis of devices such as cell phones/ computers in criminal investigations and his services are available to any law enforcement agency in the county. SIU also has the capability of performing criminal intelligence analysis.

F.B.I. Violent Crimes Taskforce

The Special Investigations Unit has maintained its relationship with the F.B.I. Violent Crimes Taskforce, which specifically targets serial armed robbery suspects, bank robbery suspects, and carjackings throughout Milwaukee County. The investigators also attend briefings with MPD's Special Investigations Division 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 capacity and capabilities when confronted with increases in violent criminal acts.

Veterans' Treatment Court / Drug Treatment Court Initiative

The District Attorney's Office continues its partnership with the MPD to provide law enforcement support for Veteran's Treatment Court and Drug Treatment Court. The District Attorney's Office provides an investigator and MPD provides one officer to support the programs. The investigator is involved in all phases of the programs, including initial screening of defendants, home visits, ongoing monitoring, compliance investigation (as needed), and apprehension of defendants who fail to comply with programming and court orders. The office's partnership with MPD and the courts ensures that program support is available for all participants county-wide.

Process Servers/Process Investigators

Three hourly non-sworn Process Server positions and six hourly sworn Process Investigator positions currently are authorized in the District Attorney's Office. Their principal duty is to serve criminal trial subpoenas on witnesses who are either unresponsive to mailed subpoenas or who are overtly uncooperative, frequently in the most aggravated cases. To address the increase in workload due to expanded court operations, this budget includes three additional unfunded Process Investigator positions, which will be created pending ARPA funding.

Administrative Division

The Administrative Division manages the fiscal, personnel, and record management functions of the District Attorney's office. It develops the state and county budgets, develops revenues, controls the department's expenditure of funds, and serves a procurement function that utilizes county purchasing and inventory systems. The administrative section handles personnel-related matters for both county and state employees, which 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 Division serves as the main contact for the state Department of Administration and the State Prosecutor's Office. The

OFFICE OF THE DISTRICT ATTORNEY (450)

Department: **District Attorney**

AGENCY NO. **450**

FUND: **General — 10001**

administrative section also approves witness travel and extraditions, 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 within the courthouse complex located at both the Vel Phillips Juvenile Justice Center and the Sojourner Family Peace Center.

This Division manages the database and user accounts for PROTECT, which is the State DA case management system. The Pro-Phoenix law enforcement report management software and database and the office's connection to the county's Web Focus, Justice, Advantage, and other applications. It provides data and statistics to requestors, including partner agencies and research groups, and provides training to legal and county staff in office computer applications. The Division supports prosecutors and by assisting in the preparation of trial exhibits, including audio and other digitally based exhibits; and it supports law enforcement partners in the electronic transfer of criminal case data. Most significantly, however, the IT Division has become responsible for the managing of digital referrals for prosecution, and for the acquisition, storage, and dissemination of digital discovery in criminal cases.

The Division consists of twelve authorized full-time positions: a Network Manager, two Network Technical Specialists, a Database Assistant, a Management Assistant, two Paralegals, two Secretarial Assistants, and three Clerical Assistant 1 positions. An hourly intern position is also assigned to the Division. The Division is assisted by seven full-time and one part-time paralegal whom are assigned to different divisions. These different positions have different functions in regard to information technology services. In the broadest sense, responsibilities are divided two main areas: the IT hardware function (managing the actual equipment and its proper function) and IT applications function (managing the case management system and supporting the digital discovery function of the office).

With respect to the hardware function, the Network Manager and the two Network Technical Specialists provide operational support for the office. Principally, their function relates to the maintenance of the various IT hardware systems, such as the computers and the network. They also support the proper functioning of the business applications that run on the computer system, such as Microsoft Office, Adobe Acrobat, and Outlook. They are responsible for managing IT inventory, employee computer accounts, and licenses. They also assist with the preparation of exhibits for court including audio and other digitally-based exhibits.

With respect to the applications function, the Database Assistant is chiefly responsible for the management of the DA's case management system known as PROTECT. She supervises all office functions directly and indirectly related to PROTECT. This includes the processing referrals of electronic reports and digital evidence received from law enforcement agencies and the office's criminal discovery function. The discovery function is a statutorily and constitutionally mandated process whereby investigative reports and other evidence is received by District Attorney's Office, reviewed by ADAs to determine whether charges are appropriate, and then disseminated to defense attorneys in connection with the defense of the defendant after charges have been issued.

The Unit's "IT Discovery Team" consists of one Database Assistant, one Management Assistant, two Paralegals, two Secretarial Assistants, and three Clerical Assistants. As cases are referred for prosecution, the team receives and processes digital discovery and digitally transmitted police investigative reports. The staff downloads and extracts the data, identify the unit and team to which it belongs to (e.g., the Domestic Violence Unit), then uploads it into folders they create on the DA network drive. Clerical Assistants organize the folders and rename the digital material stored there. Paralegals assigned to other divisions review the material, which has been received and, in consultation with the attorney assigned to the case, identify missing or new material. The paralegals request missing or additional material from law enforcement, monitor the requests for that additional material, receive it, and then organize it into the appropriate digital folder when it is delivered. When the available discovery is assembled, these paralegals notify the IT Discovery Team, which sends it to the defense attorney and moves the folder to a local server for long term storage. Clerical Assistants move folders associated with no processed cases to the server for

OFFICE OF THE DISTRICT ATTORNEY (450)Department: **District Attorney**AGENCY NO. **450**FUND: **General — 10001**

long term storage.

This process, although straight-forward, is incredibly complex and time-consuming for a variety of reasons. First, the DA's Office receives discovery from law enforcement agencies—particularly MPD—in multiple digital formats and platforms. Second, the time involved in downloading, extracting, and uploading data is significantly greater than would be necessary to file paper records and/or CDs, which were historically delivered to the DA's Office by law enforcement agencies. Third, particularly when sent via a platform other than Axon's Evidence.com; digital discovery may not be labeled in a convention, which would make its content readily apparent. And where evidence for a single referral is sent via multiple platforms, staff must review each item, attempt to connect it to the appropriate case, rename it, and save it accordingly.

Notwithstanding those difficulties, the transition to digital discovery was essential. Over the past few years, law enforcement agencies in the county moved to an "e-referral" process, by which digital transmission of referrals and discovery is the only method of transmittal. With the onset of the pandemic in the first quarter of 2020, there was an immediate (and unforeseen) shift to a digital referral by all law enforcement agencies. Moreover, because the courts and the District Attorney's Office moved to a paperless system, there is no longer a paper file in which to store CDs, DVDs, or paper reports; instead everything must be converted to and stored in digital format, in PROTECT or on a network drive. And, due in large degree to the pandemic and the need for working remotely, the department needs to be able to receive, store, and disseminate all criminal discovery electronically. Because the criminal discovery is now processed digitally, it has permitted the DA's office to designate all of discovery-related as telework eligible to some degree, even now that in-person operations has fully resumed.

This budget contains \$100,000 in new licensing fees to support expanded access to cloud-based discovery services with MPD, which we consider essential to proper functioning of the discovery process. The District Attorney receives the majority of its referrals for criminal prosecution from Milwaukee Police Department. In 2021, over 64% of criminal referrals came from MPD, including over 90% of homicides and non-fatal shootings, which included some of the most violent and dangerous offenses and offenders. The requested funds will be used to share the cost of increasing cloud storage capacity of digital evidence in Evidence.com, which will permit MPD to store all reports, photographs, digital recordings, and other digital evidence in the cloud, and also to transmit all discovery material related to a referral for prosecution to the District Attorney's Office in a single digital process and platform.

Currently, the office receives evidence and MPD's referrals for criminal prosecution through DEST and Evidence.com. DEST is a digital transfer platform and includes no storage capacity. All material transmitted through DEST including all evidence other than squad video and body-worn camera recordings, must be manually uploaded to the platform. The staff then downloads the material, uploads it onto local servers, sorts, organizes, and associates it with a referral. In contrast, Evidence.com is a cloud-based storage platform, where evidence can be stored, transmitted to the DA's Office, and accessed by the legal staff by digital link. The increase in storage, which will be made possible by the requested funds will provide a significant and essential benefit to the District Attorney's Office. The office will be able to receive all discovery material through a single digital link; the material will be organized, named, and associated with a particular referral; nothing will need to be downloaded, uploaded, or stored on local servers; and secondary dissemination to defense attorneys as constitutionally required can be done quickly, by link, and tracked through an audit trail.

The DA's Office expects this streamlined process to bring significant benefits. The upgrade will simplify the discovery process for both support and legal staff, save significant amounts of staff time, facilitate more rapid and efficient review of criminal cases (which will expedite both the issuance of cases when charges appropriate and a suspect's release from custody when they are not), and facilitate the more prompt disposition of cases in court, as discovery is disseminated more completely, in a more timely fashion, to defense counsel. In contrast, failing to provide discovery in a timely fashion carries a significant cost. Discovery is a due process obligation under the State and federal constitutions. Cases may be delayed or dismissed when the office cannot provide discovery in a timely fashion and the outcomes can implicate defendants' rights, victims' rights, and community safety.

In addition, to support the expanded court operations, which will be enacted to address the pandemic-related backlog of cases in the circuit courts, this budget includes two new and unfunded secretarial assistant positions, a new and unfunded Network Tech Specialist position, and a new and unfunded paralegal position to support IT functions, all

OFFICE OF THE DISTRICT ATTORNEY (450)

Department: **District Attorney**

AGENCY NO. **450**

FUND: **General — 10001**

of which will be created and funded through ARPA dollars.

State Prosecutors with County Fringe Benefits

The District Attorney's budget includes 2.0 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 2.0 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 on a quarterly basis 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. The ADA expenses for salaries and fringe benefits are posted to account 60030 and are offset with state and federal grant revenue to accounts 43035 and 44007, respectively.

	2022	2023	2022/2023
Charges from the State	Budget	Budget	Variance
Byrne JAG - DAS	\$219,040	\$168,150	\$ (50,890)
Community Development Block Grant (CDBG)	165,000	186,530	21,530
CSS Child Support Prosecutor	94,825	0	(94,825)
High Intensity Drug Trafficking Area (HIDTA)	296,000	309,905	13,905
Project Safe Neighborhood	134,200	62,490	(71,710)
State DCF CHIPS TPR Contract	856,000	895,125	39,125
WIDOB Byrne JAG MMDEG Task Force	276,321	240,865	(35,456)
WIDOB Violence Against Women Act (VAWA RRP)	136,000	121,430	(14,570)
TOTAL	\$2,177,386	\$1,984,495	\$(192,891)

State Revenue

Revenue from state grants are posted to account 43035 and are comprised of the programs detailed in the table below:

STATE GRANTS			
	2022	2023	2022/2023
State Revenue Programs	Budget	Budget	Variance
DAS/CEX Adjustment	\$ 45,000	\$ -	\$ (45,000)
Project Safe Neighborhood	183,000	157,780	(25,220)
Special Prosecution Courts' Clerks	305,000	305,000	-
State DCF CHIPS TPR Contract	1,443,218	1,534,150	90,932
State reimbursement of fringe costs	45,000	25,000	(20,000)
Victim of Crimes Act (VOCA)	357,621	455,955	98,334
Victim/Witness Program	1,466,680	1,474,960	8,280
WIDOB Violence Against Women Act (VAWA RRP)	136,000	121,430	(14,570)
TOTAL	\$3,981,519	\$4,074,275	\$ 92,756

The Project Safe Neighborhood grant provides funding for the salary and fringe benefits for 1.0 Victim Witness

OFFICE OF THE DISTRICT ATTORNEY (450)

Department: **District Attorney**

AGENCY NO. **450**
FUND: **General — 10001**

Advocate, who serves as a community victim witness specialist for firearms-related offenses, which occur in any of the six neighborhoods identified by the Milwaukee Police Department as having particularly high firearm-related crime. The CVW is embedded in the Milwaukee Police Department and provides comprehensive victim services to shooting victims and their families from the time of the offense through the investigation and any resultant prosecution. A second grant provides funding for the salary and fringe benefits for 1.0 Assistant District Attorney position.

The Special Prosecution Courts' Clerks statutory reimbursement program provides continuing funding for the salaries and fringe benefits of 4.0 Secretarial Assistant positions and 2.0 Clerical Assistant 1 positions 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, 1.0 Secretary and 1.0 Secretarial Assistants under a state contract with the Department of Children and Families (DCF) for CHIPS and TPR cases in the juvenile division. There is a match restriction on a portion of this grant. There is a Deputy District Attorney whose time fluctuates each quarter, 8.75 FTE Assistant District Attorneys, 1.0 Paralegal, 2.0 Secretarial Assistants, 1.0 Clerical Assistant and 1.0 Office Support Assistant. The Milwaukee County employees are authorized, funded positions.

The Victims of Crime Act (VOCA) grant provides funding of approximately 61% percent for the salaries and fringe benefits costs. The grant has a 20% match requirement but due to the reduced funding received, the County is contributing 39% in match. There are 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 38.5 FTE authorized, funded positions: 1.0 FTE Victim Witness Director, 4 FTE Victim Witness Supervisors, 21.0 FTE Victim Witness Advocates, 1.0 FTE Victim Witness Advocate – bilingual, 1.0 FTE Sensitive Crimes Victim Advocate, 3.0 Investigators in the witness protection unit, 2.0 Office Support Assistants, 2.0 Secretarial Assistants, and 2.0 FTE 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. Actual reimbursement rates were 49.0% for the past two semi-annual reimbursement periods ending on May 2022 and December 2021. The previous three semi-annual reimbursement rates were 47.7% for June 2021, 33.33% for December 2020 and 42.5% for June 2020.

The STOP VAWA Regional Resource Prosecutor project from the Wisconsin Department of Justice (WIDJ) 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. There is a 25% match requirement, which is met with a 1.0 FTE authorized, funded Paralegal position.

Federal Revenue

Revenue from federal grants are posted to account 44007 and are comprised of the programs detailed in the table

OFFICE OF THE DISTRICT ATTORNEY (450)

Department: **District Attorney**

AGENCY NO. **450**
FUND: **General — 10001**

FEDERAL GRANTS			
	2022	2023	2022/2023
Federal Revenue Programs	Budget	Budget	Variance
Body-worn cameras	\$26,758	\$12,815	\$ (13,943)
Byrne JAG - DAS	219,040	168,150	(50,890)
Community Development Block Grant (CDBG)	165,000	186,530	21,530
High Intensity Drug Trafficking Area (HIDTA)	296,000	309,905	13,905
Operation Legend	45,485	38,765	(6,720)
WIDOG Byrne JAG MMDEG Task Force	543,365	507,910	(35,455)
TOTAL	\$1,295,648	\$1,224,075	\$ (71,573)

The Body-worn camera grant was received in early 2022. The three year grant will be used to partially offset the costs of body-cameras for DA Investigators and Process Investigators, subject to 50% match requirement. A five year contract for the body-worn camera equipment and associated services is currently pending the County approval process.

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 Partnership Unit in Milwaukee Police Districts 1, 3 and 7. In 2023, it is anticipated that the District 1 CP will be transferred to District 6. The fourth ADA is assigned as a “vertical” Domestic Violence prosecutor in felony court. This means the ADA follows cases vertically, that is from initial review through conviction and sentencing.

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 3.0 Assistant District Attorneys in the Violent Crimes - HIDTA unit and approved operating expenses.

The Operation Legend grant funds a 1.0 FTE community victim witness specialist, who, like the CVW, is embedded with the Milwaukee Police Department and who is tasked with providing comprehensive victim services to victims of violent crimes and their families, from the time of the offense through prosecution. The Operation Legend victim focuses on violent crime which occurs anywhere in the City of Milwaukee.

The Wisconsin Department of Justice WIDOG Byrne JAG OJA MMDEG Task Force grant provides funding for the salaries and fringe benefits of 3.0+ Assistant District Attorneys in the violent crimes – drug unit. The grant also funds pre-determined payments 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.

Charges to Other County Agencies

Child Support Services

Wis. Stat. § 948.22 provides criminal penalties for failure to support a child. This program between the Child Support Office and the District Attorney’s Office was terminated effective, August 1, 2022. The termination of this program resulted in the abolishment of 2.0 FTE Investigator positions and 1.0 FTE Paralegal positions. It also resulted in the loss of 1.0 Assistant District Attorney position.

OFFICE OF THE DISTRICT ATTORNEY (450)

Department: **District Attorney**

AGENCY NO. **450**
FUND: **General — 10001**

Major Changes in FY 2023

1. **Increased personnel costs.** The County adopted a 2% across the board, salary increases for all county staff in April 2022, and has submitted a request for an additional 2% increase in August 2022. These increases have resulted in an increase to personnel and fringe costs.
2. **Termination of Child Support Enforcement program.** In 2014, the District Attorney's Office and the Milwaukee County Child Support Agency entered into a Standard Cooperative Agreement, which provided funding for a state prosecutor position, a paralegal position, and two investigators to handle referrals for prosecution for Failure to Support Child cases, under CH. 948.22. Due to the increase in violent crime and the decrease in the number of such referrals from prosecution, the contract was terminated, effective August 1, 2022. The impact to the 2023 budget as a result of the termination of the Child Support Enforcement program is a loss of the fringe costs that were used to reduce the tax levy balance. The 2022 budget revenue for this program was \$469,962; State personnel and fringe costs were \$94,617; Milwaukee County salary and overtime costs were \$230,275, and fringe costs were \$145,070. Since fringe costs are not charged to departments, this balance reduced the tax levy balance.
3. **Addition of 1.0 FTE Management Assistant.** This budget includes a request for the creation of a Management Assistant position to support the office's Victim Witness program, which is mandated by both state statutes and the state constitution. . Two factors primarily necessitate the creation of this position.

First, due to pay structure, life-style changes prompted by the pandemic, opportunities in the private sector, or some other reason, the turnover has hit the Victim Witness Services particularly hard. Thirty percent (30%) of Victim Witness Advocates have been hired within the last year. Further, only thirty percent (30%) of Victim Witness Advocates have been with the office more than 5 years. The situation with clerical staff in the Victim Services Division is similar, in that that is over a thirty percent (30%) turnover in clerical support staff. The gap in institutional knowledge that has been lost has put a strain on tenured staff and supervisors whom work to on-board and train new staff members. The impact has been significant, not only because of the rate of turnover, but also because the services provided are specialized and unique. New staff require a high degree of training and assistance. This need will become particularly pointed when five new ARPA-funded advocate positions are created and filled. The new Management Assistant position will be instrumental in helping to ensure that new staff has the training and support that they require to meet statutory and constitutional obligations. The position will also serve to ensure the smooth transition of victim services as caseloads are transferred between staff members.

Second, the rate at which criminal cases were resolved dropped precipitously when in-person court operations were reduced during the height of the pandemic. Victim advocates must maintain contact with victims and witnesses throughout the course of criminal prosecution, to keep them engaged and to provide the services which state statute and the constitution mandate. During the pandemic, advocates' cases increased significantly, as new cases continued to be issued, but older cases failed to be resolved. The new Management Assistant position will play an important role in helping supervisors establish consistent and thorough training, normalize caseloads and provide support for advocates and clerical staff.

4. **Grant funding subsidizes expenditures.** The District Attorney's 2023 budget request is \$7,441,017. In 2023, as in previous years, the true cost of the DA's Office's services far exceeds to obligation to the County. This is because the District Attorney's Office continually has sought out, and continues to seek out, private, Federal, and State grants to fund and support statutorily and constitutionally mandated services. Some of those grants fund state ADA's salaries and benefits: the state pays the salaries, and the County reimburses the State. Those grants have no tax levy impact. Other grants, however, provide substantial subsidies for the wages and fringe benefits of Milwaukee County employees working in the office. For the past three years, the subsidies comprise over thirty-five percent (35%) of the operating budget. If this funding for county employees were to cease, this financial burden for essential services would shift to the county.

OFFICE OF THE DISTRICT ATTORNEY (450)

Department: **District Attorney**

AGENCY NO. **450**
FUND: **General — 10001**

Strategic Program Area 1: Investigations & Criminal Prosecutions

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$10,782,905	\$11,336,042	\$12,322,795	\$12,791,482	\$468,687
Revenues	\$5,390,143	\$5,680,609	\$5,446,409	\$5,431,050	(\$15,359)
Tax Levy	\$5,392,762	\$5,655,433	\$6,876,386	\$7,360,432	\$484,046
FTE Positions	162.0	164.0	167.0	166.0	(1.0)

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
No Activity Data Provided by the Department	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
No Measures Provided by the Department	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 \$484,046 or 7%.

OFFICE OF EMERGENCY MANAGEMENT (480)

 Department: **Office of Emergency Management**

 AGENCY NO. **480**

 FUND: **General — 10001**

BUDGET SUMMARY

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Costs	\$3,671,546	\$3,866,086	\$4,047,298	\$4,717,625	\$670,327
Operation Costs	\$3,365,163	\$3,581,306	\$5,220,991	\$5,665,033	\$444,042
Debt & Depreciation	\$0	\$15,336	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdepartmental. Charges	(\$410,232)	\$39,896	\$12,456	(\$22,615)	(\$35,071)
Total Expenditures	\$6,626,477	\$7,502,624	\$9,280,745	\$10,360,043	\$1,079,298
Revenues					
Direct Revenue	\$624,575	\$543,230	\$673,562	\$879,427	\$205,865
Intergovernmental Revenue	\$1,480,386	\$605,304	\$686,924	\$573,000	(\$113,924)
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$2,104,961	\$1,148,534	\$1,360,486	\$1,452,427	\$91,941
Tax Levy	\$4,521,516	\$6,354,090	\$7,920,259	\$8,907,616	\$987,357
Personnel					
Full-Time Pos. (FTE)	56.0	54.0	59.25	60.00	0.75
Seasonal/Hourly/Pool \$	\$350,305	\$260,676	\$403,601	\$293,354	(\$110,247)
Overtime \$	\$268,934	\$270,022	\$177,000	\$251,483	\$74,483

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 the County.

Major Changes in FY 2023

- OEM EMS is planning a cautious return of events to the Fiserv Forum of 60% of the 2019 activity due to COVID-19. This means OEM's part-time paramedic population will continue to build back operations as events return to normal populations. OEM has attempted to reflect a modest expectation of revenue for this operations level, but will remain poised to increase operations as the need presents.
- The 2023 budget provides \$3.0 million in funding for the municipal EMS Agreement. The County will distribute this funding in support of City and Village transport EMS services, countywide, via an equitable formula which considers municipal population, geographic square miles, paramedic call volume, and necessary improvements

OFFICE OF EMERGENCY MANAGEMENT (480)Department: **Office of Emergency Management**AGENCY NO. **480**FUND: **General — 10001**

to the EMS system. This contribution sustains OEM's strong relationships with local fire departments and is focused on improving EMS service delivery efficiencies throughout the county by increasing overall health equity. Three fire departments will be upgrading their level of service to the Paramedic level with the support and guidance of OEM-EMS.

3. OEM is spending the bulk of 2022 building and preparing to take over fire dispatch for the Milwaukee County Fire Department (MCFD) at Milwaukee Mitchell International Airport. 911 and the Director's Office will work with the airport fire department to integrate radio communications, build associated computer infrastructure and tools, and develop a model for fire dispatch that can be duplicated in surrounding communities in the years to come. This project will achieve two firsts: One, taking on MCFD is the first time the 911 Division has performed in the role of fire dispatch and Two, this will be the first fully capable dispatch MCFD has had in its history.
4. OEM continues to have a substantial pay disparity when compared to other dispatch centers within the Southeastern Wisconsin region. In 2022, OEM abolished a supervisor position and leveraged those savings to partially close the pay gap and reallocate the dispatcher positions to a higher paygrade. An additional \$110,861 will be allocated to OEM to further close the pay disparity gap raising each of the dispatchers one more paygrade. Fully funding this inequity will create the stopgap for retention issues that are currently diminishing the ability of OEM to be flexible and responsive to the emergency needs of the community.

OFFICE OF EMERGENCY MANAGEMENT (480)

 Department: **Office of Emergency Management**

 AGENCY NO. **480**

 FUND: **General — 10001**
Strategic Program Area 1: OEM Director's Office

 Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$107,251	\$298,140	\$312,880	\$451,434	\$138,554
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$107,251	\$298,140	\$312,880	\$451,434	\$138,554
FTE Positions	2.0	0	3.0	3.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
OASIS Intergovernmental Agreements	0/0 (0%)	0/0 (0%)	19/19 (0%)	0/0 (0%)
PD Naloxone Administration MOUs	0/0 (0%)	0/0 (0%)	19/19 (0%)	0/0 (0%)
EMS Contracts for Paramedic Service	0/0 (0%)	0/0 (0%)	12/12 (0%)	0/0 (0%)

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
AMOPs Adopted	0/0 (0%)	0/0 (0%)	4/4 (0%)	0/0 (0%)
State Interoperability Council goals	0/0 (0%)	0/0 (0%)	2/2 (0%)	0/0 (0%)
LEPC hazmat plans	75/75 (100%)	0/0 (0%)	75/75 (0%)	0/0 (0%)
OASIS Standards/Policies adopted	0/0 (0%)	0/0 (0%)	2/2 (0%)	0/0 (0%)

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 Statute 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 is 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

OFFICE OF EMERGENCY MANAGEMENT (480)Department: **Office of Emergency Management**AGENCY NO. **480**FUND: **General — 10001**

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 COVID-19 pandemic amplified Milwaukee County's role in the pandemic response, health promotion, and health equity. To coordinate the emergency response to the pandemic and provide expertise to County leaders toward achieving health equity, Milwaukee County created a Chief Health Policy Advisor, in August of 2021. This position was filled by an expansion of a current contract between the Office of Emergency Management and the Medical College of Wisconsin. The role of the Chief Health Policy Advisor is to be the face of the County around COVID-19 and broader health equity topics; to consult with public and private entities for health promotion, disease prevention, and equity; and lead strategies for demonstrating health equity in a meaningful and measurable way across the County, region, and beyond. This position began as a one-year trial, but due to the success of the role, has been moved into the OEM Director's Office for ongoing funding in the FY2023 budget.

OFFICE OF EMERGENCY MANAGEMENT (480)

 Department: **Office of Emergency Management**

 AGENCY NO. **480**

 FUND: **General — 10001**
Strategic Program Area 2: Emergency Management

 Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$544,191	\$617,939	\$698,851	\$818,256	\$119,405
Revenues	\$578,751	\$596,414	\$680,424	\$661,000	(\$19,424)
Tax Levy	(\$34,560)	\$21,525	\$18,427	\$157,256	\$138,829
FTE Positions	4.0	0	6.0	6.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
County Exercises	0/0 (0%)	0/0 (0%)	3/3	0/0 (0%)
County Plans Updated	0/0 (0%)	0/0 (0%)	48/48	0/0 (0%)
Emergency Action Plan (EAP) Updates	--	--	64/64	--
New Grant Initiatives	0/0 (100%)	0/0 (100%)	0/0	0/0 (100%)

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Munis w/ Updated Emergency Operations Plan	0/0	0/0	19/19	0/0
Munis w/Hazard Mitigation Plan	0/0	0/0	19/19	0/0
County Depts w/Emergency Training Active Shooter	0/0	0/0	19/19	0/0
County Depts w/ Business Continuity	0/0	0/0	48/48	0/0
Full-Time Employee Alert Registration	0	0	3,000/3,000	0

Strategic Overview:

The Emergency Management Division is responsible for the emergency management framework within Milwaukee County, enabling the 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 set goals that are structured to baseline emergency planning and training throughout the County. The external focus is on disaster planning and resource management among its 19 cities and

OFFICE OF EMERGENCY MANAGEMENT (480)Department: **Office of Emergency Management**AGENCY NO. **480**FUND: **General — 10001**

villages to promote resiliency countywide. Communities share plans and information through various knowledge management systems that allows for a consistent common operating picture.

Moving into 2023, the Emergency Management will be exploring various technological platforms to help expand a countywide common operating picture and to provide real-time support directly to local partners.

The Emergency Management Division established a public-private partnership in the Milwaukee County Community Organizations Active in Disaster (COAD) and re-convening the Milwaukee County Extreme Weather Task Force. In 2023, the Emergency Management Division will refocus these two groups to aid in all areas of preparedness and response to disasters impacting Milwaukee County.

OFFICE OF EMERGENCY MANAGEMENT (480)

 Department: **Office of Emergency Management**

 AGENCY NO. **480**

 FUND: **General — 10001**
Strategic Program Area 3: 911 Communications

 Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$2,065,571	\$1,510,145	\$1,542,694	\$1,618,506	\$75,812
Revenues	\$4,282	\$7,000	\$7,000	\$7,000	\$0
Tax Levy	\$2,061,289	\$1,503,145	\$1,535,694	\$1,611,506	\$75,812
FTE Positions	34.0	24.0	26.0	22.0	(4.0)

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
911 CPR Calls Received	167	174	200	200
Calls Needing CPR	95	76	100	100
Calls Received CPR	77	54	100	100
Victims Survived to ED	72	0	50	50
Victims Survived Discharge	12	0	50	50
Total Call Volume	243,549	278,016	280,000	275,000
Admin Calls	106,155	112,080	115,000	110,000
911 Calls	88,239	88,880	94,000	94,000
Abandoned Calls	7,082	7,887	7,000	7,000
Outgoing Calls	53,878	72,522	65,000	70,000
Open Records Requests Fulfilled	302	360	400	400

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
APCO-Credentialed dispatchers	20/23	20/24	24/26	24/26
911 Virtual Connections to Fire Depts	0/0 (0%)	0/0 (0%)	10/10 (100%)	10/10 (100%)
911 Virtual Connections to Police Depts	0/0 (0%)	1/12 (8%)	1/12(8%)	12/12 (100%)
911 Call Answering <10 seconds	93%	93%	93%	93%
911 Call Duration <90 seconds	74%	75%	75%	75%
Abandoned Call Rate	<10%	<10%	<10%	<10%

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.

OFFICE OF EMERGENCY MANAGEMENT (480)

Department: **Office of Emergency Management**

AGENCY NO. **480**

FUND: **General — 10001**

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. To increase equitable access to public safety services, 911 Communications strives to ensure the availability of a reliable, cost-effective, and timely interoperable communication network throughout Milwaukee County. Therefore in 2022, OEM will work to become the primary PSAP for Milwaukee County and request funding through a grant provided by the State's bill: Act 26. This will be the first of many steps to create a consolidated emergency communication center designed to expedite call responses, maximize collaborations and honor the County's fiduciary responsibility to public stakeholders.

The 911 Communications Division continues implementation of CAD2CAD, technology to allow adjacent 911 centers to dispatch squads, fire rigs, and ambulances across municipal borders. This virtual sharing of resources is 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. This implementation for fire was completed in 2022 and in 2023, these connections will be completed for law enforcement.

The 911 Communications Division earned national standard compliance from the Association of Public Safety Communications Officials (APCO) and is looking to become a certified Emergency Medical Dispatch center by Q2 of 2023.

The OEM Command Duty Officer (CDO) position is fully realized as a countywide duty officer responsible for 24/7 emergency messaging among departments and agencies county- and region-wide. The position is also responsible for the critical role of relaying patient information between EMS field provider and the receiving hospital, including county-wide nurse triage capabilities, fire, and medical dispatching capabilities.

OFFICE OF EMERGENCY MANAGEMENT (480)

Department: **Office of Emergency Management**

AGENCY NO. **480**

FUND: **General — 10001**

Strategic Program Area 4: Radio Services

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$1,415,547	\$1,595,403	\$1,791,995	\$1,988,771	\$196,776
Revenues	\$543,929	\$268,156	\$457,642	\$476,427	\$18,785
Tax Levy	\$871,618	\$1,327,247	\$1,334,353	\$1,512,344	\$177,991
FTE Positions	3.0	0	4.0	4.0	0

What We Do With It: Activity Data				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Radio System Usage (PTT)	19,822,011	0	21,831,133	0

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Radio Downtime	0.0 Minutes	0.0 Minutes	<0.0 minutes	0.0 Minutes
Number of Service Reductions	0	0	0	0
System Busies	100%	0%	<1/1500 (99.999%)	0%
Interop w/State & City of Milwaukee	2/2 (0%)	0/0 (0%)	2/2 (100%)	0/0 (0%)
FEMA ICS 205 Event Planning	100%	0%	100%	0%

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, Motorola Critical Connect infrastructure completed in 2021, and Motorola APX Next infrastructure pending completed summer 2022, OASIS microwave backhaul replacement to be completed in summer 2023, and Motorola AXS infrastructure to be completed winter of 2023.

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

OFFICE OF EMERGENCY MANAGEMENT (480)

Department: **Office of Emergency Management**

AGENCY NO. **480**

FUND: **General — 10001**

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. OEM continues into 2022 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 was 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 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 2022. With 4G LTE now complete, the OASIS system is now completely NexGen compatible, and OEM Radio creating a roadmap for future dispatch consolidation and planning NextGen infrastructure upgrades to appropriately accommodate the transition, call volume, and system capacity.

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 \$5 per radio per month fee to the OASIS Capital Improvement Fund, enters its sixth 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 2021, \$50,000 in 2022, and prospectively \$50,000 in 2023.

Motorola Remote Security Update Service (RSUS) and Manage Detect Respond (MDR) are to be included as yearly operating expenses starting in FY23. Both RSUS and MDR are cybersecurity measures intended to help maintain the integrity of the OASIS system infrastructure, all OASIS PSAPS, and the system subscribers. With the risk of cyber-attacks sharply on the rise, and Milwaukee consistently being in the national spotlight, it is a necessary upgrade to mitigate any future risk and actively monitor for any unauthorized attempts to access the system.

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 continues 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.

OFFICE OF EMERGENCY MANAGEMENT (480)

 Department: **Office of Emergency Management**

 AGENCY NO. **480**

 FUND: **General — 10001**
Strategic Program Area 5: Emergency Medical Services (EMS)

 Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$2,493,917	\$3,480,998	\$4,934,325	\$5,483,076	\$548,751
Revenues	\$977,999	\$276,964	\$215,420	\$308,000	\$92,580
Tax Levy	\$1,515,918	\$3,204,034	\$4,718,905	\$5,175,076	\$456,171
FTE Positions	10.0	0.0	20.25	25.00	4.75

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Licensed Paramedics in the System	554	531	550	550
Patient Volume, systemwide	101,204	112,260	120,000	115,000
Transport Volume, systemwide	36,685	51,681	60,000	55,000
OEM Special Events Patients	68	264	350	400

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
CQIP Cases	294	334	300	350
ALS Onboarding	30	73	70	75
EMSDOC Field Responses	75	100	120	200
Municipalities Engaged in ET3	1	1	1	1

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. 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.

OFFICE OF EMERGENCY MANAGEMENT (480)

Department: **Office of Emergency Management**

AGENCY NO. **480**

FUND: **General — 10001**

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, and other venues as requested. With the increase in EMS subsidy funding, OEM-EMS was able to achieve an equitable formula for distribution of monies as well as work in collaboration with the FDs to enhance EMS service delivery across the County. This formula was scheduled to meet its target in 2027, but with the increase in funding OEM-EMS was able to achieve the 2027 goal in 2022. In 2023, OEM-EMS plans to deliver additional software packages to further inform EMS operations within the fire departments as well as leverage the data analytics arm of the EMS Division to inform the EMS system on best practice as well as emerging trends.

Through its Emergency Medical Services Division, OEM meets the statutory obligations of Milwaukee County Ordinance Chapter 97: Emergency Medical Services.

Strategic Implementation:

OEM-EMS continues to work with the 15 Fire/EMS agencies in the County to consolidate data into a single platform, which speaks the same language as well as has better defined patient encounter information. The OEM-EMS data analytics team stands ready to assist the EMS system in identifying areas for improvement as well as informing strategy for the EMS Division Director and the OEM Director's office to pursue in collaboration with the municipal fire departments. This strategic use of data and operations will pave the way in 2023 to pursue and implement new technologies such as Emergency Medical Dispatch and Telemedicine, which will both improve the patient experience and utilization of the EMS system. OEM-EMS is also supporting three municipalities to transition to ALS level service providers. This brings all municipalities to ALS level care across Milwaukee County, advancing equity in patient's access to care.

\$100,000 is being added to the EMS budget for emergency flex spending. This amount is used exclusively for emergency purchases to provide services to citizens when no other funds are available and time is of the essence.

The EMS Division serves as the American Heart Association's Community Training Center, credentialing trainers at more than 20 training sites and issuing basic level and advanced level cardiac care certifications to thousands of students annually. The EMS Division continues its partnership with local law enforcement agencies in the administration and acquisition of naloxone for opioid victims, through training and agreements.

4900 — MEDICAL EXAMINER (490)

Department: **Medical Examiner**

AGENCY NO. **490**
FUND: **General — 10001**

BUDGET SUMMARY

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Costs	\$3,298,708	\$3,294,503	\$3,611,120	\$3,690,487	\$79,367
Operation Costs	\$926,495	\$1,542,337	\$1,495,281	\$1,708,216	\$212,935
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$50,000	\$	\$0	\$0	\$0
Interdepartmental. Charges	(\$874,910)	\$27,642	\$30,796	\$29,176	(\$1,620)
Total Expenditures	\$3,400,293	\$4,864,482	\$5,137,197	\$5,427,879	\$290,682
Revenues					
Direct Revenue	\$2,918,630	\$3,335,273	\$3,175,715	\$3,375,171	\$199,456
Intergovernmental Revenue	\$101,352	\$507,456	\$535,709	\$579,630	\$43,921
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$3,019,982	\$3,842,729	\$3,711,424	\$3,954,801	\$243,377
Tax Levy	\$380,311	\$1,021,753	\$1,425,773	\$1,473,078	\$47,305
Personnel					
Full-Time Pos. (FTE)	33.00	33.0	35.0	36.0	1.0
Seasonal/Hourly/Pool \$	\$0	\$0	\$0	\$0	\$0
Overtime \$	\$108,624	\$66,088	\$90,000	\$93,142	\$3,142

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.]

4900 — MEDICAL EXAMINER (490)

Department: **Medical Examiner**

AGENCY NO. **490**

FUND: **General — 10001**

Major Changes in FY 2023

The weighted average charged for referral autopsies increased slightly to \$1,690 per autopsy; however, projections for referral autopsies are trending downward due to increased competition. The issuance of cremation permits continues to increase as more families are choosing cremation instead of burial. A competitive federal grant that will cover the Forensic Fellowship program (\$50,000) continues in the first six months of 2023. In accordance with WI state statute 59.365 an increase in fees charged for death certificates, cremation permits, and body transport may not exceed the annual percentage change in the U.S. consumer price index for all urban consumers, U.S. city average, as determined by the U.S. department of labor, for the 12 months ending on December 31 of the year before the increase. This amount has been determined to be seven percent, resulting in additional \$143,000 in revenue.

A three-year grant from the US Department of Justice, Bureau of Justice Assistance, Comprehensive Opioid, Stimulant and Substance Abuse Program (COSSAP) to create an Overdose Public Health and Safety Team (OD-PHAST) through a partnership with the Medical College of Wisconsin continues in 2023. The 2023 award is for \$514,630 with a corresponding expense to the Medical College of Wisconsin who will administer the program.

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).

1.0 FTE Forensic Assistant is created in the 2023 budget to assist with the increased autopsy workload. |

4900 — MEDICAL EXAMINER (490)

Department: **Medical Examiner**

AGENCY NO. **490**
FUND: **General — 10001**

Strategic Program Area 1: Medical Examiner

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$3,400,292	\$4,864,481	\$5,137,197	\$5,427,879	\$290,682
Revenues	\$3,019,981	\$3,842,729	\$3,711,424	\$3,954,801	\$243,377
Tax Levy	\$380,311	\$1,021,752	\$1,425,773	\$1,473,078	\$47,305
FTE Positions	33.0	33.0	35.0	36.0	1.0

What We Do With It: Activity Data					
Activity	2020 Actual	2021 Actual	2022 Estimate	2023 Estimate	
Autopsies	2,050	1,962	1,900	1,900	
Referral Autopsies	619	510	550	550	
Death Certificates	3,501	3,252	1,900	2,000	
Cremation Permits	6,707	6,485	5,400	5,800	
Deaths Investigated	9,702	9,589	9,500	9,500	

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Pass Rate for Forensic Board Exam	Pass	Pass	n/a	Pass
Accreditation by the National Association of Medical Examiners	Pass	Provisional	Provisional	Pass
Accreditation by the Accreditation Council for Graduate Medical Education	Pass	Pass	Pass	Pass

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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DEPARTMENTAL NARRATIVES

TRANSPORTATION FUNCTION

504 — Airport

509 — Transportation Services

510 — Highway Maintenance

530 — Fleet Management

560 — Transit/Paratransit System

580 — DOT Director's Office



**MILWAUKEE
COUNTY**

2023 ADOPTED OPERATING BUDGET

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AIRPORT (504)

Department: **Department of Transportation — Airport**

AGENCY NO. **504**

FUND: **Enterprise — 30076**

BUDGET SUMMARY

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Costs	\$23,392,214	\$23,497,550	\$27,564,881	\$27,351,009	(\$213,872)
Operation Costs	\$22,137,671	\$23,645,406	\$27,322,752	\$33,344,438	\$6,021,686
Debt & Depreciation	\$23,075,208	\$21,416,103	\$22,613,327	\$21,580,316	(\$1,033,011)
Capital Outlay	\$195,580	\$161,498	\$551,307	\$1,609,500	\$1,058,193
Interdepartmental. Charges	\$13,726,823	\$14,355,155	\$15,309,481	\$15,169,092	(\$140,389)
Total Expenditures	\$82,527,495	\$83,075,712	\$93,361,748	\$99,054,355	\$5,692,607
Revenues					
Direct Revenue	\$59,544,147	\$81,767,703	\$82,062,132	\$83,154,751	\$1,092,619
Intergovernmental Revenue	\$22,739,407	\$1,016,279	\$10,988,556	\$15,563,564	\$4,575,008
Indirect Revenue	\$243,940	\$291,730	\$311,060	\$336,040	\$24,980
Total Revenues	\$82,527,495	\$83,075,712	\$93,361,748	\$99,054,355	\$5,692,607
Tax Levy	\$ 0	\$ 0	\$0	\$ 0	\$ 0
Personnel					
Full-Time Pos. (FTE)*	242.0	241.0	246.0	234	(12.0)
Seasonal/Hourly/Pool \$	\$0	\$0	\$297,880	\$308,279	\$10,399
Overtime \$	\$612,159	\$1,037,592	\$1,037,929	\$858,093	(\$179,836)

NOTE: Actual revenues have been restated to remove the year-end entries made by the Comptroller's Office for the annual CAFR.

* FTEs for 2020, 2021, and 2022 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 administration and manages all activities necessary for the efficient day-to-day operation of Milwaukee Mitchell International Airport (MKE or the Airport) 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.

AIRPORT (504)Department: **Department of Transportation — Airport**AGENCY NO. **504**FUND: **Enterprise — 30076****Major Changes in FY 2023**

The Airport continues its recovery from the novel coronavirus known as COVID-19.

Prior to COVID-19 passenger traffic totaled 6,894,894 in 2019. COVID-19 significantly impacted the aviation and tourism industry driving airport passenger traffic to record lows globally during 2020. The Airport continues to experience year over year recovery from the lows experienced in 2020. During 2020 passenger traffic for the Airport totaled 2,627,215 or 38 percent of pre-pandemic levels. For 2021 passenger traffic totaled 4,524,345 or 66 percent of pre-pandemic levels.

Significant passenger demand has returned for air travel most notably in the leisure travel market with business travel lagging as some in-person travel has not resumed for business meetings. For the first six months of 2022 however air travel recovery has not simply continued to be solely a question of passenger demand but has shifted also to airline supply. Not unlike other industries the airlines are currently experiencing issues with being able to staff flights on a national basis. Particularly during the summer months of 2022, the industry is experiencing a reduction in the number of scheduled flights and also reactive airline cancellation of flights due to flight crew staffing issues. Therefore, while the forecasting of travel has significantly improved since the extreme lows experienced during the pandemic, some forecasting volatility remains. The passenger traffic forecast for 2022 and the 2023 Budget was updated in May 2022 utilizing actual activity levels for January through April and then using limited duration airline schedule information incorporated into a demand model from the Airport's financial consultant, Unison Consulting. Annualized passenger levels for 2022 are estimated at 5,502,358 or 80 percent of pre-pandemic levels. Annualized passenger levels for the 2023 Budget are estimated at 5,912,542 or 86 percent of pre-pandemic levels.

While passenger traffic levels have recovered substantially to date, the latest traffic forecast update from May 2022 (subject to change) estimates full recovery to pre-pandemic levels on an annualized basis to occur in approximately 2025. Airport revenues are directly linked to passenger traffic and have improved substantially since the height of the pandemic but overall remain below pre-pandemic levels. With many of the Airport's costs being fixed in nature and as a facility that must remain open continuously, federal COVID-19 stimulus revenue continues to be used in 2023 to supplement nonaeronautical revenues and to maintain attractive aeronautical rates charged to airlines serving the Airport's passengers. The 2023 Budget relies on and includes approximately \$14.9 million of federal stimulus funds geared toward mitigation/lowering of airline rates and charges.

The federal policy framework around stimulus funds has been heavily oriented toward utilizing the funds to supplement airport operating budgets while recovery continues. However, reduced passenger traffic levels also have a direct impact upon the Airport's ability to undertake needed capital infrastructure improvements, many of which rely upon Passenger Facility Charge (PFC) revenues and the Airport Development Fund (ADF) reserve revenues to fund projects. These revenues have continued to show improvement as recovery continues but like other revenues are still not yet at pre-pandemic levels. During 2020, PFC revenues totaled \$5.2 million. For 2021 PFC revenues totaled \$8.2 million. Based on the May 2022 traffic forecast, PFC revenues are estimated for 2022 at \$10.9 million and for the 2023 Budget at \$11.7 million. These revenue figures are compared to PFC revenues of \$13.5 million pre-pandemic. The ADF reserve revenue, which is a percentage of revenue derived from parking, rental car, restaurant, retail, and other sources, generated \$2.3 million in 2020. For 2021 ADF revenues totaled \$3.2 million. Based on the May 2022 traffic forecast, ADF revenues are estimated for 2022 at \$4.3 million and for the 2023 Budget at \$4.6 million. These revenue figures are compared to ADF revenues of approximately \$4.9 million pre-pandemic. Since the start of the pandemic foregone PFC and ADF revenues due to lower passenger volume result generally in deferral of needed capital improvement projects. While the need for more funding to invest in aging capital infrastructure is generally a well-known national issue across all sectors of transportation, COVID-19 has highlighted and further exacerbated that issue.

In an effort to assist airports nationally with capital infrastructure needs, the Bipartisan Infrastructure Law (BIL) was enacted in November 2021. BIL allocated funding in each of the federal fiscal years 2022 through 2026. For federal fiscal year 2022 MKE was awarded \$8.9 million in addition to the typical Airport Improvement Program (AIP) entitlement funding of \$2.1 million and \$0.3 million for LJT in addition to the typical Airport Improvement Program (AIP) Block Grant entitlement funding of \$0.1 million. Given the regulatory framework for BIL, these funds will be used toward federally eligible airfield projects. The Airport expects to begin issuing debt in 2023 and future years to finance the local share of BIL related capital improvement projects.

AIRPORT (504)Department: **Department of Transportation — Airport**AGENCY NO. **504**FUND: **Enterprise — 30076**

In consultation with the airlines serving MKE, the master Airline Use and Lease Agreement (AULA) that was set to expire on December 31, 2020 was extended to cover 2021, extended to cover 2022, and is expected to be extended for 2023 upon airline agreement of requested capital projects.

2023 staffing changes are as follows:

- Unfunding 14.0 Airport Mtce Wrk Asst Nm positions
- Create 1.0 Aviation Analyst position at a budgeted total salary cost of \$76,671.
- (Sept 2022) File 22-942 created 1.0 Manager Financial

AIRPORT (504)

Department: **Department of Transportation — Airport**

AGENCY NO. **504**

FUND: **Enterprise — 30076**

Strategic Program Area 1: MKE – Milwaukee Mitchell International Airport

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$80,911,669	\$80,505,793	\$91,343,798	\$97,179,349	\$5,835,551
Revenues	\$81,482,330	\$82,092,390	\$92,504,365	\$98,361,736	\$5,857,371
Tax Levy*	(\$570,661)	(\$1,586,597)	(\$1,160,567)	(\$1,182,387)	(\$21,820)
FTE Positions	239.0	238.0	242.0	230.0	(12.0)

* Although tax levy is shown in this service area, no tax levy was 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	2020 Actual	2021 Actual	2022 Target	2023 Target
Airport Cost Per Enplanement	\$61.77	\$35.63	\$30.69	\$32.93
Enplanements ¹	1,309,967	2,259,674	2,976,176	2,956,271
Total Passengers	2,627,215	4,524,345	5,952,352	5,912,542
Landed Weight (total) 000 lb. unit	2,880,033	3,456,394	4,171,835	3,922,320

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	2020 Actual	2021 Actual	2022 Target	2023 Target
Customer Satisfaction Survey	4.50	4.50	4.50	4.50
Non-Airline Revenue as a % of Airport Revenue	65.1%	55.7%	63.0%	72.6%

* 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.

AIRPORT (504)Department: **Department of Transportation — Airport**AGENCY NO. **504**FUND: **Enterprise — 30076**

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 is responsible for keeping the airfield and ramp areas open 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 includes 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 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 2023 above addresses the continued recovery from COVID-19 on the Airport budget.

Revenue changes:

Significant Changes in Non-Airline/Non-Aeronautical Revenue are as follows.

For 2023 most revenues continue to show substantial year over year improvement since their lowest point in 2020 during the pandemic.

- Parking revenue increases \$3,711,500 from \$24,638,500 to \$28,350,000.
- Car Rental revenue increases \$363,661 from \$9,144,116 to \$9,507,777.
- Food and Beverage Concession revenue increases \$1,384,508 from \$3,263,000 to \$4,647,508.
- Terminal Retail (Non-Food and Beverage) revenue increases \$247,840 from \$1,618,200 to \$1,866,040.
- Transportation Network Company (TNC) revenue decreases \$127,750 from \$751,000 to \$623,250.

AIRPORT (504)

Department: **Department of Transportation — Airport**

AGENCY NO. **504**

FUND: **Enterprise — 30076**

Federal revenue to support the operating budget increases \$4,575,008 from \$10,988,556 to \$15,563,564. The main increase is comprised of the following. COVID-19 American Rescue Plan (ARPA) Stimulus Funds for Airline Rates and Charges increases \$4,134,665 from \$10,748,556 to \$14,883,221. The use of these funds serves to mitigate/lower airline rates and charges while passenger traffic continues to rebuild from the COVID-19 pandemic.

Expenditures changes:

The Airport has a large infrastructure footprint to be maintained and the facility must be open and available to the traveling public on a continuous basis which means much of the Airport's costs to operate are fixed in nature.

Significant Major Expenditure changes are as follows:

- Personnel Services decrease \$67,972 from \$27,564,881 to \$27,486,909. This is due to a combination of things: increasing vacancy and turnover rate to 7 percent, expected decreases in fringe benefit costs, and unfunding of vacant custodial positions that have experienced substantial turnover and have been very difficult to fill over a prolonged period of time.
- Operation Costs increase \$6,021,686 from \$27,322,752 to \$33,344,438. Some of the major increase include the following:
 - Approximately a \$1,600,000 million increase for contractual services related to providing custodial services throughout the Airport that was part of a county-wide custodial RFP in 2022. This increase is partially offset by unfunding of vacant custodial positions that have experienced substantial turnover and have been very difficult to fill over a prolonged period.
 - A \$1,000,000 increase for providing contracted snow removal personnel and equipment on the ramp/apron areas of the airfield. Utilizing a contract for this purpose began in 2022 due to an inability to hire and retain sufficient County seasonal staff for the work to be reliably performed.
 - Approximately \$1,200,000 for a variety of consulting studies related to infrastructure analysis to inform future renewal of capital infrastructure as well as for regulatory purposes such as noise monitoring, potential expansion of electric vehicle charging in the public parking structure, gate/apron fit analysis, and terminal apron condition assessment, etc.
 - Approximately \$300,000 increase for software and software licensing/maintenance costs.
 - Approximately \$290,000 increase in the parking operator management contract. This cost increases as passenger traffic continues to rebound and the parking operator needs to staff accordingly.
 - Approximately \$265,000 increase in the cost for utilities.
 - Approximately \$250,000 for the parking structure. Parking is the largest single revenue stream for the Airport. The programmatic allocation of funding is for expected for ongoing repairs and maintenance to the parking structure, lots, and shelters.
 - Approximately \$240,000 increase for advertising to return to pre-pandemic level of spend. This includes items such as Airport media campaigns and for market research services related to measuring MKE brand recognition.
 - The remainder of the increases are spread throughout the accounts that comprise Operation Costs and include general costs increases for services and commodities as well as expected inflationary cost increases due to the current economic climate.
 - Airport continues to purchase supplemental engineering support in addition to the services offered through the Department of Administrative Services – Architecture and Engineering and Environmental Services (DAS AE&ES). The contract with Crawford, Murphy, Tilly continues in 2023 at an estimated cost of \$250,000.
- Capital Outlay costs increase \$1,058,193 from \$551,307 to \$1,609,500. This increase is primarily the result of the Airport increasing its capitalization threshold to match the Airline Use and Lease Agreement (AULA) which is substantially higher than the County threshold. For 2023 and future years, the Airport will expense operating budget assets that are less than \$50,000 and no longer follow the County standard of \$5,000.

AIRPORT (504)Department: **Department of Transportation — Airport**AGENCY NO. **504**FUND: **Enterprise — 30076**

- Debt and Depreciation decreases \$1,033,011 from \$22,613,327 to \$21,580,316 based on a combination of expected depreciation expense and debt service principal and interest for the repayment of long-term Airport revenue bond debt.
- Cross charges from other Milwaukee County departments for services provided to the Airport decrease \$99,889 from \$15,309,481 to \$15,209,592. The decreases are based on expected costs for Fleet Management, Sheriff Services, and DAS Architecture and Engineering services.

The Airport continues to procure vehicles and/or equipment through the 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.

AIRPORT (504)

Department: **Department of Transportation — Airport**

AGENCY NO. **504**

FUND: **Enterprise — 30076**

Strategic Program Area 2: MKE Regional Business Park

Service Provision: **Committed**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$1,084,328	\$2,210,655	\$1,325,904	\$1,124,314	(\$201,590)
Revenues	\$799,874	\$665,265	\$602,250	\$429,641	(\$172,609)
Tax Levy	\$284,454	\$1,545,390	\$723,654	\$694,673	(\$28,981)
FTE Positions	1.0	1.0	1.0	1.0	0.0

" Although tax levy is shown in this service area, no tax levy was 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	2020 Actual	2021 Actual	2022 Target	2023 Target
Leased Buildings	28	27	27	15
Occupied Buildings	43	45	39	30
Vacant Buildings	9	3	7	16
Vacancy Percentage	17.3%	6.3%	15.2%	34.8%

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Occupancy Rate	82.7%	93.8%	84.8%	65.2%

Strategic Overview:

The MKE Regional Business Park is the former 440th Air Reserve Base. By the end of 2022, the MKE Business Park will consist of 46 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 2023, the estimated airline subsidy for this service area decreases \$28,563 from \$723,654 to \$695,091. Expected revenues from building rental are decreasing.

For future years, there will be a continued focus on removing aged buildings and structures within the MKE Regional Business Park. Many of the facilities are at the end of or beyond their useful life and require substantial investment. Rebuilding these facilities is expected to be far more costly than any income that would be generated from renting them and is not considered a high priority use of the Airport's limited financial resources.

AIRPORT (504)

Department: **Department of Transportation — Airport**

AGENCY NO. **504**

FUND: **Enterprise — 30076**

Strategic Program Area 3: LJ Timmerman General Aviation

Service Provision: **Committed**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$531,497	\$359,264	\$692,046	\$750,692	\$58,646
Revenues	\$245,290	\$318,056	\$255,133	\$262,978	\$7,845
Tax Levy	\$286,207	\$41,208	\$436,913	\$487,714	\$50,801
FTE Positions	2.0	3.0	3.0	3.0	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	2020 Actual	2021 Actual	2022 Target	2023 Target
Number of Based Aircraft	105	105	105	105

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Aircraft Takeoffs/Landings	36,788	36,695	36,695	36,695

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 began and is expected to conclude in 2024. At the conclusion of the Timmerman Master Plan, future qualifying Timmerman based projects will be eligible for federal and state funding. The 2023 Budget results in a subsidy to LJT of \$489,220 from airlines serving MKE.

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TRANSPORTATION SERVICES (509)

Department: **Department of Transportation — Transportation Services**

AGENCY NO. **509**
FUND: **General — 10001**

BUDGET SUMMARY

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Cost	\$1,358,358	\$1,382,428	\$1,648,566	\$1,733,741	\$85,175
Operation Costs	\$91,880	\$92,749	\$189,721	\$214,150	\$24,429
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$0	\$2,532	\$5,000	\$10,000	\$5,000
Interdepartmental. Charges	\$394,818	\$457,381	\$316,623	\$223,879	(\$92,744)
Total Expenditures	\$1,845,056	\$1,935,090	\$2,159,910	\$2,181,770	\$21,860
Revenues					
Direct Revenue	\$283,856	\$238,561	\$185,000	\$185,860	\$ 860
Intergovernmental Revenue	\$6,540	\$331,938	\$70,000	\$91,000	\$21,000
Indirect Revenue	\$1,715,370	\$1,403,401	\$1,620,760	\$1,620,760	\$0
Total Revenues	\$2,005,766	\$1,973,900	\$1,875,760	\$1,897,620	\$21,860
Tax Levy	(\$160,710)	(\$38,810)	\$284,150	\$284,150	\$ 0
Personnel					
Full-Time Pos. (FTE)	12.0	12.0	12.0	12.0	0.0
Seasonal/Hourly/Pool \$	\$0	\$0	\$26,376	\$27,297	\$ 921
Overtime \$	\$4,240	\$18,270	\$30,655	\$31,047	\$ 392

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 2023

None.

TRANSPORTATION SERVICES (509)

Department: **Department of Transportation — Transportation Services**

AGENCY NO. **509**

FUND: **General — 10001**

Strategic Program Area 1: Transportation Services

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$1,845,056	\$1,935,090	\$2,159,910	\$2,181,770	\$21,860
Revenues	\$2,005,766	\$1,973,900	\$1,875,760	\$1,897,620	\$21,860
Tax Levy	(\$160,710)	(\$38,810)	\$284,150	\$284,150	\$ 0
FTE Positions	12.0	12.0	12.0	12.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Number of CTH projects completed	2 \$3,153,900	1 \$5,295,900	2 \$8,125,000	1 \$5,951,300
Number of bridge projects completed	0 \$0	0 \$0	6 \$7,871,200	0 \$0
Number of traffic projects completed	3 \$797,100	0 \$0	1 \$1,154,100	1 \$940,300
Total Number of Projects Completed	5 \$3,951,000	1 \$5,295,900	9 \$17,150,300	2 \$6,891,600
How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Percentage of County-owned vehicular bridges rated fair or above *	98.1%	99.9%	95.0%	95.0%
Percentage of CTH pavement rated fair or above **	91.9%	81.0%	90.0%	90.0%
Percentage of projects completed on time	100.0%	100.0%	100.0%	100.0%

*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.

**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. The 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.

TRANSPORTATION SERVICES (509)

Department: **Department of Transportation — Transportation Services**

AGENCY NO. **509**

FUND: **General — 10001**

- 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:

Transportation Services Division is relocating from the Milwaukee County owned 10320 Watertown Plank Rd, in Wauwatosa building to the Milwaukee County owned 10930 Lapham Street in West Allis building due to shortage of space. The relocation is cost effective, increases productivity, supports growth, fosters a sense of positivity, and will be strategic to Transportation Services Division and wholistically Milwaukee County's culture.

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HIGHWAY MAINTENANCE (510)

Department: **Department of Transportation — Highway Maintenance**

AGENCY NO. **510**
FUND: **General — 10001**

BUDGET SUMMARY

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Costs	\$10,467,626	\$11,223,221	\$12,468,112	\$13,826,945	\$1,358,833
Operation Costs	\$1,848,130	\$2,280,788	\$2,431,846	\$2,732,732	\$300,886
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$250,369	\$2,893	\$373,361	\$373,361	\$ 0
Interdepartmental	\$6,879,876	\$6,969,619	\$8,858,824	\$9,776,058	\$917,234
Total Expenditures	\$19,446,001	\$20,476,521	\$24,132,143	\$26,709,096	\$2,576,953
Revenues					
Direct Revenue	\$15,894	\$1,101,232	\$171,000	\$211,734	\$40,734
Intergovernmental	\$18,111,195	\$21,801,729	\$22,898,877	\$25,435,096	\$2,536,219
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Local VRF Revenues	\$1,062,266	\$1,062,266	\$1,062,266	\$1,062,266	\$ 0
Total Revenues	\$19,189,355	\$23,965,227	\$24,132,143	\$26,709,096	\$2,576,953
Tax Levy	\$256,646	(\$3,488,706)	\$ 0	\$ 0	\$ 0
Personnel					
Full-Time Pos. (FTE)	118.24	118.24	118.24	118.24	0.0
Seasonal/Hourly/Pool \$	\$13,237	\$17,720	\$28,208	\$58,386	\$30,178
Overtime \$	\$443,487	697,527	\$788,878	\$761,721	(\$27,157)

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 2023

There are no major programmatic changes for 2023. \$1,062,266 of revenue from the current \$30 Milwaukee County Vehicle Registration Fee (VRF) is budgeted in Highway Maintenance. The 2023 Highway budget contains 7.44 unfunded Highway Mtce Wkr 3 positions.

HIGHWAY MAINTENANCE (510)

Department: **Department of Transportation — Highway Maintenance**

AGENCY NO. **510**
FUND: **General — 10001**

Strategic Program Area 1: Highway Maintenance

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$19,446,001	\$20,476,495	\$24,132,143	\$26,709,096	\$2,576,953
Revenues	\$19,189,355	\$23,965,227	\$24,132,143	\$26,709,096	\$2,576,953
Tax Levy	\$256,646	(\$3,488,732)	\$ 0	\$ 0	\$ 0
FTE Positions	118.2	118.2	118.2	118.2	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 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	2020 Actual	2021 Actual	2022 Target	2023 Target
Cost per Lane Mile of Maintaining County Trunk Highways*	\$8,421	\$10,412	\$13,315	\$12,853
Cost per Lane Mile of Maintaining State Highways**	\$8,871	\$9,045	\$9,790	\$10,023

*Calculated by dividing the total cost of maintaining Milwaukee County Trunk Highways by the number of Milwaukee County Trunk Highway lane miles maintained.

**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.

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 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.

HIGHWAY MAINTENANCE (510)

Department: **Department of Transportation — Highway Maintenance**

AGENCY NO. **510**

FUND: **General — 10001**

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 (GTA) 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. |

Strategic Implementation:

|There are no major programmatic changes for 2023. Service and staffing service levels remain relatively consistent with the prior year. The 2023 Highway budget contains 7.44 unfunded Highway Mtce Wkr 3 positions.

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FLEET MANAGEMENT (530)

Department: **Department of Transportation — Fleet Management**

AGENCY NO. **530**
FUND: **General — 10001**

BUDGET SUMMARY

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Costs	\$4,186,761	\$4,526,714	\$5,248,016	\$5,491,086	\$243,070
Operation Costs	\$4,130,621	\$4,159,558	\$3,563,697	\$3,840,354	\$276,657
Debt & Depreciation	\$4,217,764	\$4,614,768	\$7,458,875	\$8,470,450	\$1,011,575
Capital Outlay	\$161,606	\$378,911	\$325,090	\$170,000	(\$155,090)
Interdepartmental. Charges	\$1,391,037	\$1,303,834	\$1,437,495	\$1,588,331	\$150,836
Total Expenditures	\$14,087,789	\$14,983,785	\$18,033,173	\$19,560,221	\$1,527,048
Revenues					
Direct Revenue	\$213,980	\$183,242	\$62,000	\$50,000	(\$12,000)
Intergovernmental Revenue	\$0	\$35,613	\$16,000	\$30,000	\$14,000
Indirect Revenue	\$14,805,669	\$15,393,625	\$18,750,941	\$19,902,074	\$1,151,133
Total Revenues	\$15,019,649	\$15,612,480	\$18,828,941	\$19,982,074	\$1,153,133
Tax Levy	(\$931,860)	(\$628,695)	(\$795,768)	(\$421,853)	\$373,915
Personnel					
Full-Time Pos. (FTE)	47.0	47.0	51.0	*50.0	(1.0)
Seasonal/Hourly/Pool \$\$	\$0	\$0	\$0	\$0	\$ 0
Overtime \$	\$103,571	\$182,589	\$139,340	\$155,236	\$15,896

* The Fleet Management FTE is 50.0 for the 2023 Budget. There are two unfunded, part-time (0.5) FTE positions, Lead Mechanic DOT - PT/ UF 5300 Fleet Management, that are considered part of the "FTE Count" of 51.0 from the 2022 Budget. Since these two positions are unfunded and part-time, they are not included in the 2023 Budget FTE Total Number of 50.0.

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.

Department Description:

The Fleet Management Division purchases, maintains, repairs, and disposes, 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 four main functions: Equipment Repairs, Inventory Management, Equipment Coordination, and Facility Management.

- **Equipment Repairs** maintains and manages approximately 2,400 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 General Mitchell International Airport (GMIA).

FLEET MANAGEMENT (530)

Department: **Department of Transportation — Fleet Management**

AGENCY NO. **530**

FUND: **General — 10001**

- **Inventory Management** maintains and manages a repair parts inventory of approximately \$1.5 million for all Milwaukee County vehicles and equipment. Inventory Management operates four (4) conveniently located fueling sites, supplying over 800,000 gallons of fuel annually as well as fuel inventory in 20 above-ground storage tanks in Parks service yards.
- **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 and equipment utilization is maximized. Fleet Management hosts and coordinates an annual public auction of used equipment for Milwaukee County and other surrounding municipalities.
- Facility Management maintains a 270,000 square feet vehicle repair and parking garage, MCDOT Administration building, Sheriff's Patrol Substation, 20,000-ton salt dome, salt brine production facility, and multiple storage garages. |

Major Changes in FY 2023

- The expenditure variance is due to an increase in the amortization of debt service changing from seven years to four years to match the borrowed bond, rather than matching vehicle and equipment useful life.
- The 2023 budget process adds no new positions. However, Milwaukee County September Board files 22-942 and 22-978 added a 1.0 FTE Senior Analyst Fleet Asset Management and two 0.5 unfunded Lead Mechanic DOT PT respectively. The Senior Analyst Fleet Asset Manager is off by abolishing 1.0FTE Asst Parts position as well as reducing other commodities and services.
- The Fleet Management Division will sponsor membership in the Wisconsin Clean Cities organization at a cost of \$2,000, and the Division will immediately request the organization perform a fleet electrification study and report back to the County Board on its progress in March 2023. |

FLEET MANAGEMENT (530)

Department: **Department of Transportation — Fleet Management**

AGENCY NO. **530**
FUND: **General — 10001**

Strategic Program Area 1: County Fleet Maintenance

Service Provision: **Administrative, Discretionary**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$14,087,789	\$14,983,785	\$18,033,173	\$19,560,221	\$1,527,048
Revenues	\$15,019,649	\$15,612,480	\$18,828,941	\$19,982,074	\$1,153,133
Tax Levy	(\$931,860)	(\$628,695)	(\$795,768)	(\$421,853)	\$373,915
FTE Positions	47.0	47.0	51.0	50.0	(1.0)

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Weekly Ready for Use (RFU)	92%	93%	96%	96%
Monthly on Time Scheduled Maintenance Completion	54%	58%	60%	70%
Vehicles Exceeding Replacement Criteria ^{2, 3, 4}	278	283	150	125
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 4-15 yrs. for squad cars, sedans, light duty vehicles, large equipment, and mowing equipment based on vehicle/equipment utilization.

⁴ The vehicles exceeding replacement criteria and fall under the vehicles underutilized will be considered for possible removal from the fleet

⁵ Underutilized vehicles, which do not exceed replacement criteria, will be targeted for increased utilization within the user departments.

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Repair Work Orders	6,424	11,019	11,000	11,000
Preventative Maintenance Work Orders	1,228	1,521	1,575	1,700
Vehicles / Equipment replaced	156	74	89	118

Strategic Overview:

Fleet Management's long-term goal is to have a readily available, right-sized fleet for all County user departments. |

FLEET MANAGEMENT (530)

Department: **Department of Transportation — Fleet Management**

AGENCY NO. **530**
FUND: **General — 10001**

Strategic Implementation:

This service is provided with 50.0 Full Time Equivalent (FTE) positions. Overall expenditures increase due to the change in the debt repayment schedule to four years instead of seven years.

The expenditure variance is due to an increase in the amortization of debt service changing from seven years to four years to match the borrowed bond, rather than matching vehicle and equipment useful life. Fleet Management's auction revenue will be utilized for debt reserve.

2023 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	169
MCDOT – Transportation Services	4
Medical Examiner	4
Parks *	561
Sheriff	125
Zoo	26
TOTAL	1,304

* Includes all mowing equipment

** Includes vehicles for the Architectural & Engineering division

*** Fleet Management also maintains motor pool vehicles and equipment.

TRANSIT/PARATRANSIT SYSTEM (560)

Department: **Department of Transportation — Transit**

AGENCY NO. **560**

FUND: **Enterprise — 30083**

BUDGET SUMMARY

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Costs	\$0	\$0	\$0	\$0	\$ 0
Operation Costs	\$142,823,683	\$141,546,666	\$156,674,122	\$153,297,346	(\$3,376,776)
Debt & Depreciation	\$4,550,784	\$4,826,383	\$3,492,953	\$3,492,953	\$ 0
Capital Outlay	\$1,276,324	\$554,756	\$386,000	\$825,000	\$439,000
Interdepartmental Charges	\$2,006,629	\$2,336,025	\$3,323,688	\$2,827,098	(\$496,590)
Total Expenditures	\$150,657,420	\$149,263,830	\$163,876,763	\$160,442,397	(\$3,434,366)
Revenues					
Direct Revenue	\$20,078,388	\$22,755,083	\$29,597,583	\$27,891,720	(\$1,705,863)
Intergovernmental Revenue	\$104,210,765	\$104,828,630	\$110,698,950	\$107,734,015	(\$2,964,935)
Indirect Revenue	\$0	\$0	\$0	\$	\$ 0
Local VRF Revenues	\$15,831,158	\$16,118,608	\$16,151,142	\$16,134,776	(\$16,366)
Total Revenues	\$140,120,311	\$143,702,321	\$156,447,675	\$151,760,511	(\$4,687,164)
Tax Levy	\$10,537,109	\$5,561,509	\$7,429,088	\$8,681,886	\$1,252,798

Department Mission:

The Milwaukee County Transit System (MCTS) connects the community to jobs, education, and life with essential transit services. The MCTS strives 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) with 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 manages day to day transit operations using facilities and equipment owned by Milwaukee County. |

Major Changes in FY 2023

The focus in 2023 will be two-fold as MCTS continues to push forward on developing a vibrant transit system, while also working to address funding limitations on the horizon. The East-West Bus Rapid Transit (BRT) route, along with the Battery Electric Buses (BEB's) and WisGo fare collection system, is scheduled to launch in June 2023. These modernization efforts are designed to both improve the rider experience and attract new riders. On the funding side, gradual increases in passenger revenue and federal revenue are evident, and have been able to lower expenses through various cost containment measures. Despite this, continued service is still reliant on the availability of Federal stimulus funds provided during COVID-19 which will be fully spent by the end of 2024, creating structural deficits in 2025.

TRANSIT/PARATRANSIT SYSTEM (560)

Department: **Department of Transportation — Transit**

AGENCY NO. **560**

FUND: **Enterprise — 30083**

The 2023 budget includes changes to cash fares and transfers for riders paying with cash fare. With the conversion to Cubic's UMO app in 2023, the ability to manually load a transfer onto the Umo smartcard is eliminated. This is a time-consuming process which slows boarding time and requires driver interaction both with the riders and the fare box. Transfers therefore are only provided to those paying by smartcard or mobile app. Based on analysis conducted by Transit, this change may have a disparate impact on low income and minority communities, and therefore we need to look at mitigation efforts. Mitigation efforts include:

- a. Lowering the price for cash fares from \$2.25 to \$2.00 for Adult fares, and from \$1.10 to \$1.00 for Reduced fares
- b. Increasing the availability of outlets to convert cash to smartcards from 100 to 200
- c. Providing free smartcards for the new system during the launch period
- d. Education outreach to communities which utilize cash
- e. Availability of ticket vending machines which accept cash along the BRT route (electronic tickets include transfers)

It is the policy of Milwaukee County to promote citizen access to voter polls in the administration of fair elections. The Milwaukee County Department of Transportation and Milwaukee County Transit System, working with the Office of Corporation Counsel, shall submit a legally permissible plan to provide free rides to all riders on all election days for approval by the Milwaukee County Board of Supervisors.

The Milwaukee County Transit System in 2023 shall create the MCTS Safety Taskforce which will investigate ways to improve safety for passengers and bus operators on MCTS buses and find a solution regarding concerns of present security. The taskforce shall consider the use of park rangers and shall convene in 2023, reporting results to the County Board by the December meeting cycle. The Taskforce shall be composed of the Board Supervisor appointed to the board of Milwaukee Transport Services, Inc., a representative of MCTS, a representative of the Department of Parks, Recreation and Culture, a representative of the Amalgamated Transit Union Local 998, and the chairman of the Committee on Judiciary, Law Enforcement and General Services. The Taskforce will dissolve on December 31, 2023 unless renewed by Board policy.

TRANSIT/PARATRANSIT SYSTEM (560)

Department: **Department of Transportation — Transit**

AGENCY NO. **560**

FUND: **Enterprise — 30083**

Strategic Program Area 1: Paratransit

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$11,731,702	\$13,170,347	\$17,227,012	\$17,334,950	\$107,938
Revenues	\$11,255,844	\$11,743,703	\$11,815,360	\$14,085,683	\$2,270,323
Tax Levy	\$475,858	\$1,426,644	\$5,411,652	\$3,249,267	(\$2,162,385)

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Van Trips per Hour	1.92	2.02	1.90	1.99
Van Ridership	235,783	269,581	437,466	393,719
Agency Ridership (service discontinued)	2,858	0	0	0
Taxi Ridership	36,378	24,277	62,500	8,333
Total Ridership	275,019	293,858	499,966	402,052
Individualized Travel Training	25	36	50	50

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Van Service On-Time Performance	97.1%	96.3%	94%	94%
Van Cost per Ride (<i>provider</i>)	\$38.31	\$33.51	\$30.56	\$36.86
Agency Cost per Ride (<i>provider</i>)	\$11.83	\$0	\$0	\$0
Taxi Cost per Ride (<i>provider</i>)	\$12.59	\$12.80	\$12.87	\$12.90
Total Cost per Ride (<i>incl. admin.</i>)	\$41.76	\$43.78	\$33.93	\$42.54

Strategic Overview:

Transit Plus is Milwaukee County's paratransit program. There are over 7,700 registered Transit Plus participants who are Americans with Disabilities Act (ADA) paratransit eligible. MCTS contracts with two paratransit van service companies to provide rides to persons with disabilities border-to-border in the County following strict requirements of the ADA.

TRANSIT/PARATRANSIT SYSTEM (560)

Department: **Department of Transportation — Transit**

AGENCY NO. **560**

FUND: **Enterprise — 30083**

Strategic Implementation:

2023 ridership is projected to be 90% of pre-COVID (2019) ridership with overall costs increasing by approximately 2% due to inflationary adjustments in paratransit vendor contracts. The van contract for paratransit will be re-bid in 2023, with a focus on consolidating the previous two providers into one for efficiencies starting November 2023. The current Taxi program contract ends in May of 2023 and will be renewed. Funding is allocated to continue paratransit taxi service beyond May 2023. MCTS will provide a report to the County Board by April 2023 with information on the new or extended contract details. The report shall also include an update on Federal Transit Administration (FTA) requirements and completed engagement activities with impacted communities. MCTS will also continue to provide mobility management activities inclusive of fixed route travel training, community outreach and education, mobility device training, and bus operator ADA sensitivity and passenger assistance training with assistance from a two-year FTA grant under Section 5310. |

To inform the decision of renewing the paratransit taxi program and other decisions related to accessible transit, a Paratransit Taxi Task Force is established. The Task Force shall meet not less than four times a year, and report to the Committee on Transportation and Transit not less than twice a year. The Task Force shall have no less than seven members and be comprised of people who have used paratransit taxi or van services. The following organizations shall each be invited to nominate a member: Disability Rights Wisconsin, Independence First, Vision Forward, Beyond Vision, National Federation of the Blind of Wisconsin, Center for Deaf Blind Persons, Wisconsin Council of the Blind and Visually Impaired, Industries for the Blind and Visually Impaired, Life Navigators, Broadscope Disability Services, Audio and Braille Literacy Enhancement, Wisconsin Board for People with Developmental Disabilities, and People First Wisconsin. The Director, Department of Transportation, shall appoint any remaining members to the Task Force as needed to provide a group of diverse voices and experiences to review and recommend paratransit services. A staff member from MCDOT or MCTS shall participate and another from the Southeastern Wisconsin Regional Planning Commission (SEWRPC) shall be invited to participate in the Task Force and assist in its operation.

TRANSIT/PARATRANSIT SYSTEM (560)

Department: **Department of Transportation — Transit**

AGENCY NO. **560**

FUND: **Enterprise — 30083**

Strategic Program Area 2: Fixed Route

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$138,925,719	\$136,093,484	\$146,649,750	\$143,107,447	(\$3,542,303)
Revenues	\$128,864,467	\$131,958,618	\$144,632,315	\$137,674,828	(\$6,957,487)
Tax Levy	\$10,061,252	\$4,134,866	\$2,017,435	\$5,432,619	\$3,415,184

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Buses in Fleet	390	371	350	314
Buses in Peak Hour	293	319	290	262
Bus Miles	16,474,876	17,496,269	17,604,340	16,986,930
Miles / Bus	42,243	47,160	50,298	54,099
Bus Hours	1,228,278	1,312,912	1,361,171	1,319,886
Passengers	15,595,089	14,356,646	20,021,743	21,282,569
Passenger Revenue	\$15,588,247	\$18,621,983	\$22,224,135	\$23,623,651
Revenue per Passenger	\$1.00	\$1.30	\$1.11	\$1.11

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Farebox Recovery Ratio*	11.9%	14.6%	16.0%	17.5%
Passengers per Bus Hour	12.1	10.9	14.7	16.1
Cost per Bus Hour	\$107.84	\$103.66	\$107.74	\$107.86
Cost per Passenger	\$8.91	\$9.48	\$7.32	\$6.69
Passenger Trips per Capita**	16.4	15.1	21.2	22.4

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)

TRANSIT/PARATRANSIT SYSTEM (560)

Department: **Department of Transportation — Transit**

AGENCY NO. **560**

FUND: **Enterprise — 30083**

Strategic Overview

In addition to the elimination of freeway flyers and festival service as outlined to the Transportation Committee in May 2022, MCTS will be lowering frequency on four routes. This 3.5% reduction in service along with other operational savings has allowed us to budget for an overall decrease of 3.1% in expenses. Budget to budget inflationary cost increases and wage increases that normally increase expense lines are being countered by lower costs for fuel and fringe benefits.

On the revenue side, passenger fares are up 4% as MCTS gradually works toward pre-COVID ridership levels. State Mass Transit Operating Assistance funding is flat compared to historical levels. Overall tax levy support for transit is increased by \$514,818 (including Paratransit and Fixed Route service). The 2023 budget is also reliant on \$23M of one-time Federal stimulus funds to balance the budget. That will leave \$18M in Federal stimulus funds for 2024, which is projected by MCTS to be adequate for needs in 2024. The projected loss of stimulus funds for 2025 and beyond presents significant budgetary risks for transit in future years.

In addition to the one-time Federal funds, 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 2023:

- 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)

While it is expected that future budgets will be challenging, transit's role in Milwaukee is critical now and 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 for 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.

Strategic Implementation:

2023 will require focus and commitment on many fronts. The launch of BRT will take center stage, along with Battery Electric Buses and new fare collection system. In the background, MCTS will be working to finalize a new 3-year Union agreement, recruit/train Bus Operators, and continue planning a North-South BRT line. Each of these initiatives are described in more detail below:

East-West Bus Rapid Transit: The 2023 budget reflects changes associated with the start-up of the Bus Rapid Transit line in the summer of 2023. The E-W BRT will deliver an enhanced level of transit service that improves mobility and ultimately increases transit ridership in a cost-effective manner. It will feature technology improvements such as battery electric vehicles and real-time arrival signs at new bus stations. Buses will operate in exclusive transit lanes in congested portions of the corridor to increase reliability and maintain schedules. It will also feature unique branding to enhance the transit experience for riders. MCTS will also implement changes to some local routes to better integrate them into the EW – BRT including:

- **GoldLine** – The E-W BRT will replace GoldLine (Wisconsin Avenue) service along Wisconsin Avenue and Bluemound Road between downtown and the Milwaukee Regional Medical Center (MRMC). In addition, Route 30 (Sherman – Wisconsin) will replace GoldLine service from downtown to UWM. Finally, GoldLine service from the MRMC to Brookfield Square will be replaced with an extension of Waukesha Metro Route 1 (Brookfield – Waukesha). The GoldLine name will be retired.
- **Route 14 (Forest Home - Humboldt)** – Route 14 will be split in two routes: New Route 14 will serve primarily serve Humboldt Boulevard between Bayshore and downtown. New Route 24 (Forest Home Avenue) will be created to primarily serve Forest Home Avenue between Southridge and Marquette University.

TRANSIT/PARATRANSIT SYSTEM (560)

Department: **Department of Transportation — Transit**

AGENCY NO. **560**

FUND: **Enterprise — 30083**

- BlueLine (Fond du Lac Avenue) – The BlueLine will be shortened to end at Marquette University (16th Street & Wisconsin Avenue) instead of the downtown Intermodal Station. The BlueLine will remain a high frequency route as it exists today.
- Route 21 (North Avenue) – Route 21 will be expanded to maintain year-round service on Downer Avenue between North Avenue and UWM. Route 21 will remain a high frequency route as it exists today.
- In addition to the changes above, one bus will be removed from each of routes 52, 92, 34 and 88, decreasing the frequency by an average of 10 minutes.

WisGo Fare Collection: In support of the E-W BRT line, MCTS has partnered with Cubic/Umo to upgrade its fare collection system including new on-bus validators, smartcards, ticket vending machines and an integrated mobile app. This system will make significant changes to the tariff that has been in place for years and make significant improvements including:

- A simplified tariff where 90% of rides are \$2 and fare capping provides the “best price” based on frequency of ridership so that even those with the least money get the same price as those who previously purchased monthly and quarterly passes.
- Integration with Waukesha Metro for transfers, and the beginning of a potential regional transit application available to Waukesha and other Wisconsin Transit agencies.
- Acceptance of Open Payments
- Enhanced mobile app experience including: trip planning; integration with other transit providers like Uber, Lyft and Bubl; integration of mobile phone specialty programs for Universities, Schools and Employers (Commuter Value Pass).

Project Development for North-South Transit Enhancement: Project WT153, Engineering, Design and Environmental Review for the North-South Transit Enhancement Project, will allow MCTS to engage professional services to help the County qualify for federal funds to cover up to 80% of the project's capital cost. Federally mandated levels of engineering, project design and National Environmental Protection Act (NEPA) analysis will be conducted in 2023 and 2024, with the goal to receive Federal Transit Administration (FTA) approval in 2025 and construction to begin by 2026. Ultimately, MCTS commits to enhancements along this alignment as it serves some of the most concentrated areas of underrepresented populations in the City of Milwaukee, which is among the most racially segregated metro areas in the country. The investment aligns with Milwaukee County's 2019 declaration of racism as a public health crisis and its commitment to addressing the root causes of racial inequities.

Bus Operator Recruitment & Retention: MCTS recruits and trains over 100 Operators a year to keep pace with retirements and turnover. As in many areas of the economy, MCTS struggles to find applicants, and while MCTS continues to expand efforts to maintain consistent hiring; investing heavily in retention is also at the forefront. In 2022, MCTS began a multi-year training plan with Red Kite Consulting to provide Operators with the tools they need to do their job on both a personal and professional level. Red Kite is a resilience building organization working in high pressure industries to help mitigate the impact of trauma and burnout on employee populations. The work they do is interactive, participant driven, and has a unique focus on de-escalating crisis and conflict. The 3-day training is done on-site with 20 Operators at a time, and the goal is to engage all Operators over the next 3 years.

Collective Bargaining Agreement (CBA): The existing CBA with ATU expired on March 31, 2022. MCTS and ATU leaders have met regularly throughout 2022 and hope to finalize a contract by end of year. This work may carry over into 2023, as ATU leadership has made extensive financial requests for increases in wages and benefits which may require mediation to resolve. As more time is needed to resolve, the final contract may impact the expenses submitted within the 2023 budget.

The Milwaukee County Department of Transportation (MCDOT) and Milwaukee County Transit System (MCTS) shall work with stakeholders to explore the revival of Summerfest and other festival bus service. MCDOT and MCTS shall coordinate with Milwaukee World Festival, LLC and other summer festival organizations, intergovernmental partners,

TRANSIT/PARATRANSIT SYSTEM (560)

Department: **Department of Transportation — Transit**

AGENCY NO. **560**

FUND: **Enterprise — 30083**

and community support organizations to identify resources for the possible relaunch of those bus lines. MCDOT and MCTS shall provide a report back to the County Board by February 2023 with an update on Summerfest bus service and other transportation options for the summer festival season.

TRANSIT/PARATRANSIT SYSTEM (560)

Department: **Department of Transportation — Transit**

AGENCY NO. **560**

FUND: **Enterprise — 30083**

FARE TABLE

Fare Name	Current Fare	Proposed Fare	Comment
Cash Fares			
Adult	\$2.25	\$2.00	Lower price; no transfer if paid with cash fare
Premium	\$3.50		Eliminated
Reduced Fare	\$1.10	\$1.00	Lower price; no transfer if paid with cash fare
Concession Premium Fare	\$1.60		Eliminated
M-Card/Stored Value Fares			
Adult Single Ride	\$2.00	\$2.00	Adding fare capping daily, weekly, and monthly at \$4, \$19.50 & \$72
Premium Single Ride	\$2.50		Eliminated
Reduced Fare	\$1.10	\$1.00	Adding fare capping daily, weekly, and monthly at \$2, \$11, \$32
Concession Premium Fare	\$1.60		Eliminated
Pass Fares			
1-Day Adult Pass	\$4.00		Eliminated
1-Day Adult Pass	\$5.00		Eliminated
1-Day Premium Pass	\$6.00		Eliminated
1-Day Concession Pass	\$2.00		Eliminated
1-Day Prem. Concession Pass	\$2.00		Eliminated
3-Day Adult Pass	\$12.00		Eliminated
3-Day Premium Pass	\$18.00		Eliminated
3-Day Concession Pass	\$6.00		Eliminated
3-Day Concession Premium Pass	\$9.00		Eliminated
7-Day Adult Pass	\$19.50		Eliminated
7-Day Premium Pass	\$27.00		Eliminated
7-Day Concession Pass	\$11.00		Eliminated
7-Day Premium Concession Pass	\$15.00		Eliminated
31-Day Adult Pass	\$72.00		Eliminated
31-Day Premium Pass	\$96.00		Eliminated
31-Day Concession Pass	\$32.00		Eliminated
31-Day Premium Concession Pass	\$45.00		Eliminated
Other Special Fares			
Student 7-Day Pass	\$17.50	\$17.50	No change
U-PASS Semester Pass	\$50.00	\$50.00	No change
Commuter Value Pass (quarterly)	\$220.00	\$210.00	Reduced to match new structure
New Freedom Pass	\$2.00/day	\$2.00/day	No change
Transfer -encoded on rider's Card	Free	Free	No change
M-Card Lite: One Ride/Two Ride	\$2.25/\$4.25	\$2.00/ n/a	Single ride reduced noticed as the move to less expensive ticket material occurs; Eliminated 2 ride; Fare form for eligible social service agencies/non-profits
Mobile App Day Pass	\$5.00		Eliminated
Mobile App Single Ride (90 minute)	\$2.00	\$2.00	No change
Paratransit Fare	\$4.00	\$4.00	No change (per one-way trip)
GO Pass	\$2.00/day		Combine with Reduced Fare

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TRANSPORTATION DIRECTOR'S OFFICE (580)

Department: **Department of Transportation — Director's Office**

AGENCY NO. **580**
FUND: **General — 10001**

BUDGET SUMMARY

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Costs	\$950,613	\$912,679	\$1,128,354	\$1,186,436	\$58,082
Operation Costs	\$1,533,637	\$738,143	\$132,962	\$96,361	(\$36,601)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$0	\$0	\$7,500	\$8,000	\$ 500
Interdepartmental. Charges	(\$781,845)	(\$585,490)	(\$859,457)	(\$850,813)	\$8,644
Total Expenditures	\$1,702,405	\$1,065,332	\$409,359	\$439,984	\$30,625
Revenues					
Direct Revenue	\$356,982	\$423,689	\$297,974	\$328,599	\$30,625
Intergovernmental Revenue	\$2,192,107	\$610,060	\$111,385	\$111,385	\$ 0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$2,549,089	\$1,033,749	\$409,359	\$439,984	\$30,625
Tax Levy	(\$846,684)	\$31,583	\$ 0	\$ 0	\$ 0
Personnel					
Full-Time Pos. (FTE)	7.0	7.0	8.0	8.0	0.0
Seasonal/Hourly/Pool \$	\$0	\$0	\$0	\$0	\$ 0
Overtime \$	\$1,134	\$1,134	\$0	\$0	\$ 0

Department Mission:

The overall mission of the Milwaukee County Department of Transportation (DOT) is to provide a safe, reliable, and sustainable transportation system. The mission of the Director's Office is to provide essential management and support services to DOT Divisions through strategic planning, oversight, coordination, and technical assistance.

In addition to the Director's Office Division, the DOT includes the Divisions of 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, transit system oversight and administration of the Wisconsin Department of Transportation's Local Roads Program for Milwaukee County municipalities and Section 5310 Program for enhanced mobility of seniors and individuals with disabilities for Milwaukee, Ozaukee, Washington, and Waukesha Counties.

Administrative functions related to the DOT Divisions include: establishment and implementation of department policies and procedures, personnel administration, accounting, budgeting, training, and general public information, and lobbying services.

The Transportation Planning section provides technical and professional expertise for federal and state transportation regulation implementation and guidance; multimodal and transit planning, and coordination; as well as transit system

TRANSPORTATION DIRECTOR'S OFFICE (580)Department: **Department of Transportation — Director's Office**AGENCY NO. **580**FUND: **General — 10001**

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 and activities.

The Director's Office is responsible for management of the freeway towing services contract. In 2021, contracts with existing towers were extended for one year. The term expires on December 31, 2022. A Request for Proposals was distributed in July of 2022 and new contracts will be executed prior to January 1, 2023.

Major Changes in FY 2023

- There are no major changes planned for FY 2023.

TRANSPORTATION DIRECTOR'S OFFICE (580)

Department: **Department of Transportation — Director's Office**

AGENCY NO. **580**
FUND: **General — 10001**

Strategic Program Area 1: Director of Transportation

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$1,702,406	\$1,065,331	\$409,359	\$439,984	\$30,625
Revenues	\$2,549,089	\$1,033,749	\$409,359	\$439,984	\$30,625
Tax Levy	(\$846,683)	\$31,582	\$0	\$0	\$0
FTE Positions	8.0	8.0	8.0	8.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
To Be Determined	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 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 2023.

Strategic Implementation:

There are no major changes in 2023.

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DEPARTMENTAL NARRATIVES

HEALTH & HUMAN SERVICES FUNCTION

630 — Mental Health Board – Behavioral Health Services

800 — Department of Health & Human Services



**MILWAUKEE
COUNTY**

2023 ADOPTED OPERATING BUDGET

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MENTAL HEALTH BOARD – BEHAVIORAL HEALTH SERVICES (630)

Department: **Behavioral Health Services Division**

AGENCY NO. **630**

FUND: **General — 10077**

BUDGET SUMMARY

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Costs	\$64,542,498	\$63,888,676	\$59,533,097	\$47,976,836	(\$11,556,261)
Operation Costs	\$153,266,636	\$161,073,015	\$181,126,684	\$174,965,323	(\$6,161,361)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$1,554,042	\$2,731,653	\$0	\$0	\$ 0
Interdepartmental. Charges	\$5,272,785	\$7,679,604	\$7,478,267	\$12,069,910	\$4,591,643
Total Expenditures	\$224,635,961	\$235,372,948	\$248,138,048	\$235,012,069	(\$13,125,979)
Revenues					
Direct Revenue	\$125,223,012	\$137,011,972	\$148,343,667	\$135,090,304	(\$13,253,363)
Intergovernmental Revenue	\$51,365,272	\$51,775,498	\$46,794,381	\$46,921,765	\$127,384
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$176,588,284	\$188,787,470	\$195,138,048	\$182,012,069	(\$13,125,979)
Tax Levy	\$48,047,677	\$46,585,478	\$53,000,000	\$53,000,000	\$ 0
Impact on Reserves Increase/(Decrease)	\$3,066,513	\$6,414,522	(\$9,079,730)	\$0	\$9,079,730
Personnel					
Full-Time Pos. (FTE)	476.6	489.9	429.4	302.6	(126.8)
Seasonal/Hourly/Pool \$	\$1,596,212	\$1,146,923	\$1,757,223	\$136,701	(\$1,620,522)
Overtime \$	\$3,041,787	\$2,402,530	\$1,215,697	\$0	(\$1,215,697)

Department Mission:

Together, creating healthy communities.

Department Vision:

Empowering safe, healthy, and meaningful lives.

Department Description:

The Behavioral Health Services Division (BHS) consists of Management and Support Services, Mental Health Emergency Center, Inpatient Services, Community-based services for adults, and Community-based services for youth.

Major Changes in FY 2023

2023 is the first full year of operations under the new inpatient services at Granite Hills and emergency psychiatric services at the Mental Health Emergency Center. This budget prioritizes expanding community mental health and substance use disorder services and providing additional support to community agency partners experiencing challenges with staffing and cost increases.

MENTAL HEALTH BOARD – BEHAVIORAL HEALTH SERVICES (630)

Department: **Behavioral Health Services Division**

AGENCY NO. **630**
FUND: **General — 10077**

Major initiatives in this budget include:

- Comprehensive Community Services Enrollment Increases
- Provider rate increases including the following levels of care:
 - Community Support Program
 - Community Based Residential Facilities
 - Substance Use Disorder Residential Services
 - Bridge Housing Services
 - Peer Specialists.
- A new peer specialist training program to increase the amount of peer specialists in our community
- A new LGBT support initiative for older adults living in Milwaukee County in collaboration with the Department of Health and Human Services Adult Services Division
- Shift differential rate increases for Crisis Mobile clinicians working 2nd shift, 3rd shift, and on weekends to ensure staffing during high-volume hours.

Other major adjustments include an increase in Wisconsin Medicaid Cost Report Revenue of \$5.5m and a decrease in interdepartmental revenue of \$4.6m related to ongoing deficits in youth justice services.

This budget does not include revenue related to the American Rescue Plan Act (ARPA) or Opioid Settlement funds. The department will submit appropriation fund transfer requests as needed when timing around projects funded through ARPA and Opioid settlement funds is better understood.

Most of the 126.8 FTE decrease is related to the shift in service provision model toward community agency partners. The level of service provided to individuals using these services will not be decreased.

MENTAL HEALTH BOARD – BEHAVIORAL HEALTH SERVICES (630)

Department: **Behavioral Health Services Division**

AGENCY NO. **630**

FUND: **General — 10077**

Strategic Program Area 1: Management & Support Services

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$2,559,840	\$2,494,292	\$3,631,030	\$512,101	(\$3,118,929)
Revenues	\$848,786	\$509,967	\$5,631,030	\$201,300	(\$5,429,730)
Tax Levy	\$1,711,054	\$1,984,325	(\$2,000,000)	\$310,801	\$2,310,801
FTE Positions	128.3	127.3	116.0	85.0	(31.0)

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Impaneling requests processed	2,251	2,774	3,000	3,000

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Revenue dollars/fiscal staff	\$7,745,100	\$7,612,398	\$7,755,898	\$6,043,906
Patient revenue collected/Billed revenue	56.0%	71.8%	65.6%	76.1%

Strategic Overview:

Management and Support Services provides fiscal management, compliance, and administration.

Strategic Implementation:

Expenditures significantly decrease due to reductions related to the hospital closure. These costs are allocated out to the other service areas. FTEs are reduced by 31.0 FTE due to downsizing related to hospital closure.

2.0 FTE are added to support a Healthcare Applications Training and Support Program. The goal of this Program is to meet the expanding demand for healthcare application training and support related to the DHHS No Wrong Door Technology Initiative. This Initiative involves the consolidation and integration of the use of healthcare applications, specifically Netsmart solutions, for all DHHS services to optimize Milwaukee County residents' experiences within BHS and DHHS services.

2.0 FTE accounting staff are added to provide additional support to ongoing and anticipated grant awards.

1.0 FTE Communications Coordinator is added to support marketing and outreach efforts at BHS.

The salary abatement of \$2,000,000 that was formerly budgeted in this area is eliminated.

An appropriation of \$310,801 is included to support the Emergency Health & Healing Campaign. This campaign was approved by the ARPA Task Force at its meeting on March 10, 2022. The purpose of this expenditure appropriation is to replace ARPA revenue with tax levy funding to allow the ARPA funding to be re-programmed to other items.

MENTAL HEALTH BOARD – BEHAVIORAL HEALTH SERVICES (630)Department: **Behavioral Health Services Division**AGENCY NO. **630**FUND: **General — 10077****A Focus on Quality:**

Milwaukee County Behavioral Health Services (BHS) will continue to strategically foster partnerships and participate in an enhanced and integrated community-based behavioral health system of care in 2023. The BHS vision includes promotion of early crisis intervention and prevention to enhance individuals' access to care while providing crisis options and community-based locations with warmer front doors. The BHS system of care supports strength-based interventions, is 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 are served through financially sustainable models of care in support of the **"Right Care, Right Place, Right Time."**

BHS continues to transform into a community system of care in 2023 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 Services Division (BHS) Quality Management Services continues to be strengthened in 2023 to assure ongoing excellence in the quality and safety of care to meet clients' needs. Quality is defined as a collective measure of excellence in BHS's (and our network) systems, processes, staff and provider performance, decisions, and human interactions. The overarching organizational aim in this, and the next quality plan biennium, is to align BHS quality program structure, management, and knowledge base to a customer-driven, performance based, innovation rewarding, and self-learning paradigm. BHS, its staff, partners, and the Milwaukee County Mental Health Board (MCMHB) continue to demonstrate a commitment to improving the health of clients and ultimately the health and wellness of our community.

MENTAL HEALTH BOARD – BEHAVIORAL HEALTH SERVICES (630)

Department: **Behavioral Health Services Division**

AGENCY NO. **630**

FUND: **General — 10077**

Strategic Program Area 2: Mental Health Emergency Center

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$17,258,314	\$17,694,096	\$21,217,450	\$7,601,957	(\$13,615,493)
Revenues	\$9,652,421	\$9,399,803	\$13,066,126	\$500,000	(\$12,566,126)
Tax Levy	\$7,605,893	\$8,294,293	\$8,151,324	\$7,101,957	(\$1,049,367)
FTE Positions	59.0	58.0	43.5	0.0	(43.5)

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target ¹
<i>Psychiatric Emergency Department</i>				
PCS & MHEC Admissions	6,471	6,289	7,500	7,500

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Percent of clients returning to PCS & MHEC within 30 days	26.2%	26.6%	24.0%	24.0%
Percent of Time on Waitlist Status	100%	100%	70%	N/A

Strategic Overview:

Mental Health Emergency Center: The MHEC is an innovative public-private partnership that looks to address the crisis mental health needs of vulnerable residents closer to where they live. The facility operates as a psychiatric emergency room and micro-hospital to stabilize individuals in need of emergency psychiatric services. It serves to connect individuals to appropriate levels of care.

Strategic Implementation:

Total expenditures in this area decrease by \$13.6m. This includes a \$4.6m decrease in salaries/wages, a \$4.6m decrease of fringe benefit allocations, and a \$4.3m decrease in interdepartmental charges related to the closure of Psychiatric Crisis Services (PCS) in 2022. Expenditures include \$6.9m in operational costs Mental Health Emergency Center and \$0.6m for debt service costs related to the MHEC facility.

Major revenue changes include patient revenue decrease of \$1.4m and shifting \$7.7m in BCA from this program area to support other youth and adult community-based programming options.

The debt service schedule for the bond issuance related to the MHEC facility was reduced from 10 years to 5 years, saving approximately \$1.0m in interest costs through faster repayment.

¹ 2023 Target data for the Mental Health Emergency Center.

MENTAL HEALTH BOARD – BEHAVIORAL HEALTH SERVICES (630)

Department: **Behavioral Health Services Division**

AGENCY NO. **630**

FUND: **General — 10077**

Strategic Program Area 3: Inpatient Services

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$38,311,861	\$41,473,041	\$31,619,580	\$9,700,000	(\$21,919,580)
Revenues	\$19,019,582	\$14,404,890	\$7,800,923	\$700,000	(\$7,100,923)
Tax Levy	\$19,292,279	\$27,068,151	\$23,818,657	\$9,000,000	(\$14,818,657)
FTE Positions	139.0	139.0	77.8	0.0	(77.80)

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target ²
Acute Adult Inpatient				
Average Daily Census	31.8	22.0	24	15.0
Number of Admissions	648	542	188	N/A
Number of Patient Days	11,603	8,025	4,320	5,475
Average Length of Stay (Days)	17.5	14.6	23	N/A
Child and Adolescent Inpatient Services				
Average Daily Census	4.3	4.6	8	N/A
Number of Admissions	326	326	200	N/A
Number of Patient Days	1,569	1,662	900	N/A
Average length of Stay (Days)	4.7	5.3	4.5	N/A

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Percent of clients returning to Inpatient Unit within 30 days	9.5%	7.4%	9%	9%
Patients Responding Positively to Satisfaction Survey	75.3%	73.9%	75%	75%

² 2023 Target data for Milwaukee County patients at Granite Hills. Insured patients that received inpatient services at BHS prior to 2023 will no longer appear in 2023 data.

MENTAL HEALTH BOARD – BEHAVIORAL HEALTH SERVICES (630)

Department: **Behavioral Health Services Division**

AGENCY NO. **630**

FUND: **General — 10077**

Strategic Overview:

BHS's inpatient services are provided through Granite Hills in West Allis, State Institute hospitals in Winnebago and Madison, and other facilities as needed.

Strategic Implementation:

The 2023 budget anticipates an average daily census of 15 at Granite Hills with a budgeted cost of \$5.2m and a total of \$4.5m payments for clients placed at state institute facilities.

MENTAL HEALTH BOARD – BEHAVIORAL HEALTH SERVICES (630)

Department: **Behavioral Health Services Division**

AGENCY NO. **630**

FUND: **General — 10077**

Strategic Program Area 4: Community Access to Recovery Services Division (CARS)

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$107,119,676	\$110,592,826	\$123,234,119	\$143,815,865	\$20,581,746
Revenues	\$88,068,086	\$102,068,279	\$100,048,263	\$111,562,190	\$11,513,927
Tax Levy	\$19,051,590	\$8,524,547	\$23,185,856	\$32,253,675	\$9,067,819
FTE Positions	105.8	115.1	145.1	167.6	22.5

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Number of Unique Clients Served	10,072	9,980	10,500	10,750

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Percent with any emergency room utilization	14.77%	13.34%	10.0%	10.0%
Percent Homeless	6.27%	8.83%	6.0%	6.5%
Percent Employed	21.28%	21.46%	22.0%	23.0%

Strategic Overview:

CARS consists of two program areas:

- Community Mental Health and Community Crisis Services
- Community Substance Use Disorder 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 to 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.

CARS: Community Mental Health and Community Crisis Services and CARS: Community Substance Use Disorder Services on the following pages are a subset of the Community Access to Recovery Services Division financials and program data listed above.

MENTAL HEALTH BOARD – BEHAVIORAL HEALTH SERVICES (630)

Department: **Behavioral Health Services Division**

AGENCY NO. **630**

FUND: **General — 10077**

CARS: Community Mental Health and Community Crisis Services

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$92,009,164	\$98,346,242	\$109,750,509	\$130,881,408	\$21,130,899
Revenues	\$73,794,064	\$90,761,180	\$89,747,647	\$102,256,647	\$12,509,000
Tax Levy	\$18,215,100	\$7,585,062	\$20,002,862	\$28,624,761	\$8,621,899

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
<i>Crisis Mobile Team</i>				
Mobiles Completed	4,892	5,348	6,000	5,550
<i>Targeted Case Management</i>				
Average Enrollment	1,035	915	1,600	1,000
<i>Community Support Program</i>				
Average Enrollment	1,297	1,287	1,400	1,300
<i>Comprehensive Community Services</i>				
Year-End Enrollment	1,499	1,637	2,000	2,000

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Average Satisfaction Survey Score (CCS)	92.4%	90.2%	78%	80%
Average Experience Survey Score (BHS) ⁴	4.13	4.4	4.0	4.0

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).

³ CCS client satisfaction survey scores are reported as the proportion of consumers who reported a “more positive experience”.

⁴ BHS client experience survey scores are reported as the average score on a five-point Likert scale, with 1 representing “strongly disagree” and 5 representing “strongly agree”

MENTAL HEALTH BOARD – BEHAVIORAL HEALTH SERVICES (630)

Department: **Behavioral Health Services Division**

AGENCY NO. **630**

FUND: **General — 10077**

Strategic Implementation:

The 2023 Community Access to Recovery Services Division Mental Health budget includes \$12.0m in increased cost related to expanding services. This is primarily related to \$7.0m increase for CCS with an anticipated increase in enrollment of 2,000 by the end of 2023.

Other major enhancements include:

- CSP Rates are increased for bachelor's and master's level clinicians by 7%. Reimbursement rates for certified peer specialists are increased to \$12.00 per 15-minute. These reimbursement rate adjustments will support CSP providers to recruit and maintain high-quality staff. The increased cost is partially offset by Medicaid revenue.
- \$100,000 for the creation of a Peer Specialist Academy. This will provide the opportunity to have a consistent means of training and supporting the vital Peer Specialist workforce in our community. The awarded vendor will offer quarterly trainings to train up to 100 Peer Specialists per year, support them through the process of taking their certification exam, assist with job placement, and provide a forum for ongoing professional support.
- CBRF costs increase \$200,000 to provide rate adjustments for facilities with daily rates that are the lowest in our network. The rate update will enable vendors to continue to provide high-quality care to program participants.
- \$40,000 increased marketing costs for community-based crisis services to promote and inform the community of services offered, especially those provided by the adult and youth mobile teams and engage vulnerable populations. This need was identified through engagement of frontline staff.
- Expenses in The Targeted Case Management program (which combines TCM and Crisis Care Management based on the client's need) are increased by \$1.6m based on current utilization trends. This increase is partially offset by an additional \$1.0m Medicaid revenue.
- Wisconsin Medicaid Cost Report (WIMCR) and CCS cost report revenue is increased by \$5.5m. This impacts the following areas: Crisis Services, TCM, CSP, and CCS. Funding in 2023 will be based on the FY 2022 cost report. The amount included in the 2023 budget is consistent with recent cost report experience.
- \$30,000 to provide matching funds for a new LGBTQ support initiative for older adults living in Milwaukee County. This is collaboration with the Department of Health and Human Services Adult Services Division.
- Community Aids funding is shifted between the following programs: CARS Admin, Community Support Program, Targeted Case Management, Detoxification Services, Contracted Crisis Services, Crisis Mobile Team

The following personnel adjustments are made to support adult community behavioral health services:

- 2.0 FTE administrative coordinator staff are added to support continued expansion of the Comprehensive Community Services program.
- 1.0 FTE RN is added for Assisted Outpatient Treatment Program to assist with the care, treatment, and services provided to clients. This position will assist with the coordination of medications, physician orders, medication management and consumer education, and supportive services to clients as an ACT team member.
- 18.5 FTE are transferred from Program Areas 2 and 3 due to the shift to community services in the Mental Health Emergency Center

MENTAL HEALTH BOARD – BEHAVIORAL HEALTH SERVICES (630)

 Department: **Behavioral Health Services Division**

 AGENCY NO. **630**

 FUND: **General — 10077**

Community Mental Health Financials by Major Program Area					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
<i>Crisis Mobile Team 6445, 6449</i>					
Expense	\$4,579,874	\$4,737,417	\$7,966,333	\$11,360,470	\$3,394,137
Revenue	\$1,303,627	\$2,496,895	\$4,844,379	\$5,381,672	\$537,293
Tax Levy	\$3,276,247	\$2,240,522	\$3,121,954	\$5,978,798	\$2,856,844
<i>CARS Care Coordination 6403</i>					
Expense	\$989,949	\$1,005,030	\$1,039,745	\$1,385,911	\$346,166
Revenue	\$438,486	\$226,533	\$514,260	\$505,405	(\$8,855)
Tax Levy	\$551,463	\$778,497	\$525,485	\$880,506	\$355,021
<i>Targeted Case Management & Crisis Care Management 6406</i>					
Expense	\$7,638,637	\$8,281,509	\$7,268,700	\$9,137,641	\$1,868,941
Revenue	\$8,799,473	\$8,355,528	\$6,758,950	\$7,766,139	\$1,007,189
Tax Levy	(\$1,160,836)	(\$74,019)	\$509,750	\$1,371,502	\$861,752
<i>Community Support Program 6405</i>					
Expense	\$16,261,395	\$16,564,152	\$17,725,158	\$20,183,866	\$2,458,708
Revenue	\$15,848,669	\$16,195,876	\$14,737,329	\$17,977,666	\$3,240,337
Tax Levy	\$412,726	\$368,276	\$2,987,829	\$2,206,200	(\$781,629)
<i>Comprehensive Community Services 6411</i>					
Expense	\$28,889,121	\$34,324,940	\$40,822,375	\$49,282,972	\$8,460,597
Revenue	\$28,622,753	\$35,831,898	\$39,868,504	\$44,335,651	\$4,467,147
Tax Levy	\$266,368	(\$1,506,958)	\$953,871	\$4,947,321	\$3,993,450
<i>Community-Based Residential 6408</i>					
Expense	\$14,046,153	\$13,201,543	\$13,619,645	\$14,800,021	\$1,180,376
Revenue	\$12,427,012	\$13,272,898	\$13,272,898	\$13,272,898	\$ 0
Tax Levy	\$1,619,141	(\$71,355)	\$346,747	\$1,527,123	\$1,180,376
<i>Access Clinic and CHC Partnerships 6412, 6413, 6446</i>					
Expense	\$2,003,498	\$2,904,805	\$3,584,653	\$4,497,816	\$913,163
Revenue	\$459,283	\$2,361,061	\$1,961,201	\$1,827,514	(\$133,687)
Tax Levy	\$1,544,215	\$543,744	\$1,623,452	\$2,670,302	\$1,046,850

MENTAL HEALTH BOARD – BEHAVIORAL HEALTH SERVICES (630)

Department: **Behavioral Health Services Division**

AGENCY NO. **630**

FUND: **General — 10077**

CARS: Community AODA Services

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$15,110,511	\$12,246,545	\$13,483,610	\$12,934,865	(\$548,745)
Revenues	\$14,274,021	\$11,307,099	\$10,300,616	\$9,305,543	(\$995,073)
Tax Levy	\$836,490	\$939,446	\$3,182,994	\$3,629,322	\$446,328

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
<i>Detoxification</i>				
Admissions	6,224	4,890	6,200	5,000
<i>AODA Residential</i>				
Average Enrollment	77	80	112	80
<i>Recovery Support Coordination</i>				
Average Enrollment	598	615	550	620
<i>Recovery Support Services</i>				
Year-End Enrollment	85	51	240	100

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Detoxification 7 Day Readmissions	61%	50.12%	49.00%	49%
Percent abstinent from drug or alcohol use	62.71%	62.4%	63.45%	63%

Strategic Overview:

Milwaukee County's community Substance Use Disorder 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 BHS 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:

2023 Substance Use Disorder (SUD) programming expenses decrease by \$0.8m based on recent utilization trends.

Bridge Housing rates are increased to support increasing costs in this setting. Bridge Housing is the provision of safe, sober housing for individuals to live in while they are actively engaged in treatment for their addiction. With homelessness and housing challenges being a frequent challenge for people with addiction, bridge housing can be an essential component of the recovery journey. There are currently waitlists for bridge housing, so by increasing rates it is anticipated that new vendors may be interested in joining the BHS network.

MENTAL HEALTH BOARD – BEHAVIORAL HEALTH SERVICES (630)

 Department: **Behavioral Health Services Division**

 AGENCY NO. **630**

 FUND: **General — 10077**

Reimbursement rates for certified peer specialists are increased to \$12.00 per 15-minute unit to support growth in this provider base in substance abuse networks. The updated reimbursement rates more adequately reflect the actual costs for vendors to employ Peer Specialists, recognizing the value that they bring to our network.

This budget sustains a room & board rate enhancement first provided to SUD residential providers in mid-2022.

Other costs are shifted between AODA program areas based on anticipated utilization trends. Details in "AODA Financials by Major Program Area chart below.

AODA Financials by Major Program Area					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
<i>Detoxification 6423</i>					
Expense	\$2,715,956	\$2,754,308	\$2,721,099	\$2,918,482	\$197,383
Revenue	\$2,046,997	\$33,602	\$2,572,145	\$2,188,683	(\$383,462)
Tax Levy	\$668,959	\$2,720,706	\$148,954	\$729,799	\$580,845
<i>AODA Residential 6431</i>					
Expense	\$4,660,037	\$1,273,782	\$1,080,007	\$579,080	(\$500,927)
Revenue	\$5,462,991	\$4,156,188	\$916,384	\$248,961	(\$667,423)
Tax Levy	(\$802,954)	(\$2,882,406)	\$163,623	\$330,119	\$166,496
<i>Day Treatment & Outpatient – AODA 6422</i>					
Expense	\$1,078,299	\$831,629	\$819,419	\$1,066,320	\$246,901
Revenue	\$391,174	\$466,094	\$401,000	\$632,137	\$231,137
Tax Levy	\$687,125	\$365,535	\$418,419	\$434,183	\$15,764
<i>Recovery Support Coordination 6430</i>					
Expense	\$3,639,206	\$3,435,830	\$3,766,460	\$3,580,691	(\$185,769)
Revenue	\$4,888,511	\$4,785,827	\$3,304,762	\$3,485,142	\$180,380
Tax Levy	(\$1,249,305)	(\$1,349,997)	\$461,698	\$95,549	(\$366,149)
<i>Medication Assisted Treatment 6425</i>					
Expense	\$576,325	\$462,623	\$1,029,816	\$426,088	(\$603,728)
Revenue	\$160,334	\$630,083	\$723,631	\$112,037	(\$611,594)
Tax Levy	\$415,991	(\$167,460)	\$306,185	\$314,051	\$7,866
<i>Prevention 6432</i>					
Expense	\$1,543,915	\$1,694,818	\$1,570,010	\$1,755,790	\$185,780
Revenue	\$362,041	\$245,360	\$1,191,194	\$923,755	(\$267,439)
Tax Levy	\$1,181,874	\$1,449,458	\$378,816	\$832,035	\$453,219

MENTAL HEALTH BOARD – BEHAVIORAL HEALTH SERVICES (630)

Department: **Behavioral Health Services Division**

AGENCY NO. **630**

FUND: **General — 10077**

Strategic Program Area 5: Wraparound Services

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$59,386,270	\$63,118,692	\$68,435,869	\$73,382,146	\$4,946,277
Revenues	\$58,999,408	\$62,404,530	\$68,591,706	\$69,048,579	\$456,873
Tax Levy	\$386,862	\$714,162	(\$155,837)	\$4,333,567	\$4,489,404
FTE Positions	44.5	50.5	47.0	50.0	3.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
<i>Wraparound</i>				
Average Total Enrollment	703	976	1,050	1,025
Average Daily Number of REACH enrollees	856	829	950	925
<i>Children's Mobile Crisis Team</i>				
Number of Clients Seen (face-to-face)	732	746	1,100	850
<i>Children's Comprehensive Community Services</i>				
Year-End Enrollment	479	544	550	725

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Family Satisfaction with Care Coordination (5.0 Scale)	4.56	4.68	>4.0	>4.2
Percentage of enrollee days in a home type setting (enrolled through Juvenile Justice system)	65.9%	60.5%	>75%	>75%
Percentage of youth who achieved permanency at disenrollment	61.8%	58.2%	>70%	>70
Average level of "Needs Met" at disenrollment (Scale of 1-5)	2.2	2.1	3.0	3.0

Strategic Overview:

BHS'S Children's Community Mental Health 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. These community-based options are designed to be individualized to meet

MENTAL HEALTH BOARD – BEHAVIORAL HEALTH SERVICES (630)Department: **Behavioral Health Services Division**AGENCY NO. **630**FUND: **General — 10077**

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, Youth Justice, Mental Health, Social Services, and/or Special 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 BHS's 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 Children Youth and Family Services (CYFS) and the Division of Milwaukee Child Protective Services (DMCPS) for youth either placed out of home and outside of their community or at risk of being placed. It provides cost-effective, community-based alternatives to residential treatment placements, youth 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 CYFS or DMCPS. Under the same practice model, youth and families receive the same type of supports and services as those in the Wraparound program.
- **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.
- **CORE (Coordinated Opportunities for Recovery and Empowerment):** A subset of CCS, CORE serves youth either at Clinical High-Risk for Psychosis (CHRP) or who have experienced their First Episode of Psychosis (FEP). A pre-build five-person team trained in psychosis related treatment and support is leveraged, inclusive of a Care Coordinator, Clinician, Peer Support, Education/Employment Specialist, and a Psychiatrist.

Strategic Implementation:

The 2023 Budget includes a \$4.9m increase in expenditures, primarily related to continued growth of the Youth CCS program and an increased allocation of fringe benefits costs.

Interdepartmental revenue is decreased by \$4.6m due to ongoing deficits related to youth justice programming. This is offset by community aids funding formerly used to support Psychiatric Crisis Services. This change does not have an impact on service delivery or the availability of services for delinquent youth enrolled in Wraparound.

MENTAL HEALTH BOARD – BEHAVIORAL HEALTH SERVICES (630)

 Department: **Behavioral Health Services Division**

 AGENCY NO. **630**

 FUND: **General — 10077**

Wraparound Services by Major Program Area					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
<i>Wraparound Services (Reach, O-Yeah, Crisis Intervention) 6473-6476</i>					
Expense	\$48,987,869	\$48,415,944	\$53,535,093	\$56,416,761	\$2,881,668
Revenue	\$48,967,554	\$48,091,230	\$54,220,281	\$52,952,336	(\$1,267,945)
Tax Levy	\$20,315	\$324,714	(\$685,188)	\$3,464,425	\$4,149,613
<i>Youth CCS 6477</i>					
Expense	\$9,871,867	\$1,4295,803	\$14,239,989	\$16,307,248	\$2,067,259
Revenue	\$9,789,024	\$14,063,545	\$14,128,595	\$15,807,083	\$1,678,488
Tax Levy	\$82,843	\$232,258	\$111,394	\$500,165	\$388,771
<i>Family Intervention and Support Services 6483</i>					
Expense	\$526,532	\$406,946	\$660,787	\$658,137	(\$2,650)
Revenue	\$242,830	\$249,755	\$242,830	\$289,160	\$46,330
Tax Levy	\$283,702	\$157,191	\$417,957	\$368,977	(\$48,980)

DEPARTMENT OF HEALTH & HUMAN SERVICES (800)

Department: **Department of Health & Human Services**

AGENCY NO. **800**

FUND: **General — 10001**

BUDGET SUMMARY

Category	2020 Actual*	2021 Actual*	2022 Budget	2023 Budget	2023/2022 Variance*
Expenditures					
Personnel Costs	\$51,444,049	\$52,400,821	\$57,668,812	\$ 57,176,445	(\$492,367)
Operation Costs	\$89,291,293	\$125,808,790	\$83,783,363	\$109,911,920	\$26,128,557
Debt & Depreciation	\$0	\$16,067	\$0	\$0	\$0
Capital Outlay	\$176,640	\$49,877	\$246,000	\$96,000	(\$150,000)
Interdepartmental. Charges	\$6,534,197	\$7,426,233	\$9,022,831	\$5,383,814	(\$3,639,017)
Total Expenditures	\$147,446,179	\$185,701,788	\$150,721,006	\$172,568,179	\$21,847,173
Revenues					
Direct Revenue	\$4,785,210	\$5,737,367	\$4,617,794	\$3,999,042	(\$618,752)
Intergovernmental Revenue	\$123,873,430	\$153,570,144	\$113,999,765	\$133,121,202	\$19,121,437
Indirect Revenue	\$0	(\$2,020)	\$0	\$0	\$ 0
Total Revenues	\$128,658,640	\$159,305,491	\$118,617,559	\$137,120,244	\$18,502,685
Tax Levy	\$18,787,539	\$26,396,297	\$32,103,447	\$35,447,935	\$3,344,488
Personnel					
Full-Time Pos. (FTE)	412.5	406.5	420.5	438.0	17.5
Seasonal/Hourly/Pool \$	\$0	\$1,845	\$2,844	\$19,050	\$16,206
Overtime \$	\$629,286	\$1,225,641	\$597,281	\$767,962	\$170,681

* 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 as part of the 2021 Budget. |

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
- Children, Youth & Family Services (formerly Division of Youth and Family Services)
- Aging and Disabilities Services (formerly Disabilities Services Division & Aging Division)
- Housing Services
- Behavioral Health Services (budgeted in Agency 630)

DEPARTMENT OF HEALTH & HUMAN SERVICES (800)

Department: **Department of Health & Human Services**

AGENCY NO. **800**

FUND: **General — 10001**

Major Changes in 2023

- Over the past few years, DHHS 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. Further, through its strategic plan, DHHS continues its important work in improving the health outcomes of the people it serves, reaffirming its commitment to the countywide mission of achieving racial equity to become the healthiest county in Wisconsin.
- For 2023, this work becomes more challenging in the youth justice area which is experiencing an increase in the number of youth being ordered to corrections. After years of reduced correctional placements, these numbers are climbing which is shifting funding away from community-based service investment to corrections. The budget assumes an Average Daily Population (ADP) of 35 or an increase of 18 compared to the 2022 Budget resulting in an additional \$7.7 million for State correctional charges.
- The budget also includes an increase of \$1.7 million to support the operation of the detention center at the Vel R. Phillips Youth and Family Justice Center which is similarly experiencing a rise in its census. The majority of this funding is being applied to strategies intended to divert youth from detention. The budgetary impact due to the increased census both at the State facilities of Lincoln Hills and Copper Lake Schools and Mendota Juvenile Treatment Center (MJTC) as well as locally at Vel Phillips has necessitated a \$2 million reduction to community-based investment to achieve a balanced budget.
- DHHS is working to implement several new projects funded by the American Rescue Plan Act (ARPA) to temporarily address this gap. As a result, DHHS must carefully balance both the need to implement new, onetime ARPA initiatives which require expansion in resource capacity in the short term with managing existing operations in an environment with less sustainable funding for youth justice prevention and diversion.
- In the Children’s Area, approximately 45% more children will be served under the Children’s Long-Term Support (CLTS) Program which has experienced steep growth in enrollment and is on pace to hit 2,900 total children in 2023. As a result, the budget reflects additional service expenses and offsetting revenue of over \$20 million as well as six additional positions.
- With a continued focus on integration, a new ADS Recreation Services Coordinator position is created in the 2023 Budget to enhance recreational programming for both people with disabilities and older adults. In addition, new positions are included in the Aging and Disability Resource Center (ADRC) to both improve customer service and create opportunities for advancement for employees. |

DEPARTMENT OF HEALTH & HUMAN SERVICES (800)

 Department: **Department of Health & Human Services**

 AGENCY NO. **800**

 FUND: **General — 10001**
Strategic Program Area 1: Director's Office & Management Services

 Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$5,240,137	\$4,162,648	\$1,254,370	\$1,293,328	\$38,958
Revenues	\$3,496,910	\$4,208,418	\$363,500	\$364,800	\$1,300
Tax Levy	\$1,743,227	(\$45,770)	\$890,870	\$928,528	\$37,658
FTE Positions	28.0	27.0	25.0	25.0	0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
County Veteran Population Served per FTE	21,000	20,500	15,000	19,500
Quality Assurance Reviews Conducted	38	38	33	33

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 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	99%	95%	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 5 business days	100%	100%	95%	95%

DEPARTMENT OF HEALTH & HUMAN SERVICES (800)

Department: **Department of Health & Human Services**

AGENCY NO. **800**

FUND: **General — 10001**

Strategic Overview:

New Performance Measures:

As part of the countywide strategic plan development, DHHS has begun to establish key performance indicators that track progress toward 2025 DHHS Future State. These include Racial and Health Equity, Organizational/Talent Development and Population Health/System Change. Note that key performance indicator goals are centered around 2025 as they represent progress toward the 2025 DHHS Future State. In addition, the definitions of the terms used in the strategic planning process and on the tables are described below.

Measures: a unit specific term that is direct and accurate (e.g., clients, services)

Key Performance Indicator: relationship of two variables to measure attributes of a strategy in comparison to an established numerical target

Metric: quantified measurement used to track and assess performance using a figure that provides an easily understood sign of performance

Index: Result that is determined for a given indicator at a given moment

Target: The quality or quantity of the desired results and the speed or intensity of effort that DHHS must achieve.

Racial and Health Equity

	Measure	Key Performance Indicator	Index		Target by 2025
			6/2020	6/2021	
Leadership, Diversity & Inclusion Commitment	Leadership visibly supports diversity and inclusion with their actions and not just words	# of staff who agree/ total number of responses	58%	N/A	65%
Vendor Leadership Diversity	Vendor Leadership Race/Ethnicity	# of BIPOC* vendor leaders/total number of vendors leaders	28%	42%	40%
Resource Allocation Diversity	Contracted Funds Awarded	# of dollars allocated to BIPOC*-led agencies/total # of dollars allocated	--	25.67%	40%

DEPARTMENT OF HEALTH & HUMAN SERVICES (800)

Department: **Department of Health & Human Services**

AGENCY NO. **800**

FUND: **General — 10001**

Organizational/Talent Development

	Measure	Key Performance Indicator	Index		Target by 2025
			6/2020	6/2021	
Employee Loyalty	Staff recommendation of agency to others as a great place to work	# of staff who agree / total number of responses	56%	N/A	65%
Workforce Diversity	Race/Ethnicity Representation of Staff	# of BIPOC staff / total number of staff	55%	50.4%	65%
Workforce Diversity	Race/Ethnicity Representation of Leadership (e.g., director, manager supervisor)	# of BIPOC leaders) / # of leaders	32%	40.4%	40%

Population Health/System Change

	Measure	Key Performance Indicator	Index		Target by 2025
			6/2020	6/2021	
Housing	Milwaukee County Homelessness	# of Milwaukee County residents experiencing homelessness / total number of Milwaukee Co. residents	970	832	600

*Black, Indigenous, and People of Color (BIPOC).

The Director's Office and Management Services provide administrative guidance, accounting support, and contract oversight to all DHHS program areas. This area was previously responsible for managing the Wisconsin Home Energy Assistance Program (WHEAP) which is now overseen by Housing Services.

Strategic Implementation:

American Rescue Plan Act (ARPA)

In 2021, Milwaukee County received \$183 million in direct federal ARPA aid. During 2021 and 2022, DHHS received approval for millions of dollars from this allocation as well as from the State of Wisconsin's ARPA allocation. So far, DHHS has utilized these funds to support the Right to Counsel Program, expansion of senior meals, vaccine outreach, enhanced Adult Protective Services, and mental health initiatives designed to address the root causes of violence, substance abuse and other mental health issues as well as neighborhood redevelopment around the Marcia P. Coggs Human Services Center.

While the 2023 DHHS Budget does not reflect the expense and revenue associated with these new initiatives because a separate fund has been established for the ARPA budget, this programming is worth noting in this narrative as it will be implemented throughout 2023 and serve to enhance services for our customers.

In the areas of youth justice and behavioral health, pandemic challenges have contributed to both a dramatic increase in acute cases, severity of charges for justice involved youth, families in crisis, and strains on staff. DHHS's requested ARPA funds address the urgent need to build staff and programming capacity in both service areas, reduce detention numbers, and minimize the budget impact due to the rising cost of state placements.

DEPARTMENT OF HEALTH & HUMAN SERVICES (800)

Department: **Department of Health & Human Services**

AGENCY NO. **800**

FUND: **General — 10001**

DHHS ARPA Youth Justice projects address the following needs:

- Social isolation and other harmful effects of the COVID-19 pandemic, particularly African American girls who are disproportionately at risk, adjudicated, and placed out of home in the Milwaukee County youth justice system
- Leverage matching funds and other philanthropic dollars for youth justice programming that would otherwise be cut due to budget constraints
- Capacity building for providers to expand the DHHS contractor network and provide crisis resources for families
- ARPA funding will provide critical resources to expedite implementation of the developing post dispositional program and Champions Make Change (CMC) program (MCAP)
- Expand programming for youth in both secure care and the community including dedicated Credible Messengers, additional GPS devices and reduce the amount of time young people are sitting in detention waiting for services and improve outcomes for committed youth

DHHS ARPA Housing Services and Behavioral Health Projects address the following needs:

- Expand training to system partners and stakeholders in communities most in need of prevention and intervention for crises and referrals
- Expand DHHS capacity to retain diverse staff and collaborative healing initiatives
- Promote community awareness of services and recruitment of diverse candidates
- Provide DHHS-BHS open positions with sign-on bonus - target outreach to black and brown communities to fill vacancies
- Community crisis/mental health emergency planning and infrastructure development
- Fund additional community crisis beds to assist with non-police responses to crisis calls. Funding would be used to fund the emergency beds/housing options as well as crisis response staff
- The Housing component of the Trauma Response Crisis project would provide \$2 million for the development of crisis beds in the community for those who are experiencing various forms of trauma or going through a mental health crisis.
- Locate and rehabilitate a facility to house these crisis beds in partnership with a private real estate developer.
- Behavioral Health Services would assist with building the staffing plan at the facility as well as bringing potential revenue to cover mental health and substance abuse services on site and coordinate care with the private healthcare systems.
- Establishment of a Housing Services Homeless Outreach Team to respond to individuals who are actively engaged in a mental health crisis and provide immediate shelter
- Expenses related to housing acquisition and rehabilitation

To support the additional administrative workload associated with these initiatives, three positions - Contract Services Coordinator, Quality Assurance Coordinator and Senior Accountant - were created mid-year 2022. These positions are included in the 2023 Budget as unfunded and the costs will be charged to a new fund established for ARPA-related projects.

Veteran's Services

DHHS strives to serve all veterans and their families, with dignity and compassion, by providing prompt and courteous assistance in the preparation and submission of claims for benefits for which they may be eligible and to serve as their principal advocate on veterans' related issues. Services to Milwaukee County veterans and their families are provided under DHHS within Management Services. 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 can more easily access energy assistance, housing, and other needed services. |

DEPARTMENT OF HEALTH & HUMAN SERVICES (800)

 Department: **Department of Health & Human Services**

 AGENCY NO. **800**

 FUND: **General — 10001**
Strategic Program Area 2: Children, Youth and Family Services

 Service Provision: **Mandated/Committed**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$50,621,048	\$54,178,140	\$80,598,425	\$ 103,390,317	\$22,791,892
Revenues	\$41,678,003	\$42,029,535	\$63,132,586	\$ 83,626,502	\$20,493,916
Tax Levy	\$8,943,045	\$12,148,605	\$17,465,839	\$19,763,815	\$2,297,976
FTE Positions	192.5	193.5	217.5	225.0	7.5

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Average Monthly CLTS Clients Waiver & COP	1,251	1,525	2,000	2,900
# of Birth to 3 Screenings Completed	2,744	3,310	4,300	4,900
Number of New Youth Justice Referrals	1,009	1,552	1,100	1,500
Number of Youth Served in the Detention Alternative Programs	693	1,236	800	1,200
Number of Youth Served in Alternative to DOC Program	83	102	85	135
Number of Youth Served in Type II RCC as DOC Alternative	34	25	40	20
Number of Admissions to Youth Detention Center	666	897	1,100	1,100
Number of Youth Committed to the Wisconsin Department of Corrections (DOC)	41	31	20	27
Average Daily Population for Juvenile Correctional Institution (DOC)	32	23	17	30

DEPARTMENT OF HEALTH & HUMAN SERVICES (800)

Department: **Department of Health & Human Services**

AGENCY NO. **800**

FUND: **General — 10001**

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Percent of Eligible Children Served by Birth-to-3 Primarily Receiving Services in Natural Environments	100%	100%	100%	100%
Percent of Eligible Children Served by Birth-to-3 Functioning within Age Expectations for Knowledge and Skills at Program Exit	22.2%	21.2%	45%	45%
Completion of Detention Alternative Programs	65.3%	60%	70%	70%
Completion of DOC Alternative Program	72.5%	74%	70%	75%
Average Rate of Detention (per 100,000)	51.2	75.3	55	75
Youth Satisfaction with their Human Services Worker	95%	93%	90%	90%
Family Satisfaction with their Human Services Worker	96%	94%	90%	90%
Recidivism for Youth on their First Supervision & One Year after the Date of their Court	24%	Not Available	20%	20%

Strategic Overview:

Building on a Children's Integrated System of Care: "One Family, One Plan."

Children and families have a different set of needs than single adults. To address these unique needs, DHHS is developing a centralized children's area to provide a seamless experience for children, youth, caregivers, and families who are served in the department. Children and their families will have support to flourish, actively participate in their community, and experience life in an inclusive and productive manner. The Children, Youth and Family Services (CYFS) includes care, services, programs, and interventions that are targeted to children and young adults, age range 0-23.

The vision for the initiative is as follows: "We will create a centralized way for children and families to get help no matter what the need or disability."

Guiding Principles for Children's integration:

- Easier access to care that is appropriate and acceptable to children and their families (e.g. simplifying enrollment processes, common language and communication methods, data system to facilitate information exchange, etc.)
- Reduced recidivism and desistence of youth who have touchpoints in the youth justice system (e.g. better connections between involuntary placements and voluntary services)
- Better coordination of care between DHHS and other systems that influence care and outcomes (e.g. Housing, State Child Protective Services and Department of Health Services, courts, schools, employment, etc.)
- Earlier care for children and families who have complex needs; more emphasis on prevention and early intervention, as opposed to crisis and corrections
- Better transitions to care that meets needs in the short-term (i.e. referrals between programs and providers) and long-term (i.e. back to the community after detention, from children's care to adult services, etc.)
- Foster strengthened relationships to meet the needs of the whole family; partnering with families and other support persons of children throughout the care journey
- Promote Milwaukee County's vision on advancing racial equity, in addition to honoring the cultures of those who access services by ensuring practices and policies are culturally congruent

DEPARTMENT OF HEALTH & HUMAN SERVICES (800)

Department: **Department of Health & Human Services**

AGENCY NO. **800**

FUND: **General — 10001**

Children, Youth & Family Services (CYFS) consists of:

- **Administration:** Provides leadership and administrative oversight, clerical support, grant coordination, and quality control, assurance, and improvement to all CYFS areas of operations.
- **Community Based Programming:** Development and oversight of all services and programs intended to prevent youth from coming into the youth justice system, divert youth from court involvement and further youth justice involvement, detention, and the State Department of Corrections (DOC), affording youth the opportunity to become positively involved in their communities.
- **Youth Detention Center:** The Youth Detention Center, located at the Vel R. Phillips Youth and Family Justice Center, is licensed for 127 beds and serves youth who are pre-disposition and post disposition.

Strategic Implementation:

Transforming Milwaukee County's youth justice system continues and CYFS has assumed a pivotal role in redefining 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. However, efforts to establish local Secure Residential Care Centers for Children and Youth (SRCCCY) have stalled. As a result, CYFS has focused intensely on services and strategies aimed at drastically reducing the number of youth committed to the state youth correctional institutions. Through these efforts, CYFS 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.

CYFS has implemented a case management system built specifically for Milwaukee County youth justice that supports and advances racial equity within the community and service area. CYFS engages its contracted and community partners, along with Racial Equity Ambassadors, in various projects and supportive services within the service area. Further, CYFS 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 participation in community events, the "We Care Crew," Credible Messengers, and other initiatives.

\$277,092 of ARPA funding is included in the 2023 DHHS Budget to provide continued support for a Correction Officer reallocation of \$3.00 per hour that was approved in File 22-821. The 2022 Budget included \$404,056 of ARPA funding for Correctional Officer pay. The variance between the 2022 and 2023 ARPA allocation reflects a transition in costs to tax levy as part of a phase approach to reduce reliance on ARPA for the cost of the Correction Officer reallocation. Consistent with an amendment that was approved in File 21-941, the \$3.00 per hour pay increase for Correction Officers will be claimed to ARPA in 2023 only if no other surplus funds are projected to be available (e.g. sales tax or other increasing revenue projections, etc) to cover a portion or all of the 2023 Budget allocation. Milwaukee County remains committed to utilizing ARPA funds for one-time expenditures.

Effective pay period 10, beginning April 30, 2023, Correctional Officer pay grades shall be reallocated to provide a \$1.50 per hour increase for each step in the respective range. The affected classifications shall be the same as those in File No. 22-821, in which the County Board reallocated Correctional Officer pay grades in response to significant difficulties in attracting and retaining these critical positions. These affected positions will also receive any general increases scheduled in 2023. An appropriation of \$1,550,273 is included in Org. 194-1972 Central Salary Adjustment for the cost to reallocate the affected pay grades. The Office of Strategy, Budget and Performance shall submit an appropriation transfer for approval in 2023 to move the funds to the affected departments.

Department of Corrections Charges & Youth Aids Revenue

Based on the trend in the placements of youth to the Department of Corrections, the budget assumes an Average Daily Population (ADP) of 35 youth which reflects an increase of 18 youth compared to the 2022 Budget. As shown in the chart below, the 2023 Budget increases by \$7.7 million to account for this change. The budget also assumes a Juvenile Correctional Institution (JCI) rate of \$1,178 in effect through June 30, 2023 and any change won't be known until the State Legislature adopts its SFY2023-2025 Budget. Based on the current rate, it costs counties about \$430,000 per year for each young person placed at Lincoln Hills, Copper Lake and Mendota Juvenile Treatment Center (MJTC).

DEPARTMENT OF HEALTH & HUMAN SERVICES (800)

Department: **Department of Health & Human Services**

AGENCY NO. **800**

FUND: **General — 10001**

Youth Aids revenue is calculated based on a variety of factors but primarily considers corrections-based metrics such as the number of JCI placements over the most recent three-year period (2019-2021) compared to the statewide total. The county's proportion of placements, which had been steadily declining over the past three years, factored into the estimated 2023 contract resulting in a reduction of \$600,000 in Youth Aids revenue.

	2021 Actual	2022 Budget	2023 Budget	Variance 2023B/2022B
DOC Charges	\$7,205,108	\$7,235,030	\$14,999,100	\$7,764,070
ADP	23	17	35	18
	2021 Actual	2022 Budget	2023 Budget	Variance 2023B/2022B
Youth Aids Revenue				
Base Allocation	\$35,017,863	\$35,473,720	\$34,869,794	(\$603,926)
AODA Funding - DCF	\$447,692	\$447,692	\$447,692	0
AODA Juvenile Justice - DHS	\$45,000	\$45,000	\$45,000	0
Total Contract	\$35,510,555	\$35,966,412	\$35,362,486	(\$603,926)

The State Department of Children and Families distributes Community Intervention Program (CIP) grant revenue to counties based on a statutory formula with no required match. For the 2023 State Fiscal Year (SFY), CYFS was awarded \$1,107,202 which is included in the 2023 Budget and is consistent with the amount awarded in 2022 to support the Targeted Monitoring Program administered under separate provider contracts.

Efforts to Mitigate Detention Center Census

Along with an increased number of youth being ordered to State corrections, the number of youth within the Detention Center at the Vel Phillips Youth and Family Justice Center is also growing. Since September 2021, the census in the detention center has been gradually rising and averaged 131 youth in the first six months of 2022 compared to 89 over the last 10 years.

In response to this issue, the budget includes additional funding of \$257,000 for food and medical care as well as \$1.5 million in additional service supports. The service supports include: 1) 15 additional Level II program slots to provide increased intensive in-home monitoring services to youth and their families to support parental home supervision 2) additional post dispositional program (former MCAP) Advocates who will work with youth to support the transition of youth from the secure portion of programming back to the community 3) additional funding to support increased costs for contracted shelter care for up to five girls and 15 boys to avoid service disruption and 4) contracted placements with Racine County to be used only as a last resort option to manage the census of youth in detention. To the extent contracted placements with Racine County are necessary to safely manage the youth census at the Detention Center at the Vel R. Phillips Youth and Family Justice Center, the Department is authorized to enter into an agreement similar to the request made in File No. 22-971 for a term not to exceed December 31, 2023 without further County Board approval.

Community-Based Alternative Programming

CYFS 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. Youth transitioning from Department of Corrections (Lincoln Hills, Copper Lake Schools and Mendota) and their families are also able to engage in all of the services and programs available to help maximize opportunities for success and integration into the community.

DEPARTMENT OF HEALTH & HUMAN SERVICES (800)

Department: **Department of Health & Human Services**

AGENCY NO. **800**

FUND: **General — 10001**

Credible Messengers and Milwaukee County Accountability Program (MCAP)

The CYFS is committed to expanding the investment into the Cream City Credible Messengers Program with an appropriation of \$1,779,858 for advocacy, mentoring, emotional first aid, community engagement and violence mediation for youth justice system-involved youth in 2023. This amount represents an approximate \$500,000 increase compared to 2022. A portion of the funding is being provided through a three-year Office of Juvenile Justice & Delinquency Prevention (OJJDP) grant awarded to DHHS as well as American Rescue Plan Act (ARPA) funding. The pilot program has also been evaluated and has shown promising results as it targets justice involved youth, as well as a preventative program for youth in the community.

In addition, the CYFS is in the process of redesigning the current Milwaukee County Accountability Program (MCAP) to the Champions Make Change (CMC) Program, which focuses on providing robust education, a safe and secure living and learning environment and positive youth development model. This model focuses on adolescent brain development and the impact of trauma on the physical, cognitive, relational, and emotional well-being of youth. The five pillars are targeted skill development, a commitment to healing, positive youth growth, community restoration and family engagement to promote reentry into the community. As part of the community continuum of care, transitional planning occurs at the time of placement in the program and can include a step-down placement or return home, as well as working with a Credible Messenger and other individualized services.

Bakari Residential Care Center (RCC) Program

The CYFS operates the Bakari Residential Care Center (RCC) through a contract with the Wisconsin Community Services (WCS) and in partnership with the Behavioral Health Services Wraparound Milwaukee. Due to the significant increased cost for youth correctional placements, funding is no longer available to operate the Bakari Program. Effective December 31, 2022, the CYFS will end its purchase of service contract with WCS and other partners that support the program.

The program is operated in leased space owned by the Bishop's Creek Community Development Corporation. This lease will be terminated with Milwaukee County effective within 180 days of the 2023 Adopted Budget. This change results in savings of about \$2 million. DHHS is working with WCS to determine if they are interested and able to take over the lease and operational costs of the program and in which DHHS will be one of multiple referral sources to the program. If the program is to close, youth in the program will be at or near program completion and will transition home. If a youth needs additional out of home placement, they will be transitioned to another program as ordered by the Courts.

Community-Based Service Changes

Given the significant financial impact of the increased ADP compared to the budget, CYFS identified a number of contracts for reduction or elimination to meet its budget target. Major contract changes are identified below for a total savings of about \$2.0 million. The impact is a reduction in the number of youths that can be served in the community-based programs, as well as reducing the types of services available through DHHS. Every youth on an order of supervision also has an individualized growth focused case plan in which services and programs are utilized to ensure youth can meet their court ordered conditions, as well as their goals to achieve their ideal self.

DEPARTMENT OF HEALTH & HUMAN SERVICES (800)

Department: **Department of Health & Human Services**

AGENCY NO. **800**

FUND: **General — 10001**

Targeted Monitoring	(\$466,655)
Education Treatment Program	(\$366,800)
Restorative Justice**	(\$300,000)
Participatory Budgeting**	(\$200,000)
Intensive Monitoring Program (IMP) Aftercare	(\$136,290)
Prevention and Aftercare**	(\$195,000)
Alternative Sanctions	(\$147,000)
Youth Employment	(\$150,000)
Total	(\$1,962,359)

**Contract eliminated

A DYFS Programming Task Force is created to provide advisory recommendations on ways to replace the loss of the contracts noted above with meaningful programming for youth in our care. The Task Force shall meet not less than four times a year, and report to the Committee on Health Equity, Human Needs and Strategic Planning not less than twice a year. The Task Force shall have no less than seven members and be comprised of youth currently in our care at the Detention Center at the Vel. R. Philips Youth and Family Justice Center. Former persons in our care who are now adults are also eligible to participate. The Director, Department of Health and Human Services shall appoint members to the Task Force as needed to provide a group of diverse voices and experiences to review and recommended youth programming. A staff member from DHHS-DYFS shall participate in the Task Force and assist in its operation. DYFS shall explore the ability to provide non-county members of the Task Force a meaningful stipend for their participation.

Wraparound Crosscharge

CYFS receives a crosscharge from BHS for youth enrolled in Wraparound Milwaukee. This crosscharge of \$4.6 million is being eliminated for 2023 to provide savings to CYFS. This change does not have an impact on service delivery or the availability of services for CYFS youth enrolled in Wraparound.

Children's Services

As of January 1, 2022, all services to children with disabilities and their families are now being provided in CYFS. This includes the Birth To 3, Children's Long Term Support Waiver and Children's Community Options Programs. These programs provide architectural modifications to homes, 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 individualized needs of children and their families to create a pathway of independence for the youth.

The CYFS 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 service area 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

CLTS serves children, from ages birth to under 22 years, who are Medicaid eligible and in need of care that is typically provided in an institutional setting. These services allow children to remain in their homes and/or communities. Eligible children include those with a developmental disability, mental health disability, and/or physical disability. DHHS utilizes CLTS funding to deliver critical services to this target population using vendor partners and dedicated county staff. Some examples of services authorized include respite, counseling and therapy, personal support (bathing, dressing, eating, etc.), home modification, vehicle modification, and electronic equipment purchase.

DEPARTMENT OF HEALTH & HUMAN SERVICES (800)

Department: **Department of Health & Human Services**

AGENCY NO. **800**

FUND: **General — 10001**

For the past three years, DHHS has been working in collaboration with the State to increase the number of children participating in the CLTS Program. As a result, CLTS has experienced steep growth in its program enrollment which is on pace to hit 2,900 in 2023 and reflects a 45% increase in the number of kids who will receive services. The State estimates that approximately 12,000 to 14,000 Milwaukee County children are potentially eligible for CLTS so growth in the program is expected to continue into the future.

As a result of the increased enrollment, the budget reflects additional service expenses and offsetting revenue of \$20 million for a total budget of \$32.4 million.

Along with the increased number of children enrolled in CLTS; there has been an increase of dually enrolled children and youth in Comprehensive Community Services and CLTS in 2021. In 2022, the program averaged about 15 dually enrolled CCS/CLTS case a month and will continue to increase into 2023.

To support the increase in enrollment, three new position creates (1 Human Service Worker, 1 Disabilities Services Coordinator and 1 Financial Analyst) were approved by the County Board during mid-year 2022. An additional three positions are included in the 2023 Budget resulting in salary and social security costs as shown below. The cost for all of these positions is fully offset by \$500,000 in additional administrative funding.

- Create 2.0 FTE Human Service Worker
- Create 1.0 FTE Assistant Financial Analyst

DEPARTMENT OF HEALTH & HUMAN SERVICES (800)

Department: **Department of Health & Human Services**

AGENCY NO. **800**

FUND: **General — 10001**

Strategic Program Area 3: Aging and Disabilities Services

Service Provision: **Mandated/Committed**

How We Do It: Program Budget Summary					
Category	2020* Actual	2021* Actual	2022* Budget	2023 Budget	2023/2022 Variance*
Expenditures	\$48,365,078	\$56,386,193	\$33,005,864	\$31,470,918	(\$1,534,946)
Revenues	\$46,322,874	\$53,515,174	\$26,376,308	\$24,392,239	(\$1,984,069)
Tax Levy	\$2,042,204	\$2,871,019	\$6,629,556	\$7,078,679	\$449,123
FTE Positions	81.0	144.0	125.0	129.0	4.0

* The figures on this chart reflect the budgets of the former Division on Aging and Disabilities Services Division (DSD) as well as Adult Protective Services (APS), Office for Persons with Disabilities, Interim Disability Assistance Program and General Assistance Burials Program.

What We Do With It: Activity Data					
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target	
Aging & Disability Resource Center (ADRC)					
# of Incoming Calls for Information and Assistance (ARC and DRC)	55,479	58,265	65,000	70,000	
Number of people reached through Dementia-related training	996	1,523	1,000	1,250	
Number of individuals reached through one-on-one outreach (ARC)	3,917	5,304	2,500	3,000	
Number of people reached through community outreach (ARC)	15,619	11,263	14,500	14,500	
# of Options Counseling Referrals (ARC and DRC)	7,738	6,630	8,000*	8,000	
# of Publicly Funded Long-term Care Enrollments Completed (ARC and DRC)	4,209	3,791	4,500*	4,500	
Nutrition Programs and Services					
New home-delivered meal applications	1,269	1,089	700	850	
Number of congregate meal sites	26	26	30	28	
Meals served at meal sites	359,306	12,170	225,000	200,000	
Pick-up Meals at Congregate Sites	Carry out meals were not available	291,281	207,516	Carry out meals will not be available	
Number of home-delivered meals	342,776	434,823	350,000	308,000	
Number of volunteer hours reported	10,834	14,121	20,000	15,000	

DEPARTMENT OF HEALTH & HUMAN SERVICES (800)

 Department: **Department of Health & Human Services**

 AGENCY NO. **800**

 FUND: **General — 10001**

What We Do With It: Activity Data (contd).				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
County-Owned Senior Centers				
Members served	5,288	5,728	4,875	6,000
Exercise	16,905	26,130	21,900	22,000
Arts/ crafts	10,669	6,868	14,900	8,000
Special events	21,988	2,596	48,000	4,000
Education	2,786	1,696	6,500	2,000
Computer Training	1,386	2,602	4,800	3,000
Wellness checks (phone-calls)	21,739	31,240	7,200	20,000
Older Americans Act Services				
Legal assistance: consultation hours	3,890	716	7,500	TBA
Legal assistance: seniors served	839	190	1,300	TBA
Transit/van rides provided to seniors	90,000	41,834	96,000	75,000
Evidence-Based Prevention Program Participants (EBPP)	70	283	750	500
# of People Trained in EBPP	3	20	37	30
Number of telephone reassurance calls	12,728	9,925	10,000	10,000
Aging and Disabilities Services				
# of Adults & Children Served Under Non-Family Care Purchase Contracts	50	192*	200	260
# of GO Pass Walk-ins	350**	614**	3,000	1,900
% GO Pass Referrals Eligible	90%	90%	90%	90%
Adult Protective Services - # of Cases	2,189	5,799	4,000	6,500
Participants in Supervised Living Options Program Maintaining Independence in Community Living	90%	90%	Contract Phase Out for 2022	N/A
# of New IDAP Cases	29	32	60	60

*Outreach has been heavily affected by COVID and 2023 numbers are conservative given the uncertainty around the ability to schedule large scale events.

* Some facilities in OPD were closed 1/3 of the year due to COVID 19.

**The GO Pass Clinic was closed from March 16-June 2020 and from January 1- July 29, 2021. At that time, referrals were taken by phone only. Total referrals taken by phone was 1,200 in 2020 and 894 in 2021.

DEPARTMENT OF HEALTH & HUMAN SERVICES (800)

Department: **Department of Health & Human Services**

AGENCY NO. **800**

FUND: **General — 10001**

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Nutrition Programs and Services				
Cost per meal	\$8.69	\$8.98	\$9.00	\$9.45
Percentage of congregate diners reporting	n/a	96%	95%	95%
County-Owned Senior Centers				
Clinton Rose Senior Center – Customer Satisfaction Survey	NA	98%	95%	95%
Kelly Senior Center – Customer Satisfaction Survey	NA	93.5%	95%	95%
McGovern Senior Center – Customer Satisfaction Survey	NA	95.25%	95%	95%
Washington Senior Center – Customer Satisfaction Survey	NA	98.5%	95%	95%
Wilson Senior Center – Customer Satisfaction Survey	NA	92.5%	95%	95%
Older Americans Act Services				
Percentage of contracted vendors that meet Civil Rights Compliance requirements	NA	96%	100%	100%
Percentage of Evidence-Based Prevention Program (EBPP) participants who rate a class as “Excellent” or “Very Good”	93%	96%	93%	94%
Percentage of customers served who are people of color	42%	52%	50%	55%

NOTE: Customer satisfaction surveys were not conducted in 2020 due to COVID-19 and the closure of the five senior centers.

Strategic Overview:

Our primary goal is to serve people across the lifespan with care that they deem as acceptable which promotes the dignity of individuals regardless of race, gender, age, socio-economic status, etc. Aging and Disabilities Services includes services for persons with differing abilities and older adults Programs are operated under one umbrella and primarily include Adult Protective Services, recreation for persons with disabilities, a combined Aging and Disability Resource Center (ADRC), caregiver support, transportation services, senior center operations, case management, respite, and employment services. These services enable people of all ages and abilities to live in the community as independently as possible and avoid expensive institutional placements.

For persons with differing abilities and older adults, DHHS strives to protect the safety and meet needs while promoting independence and inclusion.

The department also serves as the Area Agency on Aging (AAA) and in that capacity is charged with implementing the Older Americans Act (OAA) programs, information and assistance, and advocacy in Milwaukee County by affirming the dignity and value of older adults in Milwaukee County and supporting their choices for living in and giving to our community.

Integration has resulted in:

- better care and outcomes for persons with disabilities, people 60+ AND the communities in which they live
- enhanced partnerships with system and community leaders
- increased efficiency in how Milwaukee County resources are used
- increased understanding of, and collaboration between, DHHS services and programs
- improved ability to recruit and retain highly-skilled staff

DEPARTMENT OF HEALTH & HUMAN SERVICES (800)

Department: **Department of Health & Human Services**

AGENCY NO. **800**

FUND: **General — 10001**

Guiding Principles for Adult Integration:

- Simplify access to care that is acceptable to adults through processes which are clear and understandable, including, but not limited to, use of plain language, developmentally appropriate approaches, translation, and interpretation when appropriate and/or requested
- Champion dignity by respecting individual's views, choices, and decisions, not making assumptions about how people want to be treated, honoring their experiences, working with compassion, and adjusting interactions to accommodate needs, expectations, and abilities
- Advance practices that enhance well-being using a holistic approach for adults who access care, their families, caregivers, peer specialists, and other support person(s) as well as employees, providers, and the community (e.g., physical, mental/ emotional, spiritual, financial, intellectual, environmental, social, and vocational wellness)
- Prioritize people-centered processes over system efficiencies to ensure that decisions related to policies, practices, and budget result in improved health outcomes and address disparities and inequities (e.g., people first over money)
- Engage in collective advocacy to define problems and solutions which ensure rights (e.g. older adults, people with disabilities, those who live with chronic and severe mental illness, individuals who experience mental and behavioral health challenges, individuals who are incarcerated or with previous incarceration history, etc.) are upheld, sufficient resources across Milwaukee County are allocated, regulations align with best practices, contractors provide appropriate treatment, and continuity of care is ensured
- Foster strengthened relationships to meet the needs of the adult through better coordination of care between DHHS, other systems and community partners who influence care and outcomes. This also includes partnering with the adult, their families, caregivers, peer specialists and other support person(s) throughout the care journey
- Promote Milwaukee County's vision on advancing racial equity, in addition to honoring the cultures of those who access services by ensuring practices and policies are culturally congruent
- Encourage best practices which keep adults engaged, assist them to gain life skills which help them thrive, improve their quality of life, and live within the community

Strategic Implementation:

Aging and Disability Resource Center

An ADRC provides information and assistance, options counseling, service access and prevention, benefits counseling, and Long-Term Care entitlement benefits eligibility and enrollment. The resource center connects individuals to community services so that they can live independently in the community. The Elder and Disability Benefits Specialists within the ADRC assist individuals in gaining access to programs like Supplemental Security Income (SSI), Social Security Disability Insurance (SSDI), Medicaid, and FoodShare.

The Disability Benefits Specialists assist customers, ages 18 to 59, with physical, developmental, mental health, and/or AODA disabilities in identifying available program and service options and determining potential eligibility. DBS staff not

only help people apply for SSDI and SSI but also assist with appealing denials up to the hearing level. Typically, if a customer is denied at the second level, they are referred to a private attorney. The Benefit Specialist also can assist with issues such as continuing disability reviews, overpayments, Medicare Savings Programs, Badger Care, Food Share, Medicare Part D, as well as associated paperwork customers may receive from Social Security.

Upon case closure, the DBS calculates monetary impact as appropriate for the benefits for which a customer was approved. Monetary impact is recorded at time of case closure and represents the estimated value of any benefits that

a Benefit Specialist helped a customer to obtain or preserve. Monetary impact for the Milwaukee County DBS team since January 2021 to July 2022 totals \$1,989,985.

DEPARTMENT OF HEALTH & HUMAN SERVICES (800)Department: **Department of Health & Human Services**AGENCY NO. **800**FUND: **General — 10001**

During mid-year 2022, one ADRC Professional – Information and Assistance (I&A) was created to respond to increased calls to the ADRC. In 2020, the ADRC received 55,000 calls and 58,257 calls in 2021. Callers reach out to the ADRC seeking a variety of information from transportation, financial assistance, assisted living and many other needs.

Beyond the ADRC Professional I&A, the 2023 budget also includes two new ADRC Professionals and position changes to both improve customer service and create opportunities for advancement for employees. The following position actions reflect salary and social security and result in a net increase of two new positions in the ADRC.

Position Changes:

- Create 2.0 FTE ADRC Professionals
- Create 1.0 FTE ADRC Advanced Professional
- Abolish 1.0 FTE Human Service Worker
- Create 1.0 FTE ADRC Advanced Professional
- Abolish 1.0 FTE Resource Center Manager

Adult Services**GO Pass**

The administration of the Growing Opportunities (GO) Pass Program is part of the Adult Services Administration. Through the assessment conducted for GO Pass, staff can identify additional benefits that individuals may qualify for even if they are no longer eligible for GO Pass.

Adult Protective Services

Aging and Disabilities Services is the statutory agency responsible for providing an “Adult-At-Risk” program which investigates allegations of abuse, neglect, self-neglect, and financial exploitation for 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. In the 2021 Budget, these units were combined, and a centralized intake process was established to connect people to additional resources such as legal support, other county programs and community-based services more quickly.

The caseload for this area has increased at an unprecedented rate due to APS services being promoted in the community and the impact of the COVID-19 pandemic on customers who were once isolated. APS has received a 48% increase in financial exploitation cases of older adults ages 60 and over and self-neglect case have increased by 25% for individuals with disabilities and adults over the age of 60.

Office for Persons with Disabilities

The Office for Persons with Disabilities (OPD) was previously part of the Department of Administrative Services (DAS) and is now transitioned to the Department of Health and Human Services (DHHS) Aging and Disabilities Services in further alignment with the county’s No Wrong Door vision. The longtime work of OPD has been to focus resources on assuring that people with disabilities share equally in programs, services and facilities of the County. This work is consistent with both the individual and collective health strategies of DHHS.

OPD will continue to oversee the contracted programming for adult recreation and children’s summer camps at both the Wil-O-Way Grant and Wil-O-Way Underwood county facility sites as well as provide transportation from all areas of Milwaukee County to ensure inclusion and access to the summer camp programs. It will also continue to coordinate space rental for these locations including the use of the space by two providers that offer adult respite services. The Director of OPD will continue to serve as the County ADA Coordinator and will work closely with the Disabilities Commission in promoting accessibility and compliance with requirements across the County.

A new Recreation Services Coordinator is created in the 2023 Budget to enhance this recreational programming for both people with disabilities and older adults. The position will be responsible for organizing, promoting, and overseeing educational and recreational programs and activities for youth, adults and senior citizens at community and senior centers. The position will assist the five Senior Centers with coordination of activities such as recreational activities, resource fairs, educational programing, and intergenerational programming. This position will bridge the gap of inclusion

DEPARTMENT OF HEALTH & HUMAN SERVICES (800)

Department: **Department of Health & Human Services**

AGENCY NO. **800**

FUND: **General — 10001**

to create opportunities to partner more with all Milwaukee County departments and promote the use of the Senior Centers at nights and on the weekends.

- Create 1.0 ADS Recreation Services Coordinator

OPD is transitioning from utilizing an outside temporary service contract to manage its rental parties to the use of county hourly employees to increase the hourly wage of rental managers while reducing administrative costs. This results in the addition Facility Attendants funding.

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

Aging Unit Services

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 Aging Unit coordinates aging services for individuals 60 and older. The Aging Unit Director reports to the Aging and Disabilities Services Administrator and works directly with the Commission on Aging and its subcommittees to coordinate aging services throughout the County.

The Aging Unit 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 supports include caregiver support, neighborhood outreach, socialization programs, telephone reassurance services, transportation services, and late-life counseling. The Aging Unit coordinates advocacy services through legal assistance programs as well as through staff coordination of activities conducted by the Commission on Aging and its Advocacy Committee.

Revenues reflect a net increase of \$184,250 related to American Rescue Plan Act funding specific to Older American's Act funding streams. This new funding will continue to support meal programming as well as new programming identified below. An additional \$255,560 in tax levy funding is shifted into the Aging programming area to support additional administrative and interdepartmental charges.

The federal American Rescue Plan Act (ARPA) funds allocated under Title III of the Older Americans Act provide unprecedented opportunities to expand or enhance services for older adults. These funds also contain various match requirements that Milwaukee County will have to address in order for the funds to be expended. Milwaukee County has traditionally provided levy or basic county allocation (BCA) to support match requirements for most OAA funded programs, although DHHS is seeking County contingency fund support this year due an anticipated shortage of available match from various service providers.

The Milwaukee County 2022-2024 Area Plan provides the blueprint for Area Agency on Aging (AAA) work. In addition to state and federal directives, the next three-year Area Plan includes broad goals focused on health equity,

communication and collaboration, and wellness that are designed to improve the lives of older adults and move Milwaukee County closer to achieving its strategic vision. Some of the focus areas in 2023 include:

- Continuing to refine the service delivery network through a racial equity lens to ensure that the most underserved communities are receiving the services they need and that movement is made toward creating the conditions for healthier aging among discrete racial minority populations.

DEPARTMENT OF HEALTH & HUMAN SERVICES (800)Department: **Department of Health & Human Services**AGENCY NO. **800**FUND: **General — 10001**

- Expanding advocacy opportunities and initiatives through the Commission on Aging's Advocacy Committee, Senior Leadership Program, the Wisconsin Aging Advocacy Network, and collaboration with other aging and disability advocacy groups that advance the interests of older residents.
- Creating a first-ever Caregiver Coordinator position that will increase the County's capacity to provide high quality caregiver supports to residents in concert with DHHS's No Wrong Door service delivery initiative, provide an expert on caregiving policy and resources, and increase access for residents in communities of color to receive timely and needed caregiver support, improving racial and health equity, in alignment with the County's strategic mission.
- Expanding options within the Division's Evidence-Based Prevention Programs to address health disparities in underserved populations.
- Building upon service enhancements that were made in 2022, the Aging Unit will continue to explore additional transportation destinations that can be added to its Older Adult Transportation Service (OATS) portfolio so that older adults can connect to health services and social amenities that reduce isolation and enhance their quality of life.
- 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. Through the award-winning Dine Out Program, nutrition staff 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 more seniors who live in underserved neighborhoods. Currently, about 40 percent of the meals served through the congregate dining program are provided to people of color. The Dine Out Program added new diners to the senior dining program, and more than half of these new diners are people of color. In 2023, nutrition staff and partners will continue and expand efforts to reach more diners through targeted outreach, marketing, and advertising efforts that are funded by ARPA Older Americans Act dollars.
- The County-owned senior centers will remain open five days per week in 2023. Face-to-face and virtual programming activities will be offered. Each center's advisory council will help direct and evaluate social programming activities to ensure that a full range of social and recreational activities are available.
- In collaboration with the Commission on Aging Senior Center Select Committee and many other partners, Aging Unit staff will collaborate with the DHHS Housing Division to coordinate an effort to build new and affordable housing, and a new community center, on the City of Milwaukee's northwest side. Other identified partners in this project include the City of Milwaukee Housing Authority and UW-Milwaukee School of Nursing.
- In collaboration with Behavioral Health Services, the 2023 Aging budget will pilot a new LGBT support initiative for older adults in Milwaukee County.

Aging Unit staff will also continue to work with DHHS Contract Administration (CA) staff to explore and implement administrative processes that can be integrated into CA's contract management work. Among the processes already being reviewed are RFP processes, monthly reporting forms, civil rights compliance, and contract development and oversight. DHHS's goal is to integrate and align Aging Unit processes into CA administrative processes as much as possible.

Additional 2023 funds are anticipated for services for older adults through ARPA. These funds have not yet been awarded and are not included in this budget. Once awarded, DHHS will work with the Commission on Aging and Milwaukee County leadership to determine a plan for the funds. The new revenues and related expenditures will be incorporated into the amended 2023 Budget after official award and planning has taken place.

DEPARTMENT OF HEALTH & HUMAN SERVICES (800)

Department: **Department of Health & Human Services**

AGENCY NO. **800**

FUND: **General — 10001**

Aging Unit Services by Major Program Area					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
<i>Nutrition Programs and Services</i>					
Expense	\$6,415,712	\$5,801,831	\$5,640,075	\$5,933,659	\$293,584
Revenue	\$6,230,634	\$5,864,860	\$5,507,538	\$5,493,479	(\$14,059)
Tax Levy	\$185,078	(\$63,029)	\$132,537	\$440,180	\$307,584
<i>Area Agency on Aging Programs and Services</i>					
Expense	\$4,056,639	\$4,005,008	\$4,204,768	\$4,628,692	\$423,924
Revenue	\$3,997,041	\$3,852,584	\$4,027,169	\$4,295,748	\$268,579
Tax Levy	\$59,598	\$152,424	\$177,599	\$332,944	\$155,345
<i>County-Owned Senior Centers</i>					
Expense	\$903,135	\$892,867	\$942,867	\$971,727	\$28,860
Revenue	\$217,659	\$0	\$0	\$30,000	\$30,000
Tax Levy	\$685,476	\$892,867	\$942,867	\$941,727	(\$1,140)

General Assistance Burials Program & Interim Disability Assistance Program (IDAP)

Aging and Disabilities Services also operates the General Assistance Burials Program and the Interim Disability Assistance Program (IDAP). These programs are primarily tax levy funded. Burial services are available to eligible Milwaukee County residents who do not meet Medicaid eligibility. IDAP provides short-term financial assistance to individuals who apply for Social Security benefits and are awaiting an award of benefits from the Social Security Administration. The total budget for both programs reflect about \$701,000 in expenditures, \$100,000 in estate recovery revenue and \$600,000 in levy.

DEPARTMENT OF HEALTH & HUMAN SERVICES (800)

Department: **Department of Health & Human Services**

AGENCY NO. **800**

FUND: **General — 10001**

Strategic Program Area 4: Housing

Service Provision: **Committed/Discretionary**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$43,219,916	\$70,974,807	\$35,862,347	\$36,413,616	\$551,269
Revenues	\$37,160,853	\$59,552,364	\$28,745,165	\$28,736,703	(\$8,462)
Tax Levy	\$6,059,063	\$11,422,443	\$7,117,182	\$7,676,913	\$559,731
FTE Positions	39.0	41.0	53.0	59.0	6.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Home Energy Households Applied	65,986	74,609	70,000	70,000
Number of Families Receiving Rent Assistance	1,914	1,954	1,970	1,970
211 Impact Customer Contacts	145,998	172,126	200,000	200,000
Number of Individuals Placed by Community Intervention Specialist	480	510	550	550
# of HOME Loan Write Offs	0	0	5	5
# of Loans Served	85	40	85	40

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Occupancy Rate of Pathways to Permanent Housing	100%	100%	95%	95%
% Individuals Exiting to Permanent Housing in Pathways to Permanent Housing Program	90%	92%	85%	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	*	94	94
% of Chronically Homeless Individuals Placed by Housing Outreach & Maintaining Housing for 12 Months	97%	98%	97%	97%

*HUD did not provide a score in 2021 due to the COVID-19 pandemic.

DEPARTMENT OF HEALTH & HUMAN SERVICES (800)

Department: **Department of Health & Human Services**

AGENCY NO. **800**

FUND: **General — 10001**

Strategic Overview:

Housing administers the following 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
- Energy Assistance

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, Housing Services has been working in collaboration with BHS, City of Milwaukee, Milwaukee Police Department, and its network of providers to house many additional homeless individuals and families through the existing Housing Choice Voucher 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, Housing has now turned its focus to individuals and families that do not meet that federal definition as well as providing prevention services.

Eviction Prevention

Housing Services will continue its focus on eviction prevention in 2023 using federal stimulus dollars. Utilizing its County funds, Housing will maintain its important focus on those who are low income and facing potential eviction. In 2022, Housing and its partners prevented over 11,000 evictions by providing rental arrearages and case management services. Housing will also continue rehabbing properties it acquires due to 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.

Emergency Shelters

Funding of \$721,000 is included in the budget for emergency shelters. This is the same allocation as 2022.

Wisconsin Home Energy Assistance Program (WHEAP)

The Energy Assistance Program is operated within Housing Services and reflects \$2.7 million in expenditures and revenue as well as four positions. 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 2022 for the 2023 federal fiscal year. For this reason, the budget assumes a base level revenue amount of \$2.7 million which can be adjusted by a fund transfer once a final revenue allocation is identified under the contract with the State Department of Administration.

211-IMPACT Helpline

211-IMPACT provides a centralized access point offering free, confidential assessments and referrals for people in need during times of personal crisis or community disaster 24 hours per day, 365 days per year. 211-IMPACT offers Internet,

DEPARTMENT OF HEALTH & HUMAN SERVICES (800)Department: **Department of Health & Human Services**AGENCY NO. **800**FUND: **General — 10001**

text, and telephonic contact as well as referral information to all Milwaukee County residents (including services to the hearing-impaired community via a TDD and to non-English speaking either directly, or by use of a telephone translation service). Both Housing Services and BHS hold separate contracts with 211-IMPACT. The contract with Housing Services for \$430,000 includes coordinated entry for homeless services and BHS's budget supports a \$480,000 contract.

Street Outreach Team

One Registered Nurse (RN) position, provided by the City of Milwaukee, will be dedicated to the Street Outreach Team to provide nursing services to the unsheltered population struggling with substance abuse disorders, severe mental illnesses, and various health needs. This aligns with the County's goal to provide health equity to our residents. Milwaukee County will reimburse the City 50% of the cost of the position, estimated to be \$52,248.

Transitioning Case Management Contracts

Four contracted case management caseloads to support the chronically homeless are transitioning to internal Housing Services staff. As a result, contracted services decrease by \$228,000 and is offset by the creation of three Community Intervention Specialists.

In addition, one Grant Accountant is created to support the additional workload generated by required reporting and tracking from ongoing state, federal and local grants as well as miscellaneous revenue sources that support several of the Community Intervention Specialists within Housing. The position is offset with revenue budgeted within Housing Services.

Position Changes

- Create 3.0 FTE Community Intervention Specialists
- Create 1.0 FTE Grant Accountant

DEPARTMENTAL NARRATIVES

PARKS, RECREATION & CULTURE FUNCTION

900 — Department of Parks, Recreation & Culture

950 — Zoological Department

991 — University of Wisconsin – Extension

199 — Consolidated Non-Departmental Cultural Contributions



**MILWAUKEE
COUNTY**

2023 ADOPTED OPERATING BUDGET

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DEPARTMENT OF PARKS, RECREATION & CULTURE (900)

Department: **Parks**

AGENCY NO. **900**
FUND: **General — 10001**

BUDGET SUMMARY

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Costs	\$15,988,445	\$19,109,567	\$20,523,022	\$21,099,862	\$576,840
Operation Costs	\$9,137,974	\$11,693,734	\$13,350,734	\$15,204,654	\$1,853,920
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$894,810	\$1,483,326	\$1,325,000	\$1,260,000	(\$65,000)
Interdepartmental. Charges	\$3,648,731	\$4,378,190	\$5,075,213	\$5,598,172	\$522,959
Total Expenditures	\$29,669,960	\$36,664,817	\$40,273,969	\$43,162,688	\$2,888,719
Revenues					
Direct Revenue	\$16,049,200	\$20,922,302	\$20,838,932	\$21,762,310	\$923,378
Intergovernmental Revenue	\$404,848	\$803,297	\$425,412	\$593,791	\$168,379
Indirect Revenue	\$8,805	\$17,792	\$15,000	\$0	(\$15,000)
Total Revenues	\$16,462,853	\$21,743,390	\$21,279,344	\$22,356,101	\$1,076,757
Tax Levy	\$13,207,107	\$14,921,426	\$18,994,625	\$20,806,587	\$1,811,962
Personnel					
Full-Time Pos. (FTE)	249.0	254.0	266.0	285.0	19.0
Seasonal/Hourly/Pool \$	\$2,825,053	\$3,780,505	\$4,567,094	\$4,784,096	\$217,002
Overtime \$	\$25,325	\$211,297	\$160,243	\$157,722	(\$2,521)

Department Mission:

To steward a thriving park system that positively impacts every Milwaukee County Park visitor.

Department Vision:

To foster dynamic connections through parklands 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 the community by providing opportunities for recreation, health, wellness, environmental stewardship, and improved quality of life.

Milwaukee County Parks manages over 15,000 acres including 156 parks, 11 parkways, and over 215 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.

DEPARTMENT OF PARKS, RECREATION & CULTURE (900)Department: **Parks**AGENCY NO. **900**
FUND: **General — 10001**

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 recreational experiences.
- Continue to expand communications to inform and engage employees, stakeholders, and the community.
- Improve Parks processes to standardize internal systems.

Department Objectives:

- **Racial Equity:** Continue to advance the County vision that by achieving racial equity, Milwaukee is the healthiest county in Wisconsin.
- **Support public health, open spaces, and healthy recreational experiences.**
- **Diverse & Inclusive Workforce:** Ensure Parks staff is diverse and representative of county residents.
- **Customer-focused Design:** Equitably provide the services the public needs and wants.
- **Employee Perspective:** Ensure employees are heard, safe, supported, and confident in what they do.
- **Improved Performance & Equitable Practice:** Provide that decisions are equitable, sustainable, and positive.
- **Fiscal Health:** Ensure Milwaukee County Parks work toward the establishment of long-term Parks resources.

Major Changes in FY 2023

Milwaukee County Parks budget expenditures will increase by 7.2% or \$2.9 million in 2023. A highly competitive labor market has led to upward pressure on annual wages and personnel costs for Milwaukee County Parks, which will increase by 2.8% or \$576,840. Commodities and services are projected to increase by 13.9% or \$1,853,920. Interdepartmental charges for services provided by other county departments are directly impacted by personnel costs and increase by 10.3%. Much of the interdepartmental increase is due to a change in the amortization schedule of debt for vehicles provided by Milwaukee County Fleet Management. Revenues will increase by 5.2% or \$1.1 million as other areas of the department outside of Golf and Food & Beverage are returning to pre-pandemic levels of activity.

Milwaukee County Parks has experienced a steady reduction in full-time workforce since the 1980's and has increasingly relied upon seasonal employees to help maintain parks and recreational offerings. The demographics of Milwaukee County have changed over time resulting in a smaller population of young adults eligible for hire to support Park operations. This reduced labor pool has caused intense competition for staff, high turnover and service level reductions. Despite actions by the County Board to raise lifeguard and seasonal park worker wages, vacancy rates remain high and parks are understaffed. In response, this budget includes seventeen new full-time positions, many of which are offset by a reduction of funding previously used to hire seasonal staff. Full time positions include healthcare benefits and pension which are an additional recruiting tools absent in seasonal positions. These positions will increase capacity throughout the department, most notably in Operations & Trades. While the overall 2023 seasonal/hourly pool budget shows a small increase as compared to the prior year, this comparison does not include actions taken to increase seasonal labor budget after 2022 budget adoption. This includes an increase of \$260,000 from 2022 Budget Amendment 1A012 which is reduced in the requested budget based on the conversion of seasonal to full-time positions.

DEPARTMENT OF PARKS, RECREATION & CULTURE (900)

Department: **Parks**

AGENCY NO. **900**
FUND: **General — 10001**

The 2023 budget contains funding to operate five summer pools or aquatic facilities and two indoor pools in the winter. Parks will continue to operate as many wading and splash pads as facility functionality and personnel allow. Staffing of summer pools and aquatic facilities are subject to the ability to recruit, train, retain lifeguards and pool maintenance staff.

Milwaukee County Parks will continue work in 2023 to delist the Milwaukee Estuary from the Area of Concern. In partnership with the Environmental Protection Agency and Wisconsin Department of Natural Resources, Parks plans to begin habitat design on Enhancements to Milwaukee River Greenway. Federal grant funding is expected to be appropriated in 2023 and Milwaukee County Parks is authorized to enter into any professional service contracts up to \$150,000 to execute this project in 2023, funding for which is included in the 2023 budget and approval is authorized in lieu of separate review and approval during the budget year. Area of Concern projects are fully grant funded and Milwaukee County Parks participates as a land-owner and project manager to achieve delisting projects.

Boerner Botanical Gardens will offer a Children's Garden in 2023. Margie's Garden, a three acre children's themed area, opened in mid-2022 as the result of a donation by the family of Margie Kezman in her loving memory. This new amenity will increase attendance and admissions revenue at Boerner Botanical Gardens.

Milwaukee County Parks relationship with the Milwaukee Parks Foundation will continue in 2023. A "Memorandum of Understanding" was presented for approval in July 2022, further clarifying and strengthening the partnership between the two organizations. Milwaukee Parks Foundation will provide both monetary and in-kind support to Milwaukee County Parks in 2023.

The Runway Dog Exercise Area will permanently close in 2022 to bring General Mitchell Airport into compliance with Federal Aviation Administration requirements. To remain eligible for federal grant funding, airports must agree to assurances or obligations for the life of the facility. The use of airport land for the Runway Dog Exercise Area is in conflict with a number of assurances and must close. The 2023 budget includes funding for a site selection review of county land for planning on the replacement of Runway Dog Park.

A number of fees increases are included in the 2023 budget to address expenses associated with providing services and to align with other providers in the market. Fees are increased for McKinley marina slip rental, standard golf rounds, season golf passes, golf cart rentals, horticultural admissions at Boerner Botanical Gardens and Mitchell Park Horticultural Conservancy and selected facility or room rentals.

Milwaukee County Parks and First Tee of Southeastern Wisconsin have executed a contract that will provide funding for 1.0 FTE Assistant Golf Superintendent to provide the necessary care for the grounds of Noyes Golf Course. In conjunction with awarded American Rescue Plan Act funding appropriated in File #22-592, Milwaukee County Parks has the resources to adequately maintain Noyes Golf Course.

The 2023 budget utilizes \$61,895 in funding from the Weigel-Hearst trust fund in support of countywide forestry operations.

2023 Staffing level changes

- Create 1.0 FTE Assistant Golf Course Superintendent funded entirely through an agreement with First Tee of Southeastern Wisconsin for Noyes Park.
- Create 1.0 FTE Park Maintenance Worker 2 In-Charge offset by seasonal funding reduction to create a rotating mow crew to add as-needed capacity across the system.
- Create 2.0 FTE Park Maintenance Workers offset by seasonal funding reduction to create a rotating mow crew to add as-needed capacity across the system.
- Create 1.0 FTE Playground Technician funded from the Playground Trust to focus on playground repair and maintenance which allows a Natural Resource Technician to return to primary forestry duties.
- Create 1.0 FTE Landscape Architect 1 offset by seasonal funding reduction to add administrative capacity for the Planning division.
- Create 1.0 FTE Park Maintenance Worker 2 In-charge partially offset by seasonal funding reduction to assist the Trails Coordinator with trail upkeep and maintenance.

DEPARTMENT OF PARKS, RECREATION & CULTURE (900)

Department: **Parks**

AGENCY NO. **900**
FUND: **General — 10001**

- Create 1.0 FTE Digital Marketing Assistant to pursue and enhance revenue opportunities in the Golf and Food & Beverage divisions.
- Create 5.0 FTE Park Maintenance Workers to increase capacity for Central, South and North Operations regions.
- Create 2.0 FTE Park Unit Coordinator 2 to subdivide operation units in the South Operations region to improve service.
- Create 1.0 FTE Park Naturalist to increase capacity to manage the natural areas at Wehr Nature Center.
- Create 1.0 FTE Park Maintenance Worker to assist with facility operations at both Wehr Nature Center and Boerner Botanical Gardens.
- Create 1.0 FTE Office Assistant 3 to assist with customer service requests.
- Abolish 1.0 FTE Receptionist in Marketing.
- Create 1.0 FTE Office Assistant 3 from Recreation & Business Services to Operations & Trades.
- Create 1.0 FTE Park Worker to May 1 to September 30 to supervise roller skating and prevent damage from unauthorized equipment use.
- Transfer 1.0 FTE Area of Concern Program Supervisor into Org 9199 to align grant tracking of expenditures.
- Create 1.0 Seasonal Ranger to May 1 to September 30 to supervise roller skating and prevent damage from unauthorized equipment use.

Funding in the amount of \$32,000 is provided to hire a seasonal ranger and park worker to staff Red Arrow Park five hours per day from May 1 to September 30 to supervise roller skating and prevent damage from unauthorized equipment use. This allocation will also be used to update signage and publicize the new rules.

An appropriation of \$1,367,293 is included in an allocated contingency account in the Department of Parks, Recreation and Culture. These funds may be used for the following items or other mission critical needs subject to review and approval by the County Board of Supervisors:

- Opening and staffing aquatic facilities and splash pads
- Improvements to Mitchell Park and Kosciuszko Community Center
- Major maintenance of mission critical infrastructure
- Seasonal staffing to maintain parks and staff major events
- Community engagement/outreach/

Parks staff shall provide a report to the County Board of Supervisors no later than February 2023 on the planned use of the funds accompanied by a request to release the funds from the contingency account for the stated purpose. A racial equity analysis of the spending plan shall be included as part of the report.

The lack of a perimeter fence at Boerner Botanical Gardens continues to be an issue for the park. A permanent perimeter fence is essential to protect garden plantings from deer grazing, potential vandalism, and ensure visitors pay the admission fee which supports the fiscal viability of the Boerner site. The Department of Parks, Recreation and Culture shall explore and recommend funding sources for the planning and design phase of a fence at Boerner Botanical Gardens. The department shall provide a report for the March 2023 County Board meeting cycle to report its findings.

The Department of Parks, Recreation and Culture shall take the following actions regarding the deed restricted land along the bluffs of Wahl Avenue:

- In coordination with the appropriate parties, the Department of Parks, Recreation and Culture shall finalize any agreements necessary for the advancement of this initial cycle of work along Wahl Avenue spanning down to Lincoln Memorial Drive and provide a report back to the Milwaukee County Board of Supervisors by the March 2023 cycle.

DEPARTMENT OF PARKS, RECREATION & CULTURE (900)Department: **Parks**AGENCY NO. **900**FUND: **General — 10001**

- Moving forward, the Department of Parks, Recreation and Culture must work with Lake Park Friends and other relevant parties on such projects pertaining to this deed restricted area along Wahl Avenue, ensuring transparency, open lines of communication, and swift resolution (particularly in cases where other parties are paying for repairs/maintenance/etc. instead of Parks Department).

This departmental requirement will benefit the entire Milwaukee community, alleviate certain financial constraints within Parks Department, and ensure the continued upkeep and tidiness of our Milwaukee County Parks.

DEPARTMENT OF PARKS, RECREATION & CULTURE (900)

Department: **Parks**

AGENCY NO. **900**

FUND: **General — 10001**

Strategic Program Area 1: Administration & Planning

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$2,778,169	\$3,677,781	\$3,375,457	\$1,897,359	(\$1,478,098)
Revenues	\$215,750	\$273,553	\$451,012	\$395,500	(\$55,512)
Tax Levy	\$2,562,419	\$3,404,228	\$2,924,445	\$1,501,859	(\$1,422,586)
FTE Positions	31.0	38.0	38.0	38.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
County population	945,726	939,489	949,000	949,000
Park attendance	10,080,000	12,080,000	12,500,000	12,750,000
Park acreage	15,322	15,301	15,775	15,775
FTEs per 10,000 residents <i>Median for peer agencies is 7.4 FTE/10,000</i>	2.68	2.71	3.0	3.0
Parks grant awards	\$4,034,979	\$630,676	\$5,000,000	\$5,000,000
Number of active friends groups	36	42	41	45
Number of parking citations	5,327	4,260	4,750	4,500
Number of capital projects completed	17	43	30	32
Number of right of entry permits	133	148	140	140

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Acres/1000 residents <i>Median for peer systems is 12.5</i>	16.20	16.29	16.50	16.50
Operating cost recovery <i>Median for peer systems is 29%</i>	55%	59%	50%	50%
Operating expenses per capita <i>Median for peer agencies is \$41.95</i>	\$31.37	\$39.02	\$40.00	\$40.00

Tax levy support per capita		\$13.97	\$15.88	\$17.75	\$19.00
Non-tax revenues per capita <i>The median for national peer agencies is \$9.04</i>		\$17.03	\$23.14	\$22.00	\$22.00

DEPARTMENT OF PARKS, RECREATION & CULTURE (900)

Department: **Parks**

AGENCY NO. **900**

FUND: **General — 10001**

Parking Citations Revenues		\$123,586	\$126,411	\$120,000	\$122,000

Strategic Overview:

The Administration & Planning Division is comprised of the Director's Office, Marketing and Communications, Finance, Engagement, Contract Management, Safety, Security & Training, Planning, and serves as a liaison to both Human Resources and Risk Management.

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, and services. 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 receipt 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.

Engagement manages volunteers and friends' groups to support Parks services. This section also manages volunteer opportunities for external organizations, content for the Parks Engagement HQ platform, 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, park neighbors, fee compliance tasks and various law enforcement. 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.

Administration and Planning supports Milwaukee County strategic focus areas of applying a racial equity lens to all decisions, enhancing the County's fiscal health and sustainability and dismantling barriers to diverse and inclusive communities.

Goals & Objectives:

- Advance marketing and communications plans.
- Increase and diversify Milwaukee County 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.

DEPARTMENT OF PARKS, RECREATION & CULTURE (900)

Department: **Parks**

AGENCY NO. **900**

FUND: **General — 10001**

- Broaden volunteer opportunities and activities through designated channels.
- Advance the development of Milwaukee County Parks' procedures within the County's Administrative Manual of Procedures.
- Build workforce development, employee enrichment and succession plans.
- Improve short and long-term capital outlay processes, including major maintenance goals.
- Support Parks' performance management goals.

Strategic Implementation:

- Reflect the full diversity of Milwaukee County at every level of (county) government - focus on equity in hiring practices.
- Determine what, where and how services are delivered based on the resolution of health disparities - refinement and utilization of the Parks' Equity Index.
- Apply a racial equity lens to all decisions – expanded utilization of the Parks' Equity Index.
- Enhance the Milwaukee County's fiscal health and sustainability – responsible fiscal management and creative partnerships.
- Dismantle barriers to diverse and inclusive communities – expand public engagement to underrepresented communities and utilize feedback to inform decisions.

Milwaukee County parks is authorized to enter into the following professional service contracts in 2023. They are included in the budget in lieu of separate review and approval during the budget year.

Contract Amount	Description	Provider
\$50,000	Video production for marketing assets	Northern Ground
\$24,000	Digital engagement platform	Bang the Table

Staffing level changes

- Create 1.0 FTE Landscape Architect 1 to add administrative capacity for the Planning division offset by seasonal labor.
- Create 1.0 FTE Digital Marketing Assistant to focus on revenue opportunities in the Golf and Food & Beverage divisions.
- Abolish 1.0 FTE Receptionist.
- Transfer 1.0 FTE Area of Concern Program Supervisor into Org 9199 to align grant tracking of expenditures.

Summary of service level changes

- No service level changes in 2023

DEPARTMENT OF PARKS, RECREATION & CULTURE (900)

Department: **Parks**

AGENCY NO. **900**

FUND: **General — 10001**

Strategic Program Area 2: Operations & Skilled Trades

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$14,442,092	\$16,718,270	\$20,004,590	\$22,329,789	\$2,325,199
Revenues	\$1,004,680	\$1,346,076	\$897,610	\$1,401,470	\$503,860
Tax Levy	\$13,437,412	\$15,372,194	\$19,106,980	\$20,928,319	\$1,821,339
FTE Positions	130.0	132.0	138.0	152.0	14.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Total trail miles	213	217	225	223
Number of Oak Leaf Trail miles	135	135	140	138
Number of parkway miles	64	64	62	61
Soft trail miles maintained as hiking/biking	78	82	80	85
Number of golf courses maintained	14	14	12	13
Number of athletic fields	232	235	233	235
Number of disc golf courses	6	6	7	7
Number of dog exercise areas	7	7	7	6
Number of parks	157	156	157	156
Number of playgrounds	114	113	113	113
Square footage of buildings maintained <i>Based on insurance schedule</i>	1,457,417	1,483,897	1,400,000	1,400,000

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Parkland managed as natural/agricultural areas	60%	62%	67%	67%
Natural areas management ratio <i>Actively managed natural areas as proportion of total natural areas (passive, non-developed)</i>	26%	26%	15%	20%

Strategic Overview:

DEPARTMENT OF PARKS, RECREATION & CULTURE (900)

Department: **Parks**

AGENCY NO. **900**

FUND: **General — 10001**

The Park Operations & Skilled 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 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 mechanical 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.

Park Operations and Trades are essential to maintaining the availability of public spaces to support the mental and physical health of Milwaukee County citizens and invest upstream to address root causes of health disparities.

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 the 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.

Strategic Implementation:

- Reflect the full diversity of the County at every level of County government – Creation of multiple new entry-level positions in order to build pipeline of new, diverse workforce from prior seasonal and job training programs.
- Determine what, where and how services are delivered based on the resolution of health disparities – continued refinement and utilization of the Parks' Equity Index.
- Apply a racial equity lens to all decisions – refinement and utilization of the Parks' Equity Index.
- Invest "upstream" to address root causes of health disparities.

Staffing level changes

- Create 1.0 FTE Assistant Golf Course Superintendent funded entirely through an agreement with First Tee of Southeastern Wisconsin for Noyes Park.

DEPARTMENT OF PARKS, RECREATION & CULTURE (900)

Department: **Parks**

AGENCY NO. **900**
FUND: **General — 10001**

- Create 1.0 FTE Park Maint. Worker In-Charge and 2.0 FTE Park Maintenance Worker NM offset by seasonal funding reduction to create a rotating mow crew to add as-needed capacity across the system.
- Create 1.0 FTE Playground Technician funded from the Playground Trust to focus on playground repair and maintenance which allows a Natural Resource Technician to return to primary forestry duties.
- Create 1.0 FTE Landscape Architect 1 offset by seasonal funding reduction to add administrative capacity for the Planning division.
- Create 1.0 FTE Park Maintenance Worker In-charge partially offset by seasonal funding reduction to assist the Trails Coordinator with trail upkeep and maintenance.
- Create 5.0 FTE Park Maintenance Workers to increase capacity for Central, South and North Operations regions.
- Create 2.0 FTE Park Unit Coordinator 2 to subdivide operation units in the South Operations region to improve service.
- Create 1.0 FTE Park Worker to May 1 to September 30 to supervise roller skating and prevent damage from unauthorized equipment use.
- Create 1.0 Seasonal Ranger to May 1 to September 30 to supervise roller skating and prevent damage from unauthorized equipment use.
- Transfer 1.0 FTE Office Assistant 3 from Recreation & Business Services to Operations & Trades.
- Transfer 1.0 FTE Area of Concern Program Supervisor from Administration & Planning.

Summary of service level changes

- Permanent closure of Runway Dog Exercise Area.
- The 2023 budget includes utilizing \$61,895 in funding from the Weigel-Hearst trust fund in support of countywide forestry operations.
- Noyes Par 3 golf course will have dedicated maintenance staff.

DEPARTMENT OF PARKS, RECREATION & CULTURE (900)

 Department: **Parks**

 AGENCY NO. **900**

 FUND: **General — 10001**
Strategic Program Area 3: Recreation & Business Services

 Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$12,449,698	\$16,268,765	\$16,893,923	\$18,935,540	\$2,041,617
Revenues	\$15,242,424	\$20,123,761	\$19,930,722	\$20,559,131	\$628,409
Tax Levy	(\$2,792,726)	(\$3,854,996)	(\$3,036,799)	(\$1,623,591)	\$1,413,208
FTE Positions	86.0	86.0	90.0	93.0	3.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Total attendance aquatics	4,944	73,401	175,000	90,000
McKinley Marina slip rentals	607	679	619	675
McKinley Marina annual boat launch permits	240	105	275	225
McKinley Marina daily boat launches	4,523	4,253	4,700	4,500
Total community center memberships	1,689	199	1,500	750
Total community center daily passes	9,119	1,209	10,000	1,500
Number of sports complex court hour rentals	325	131	3,000	1,000
Number of sports complex field rentals	100	306	350	350
Total attendance: Boerner Botanical Gardens	14,828	55,528	180,000	125,000
Total attendance: Mitchell Park Domes	65,969	103,734	185,000	185,000
Total attendance: Wehr Nature Center	98,336	80,726	80,000	82,000
Total attendance: King Comm. Center	3,209	1,586	50,000	7,500
Total attendance: Kosciuszko Comm. Center	16,185	16,885	50,000	20,000
Total attendance: Sports Complex	35,000	15,000	150,000	25,000
Total attendance: Wilson Recreation	27,010	28,200	50,000	32,500
Rounds of golf played: regular	304,048	323,819	285,000	300,000
Rounds of golf played: par 3	17,240	16,641	15,000	15,000
Number of events catered by Parks	92	162	300	200

DEPARTMENT OF PARKS, RECREATION & CULTURE (900)

Department: **Parks**

AGENCY NO. **900**

FUND: **General — 10001**

Number of building rentals	288	966	1,800	1,250
Number of athletic field permits	2,179	8,232	7,500	8,000
Number of special events	67	171	800	400
Number of picnic rentals	239	2,388	3,200	3,000
Number of dog exercise area permits	5,318	5,522	7,000	4,500
Number of disc golf permits	1,452	2,129	1,550	2,200

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Cost per swimmer: indoor pools	\$104.82	\$84.64	\$8.00	\$8.00
Cost per swimmer: outdoor pools	\$0	\$12.12	\$5.00	\$5.00
Cost per swimmer: water parks	\$0	\$13.37	\$1.00	\$2.50
McKinley Boat Slip occupancy ratio	88.6%	99%	94%	99%

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 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.

DEPARTMENT OF PARKS, RECREATION & CULTURE (900)

Department: **Parks**

AGENCY NO. **900**
FUND: **General — 10001**

Golf oversees golf course operations and management, clubhouse management, facilitation of golf tournaments, outings, leagues, and merchandise sales at 13 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.

Recreation and Business Services provide numerous opportunities for Milwaukee County residents to recreate and support the strategic focus areas of investing upstream to address root causes of health disparities and enhancing the Milwaukee County's fiscal health and sustainability.

Goals and objectives:

- Maintain concessions through improved services and offerings.
- Increase opportunities at horticulture facilities through increased programming, special events, and concessions sales.
- Continue implementation of digital transactions with the expansion of the on-line sales platform to include picnic site rentals, dog parks and par three golf courses.
- Continue improving the quality of user/customer service interaction.
- Create efficiencies in permitting areas to improve ease of use and clarity for customers.

Strategic Implementation:

- Reflect the full diversity of Milwaukee County at every level of (county) government – focus on equity in hiring practices.
- Determine what, where and how services are delivered based on the resolution of health disparities - development and utilization of the Parks' Equity Index.
- Apply a racial equity lens to all decisions – development and utilization of the Parks' Equity Index
- Invest “upstream” to address root causes of health disparities – provide recreation programming to enhance individual and public health.
- Invest “upstream” to address root causes of health disparities – address root causes of inequity in swim ability.
- Enhance Milwaukee County's fiscal health and sustainability – invest in revenue generating activities.

Staffing level changes

- Create 1.0 FTE Park Naturalist to increase capacity to manage the natural areas at Wehr Nature Center.
- Create 1.0 FTE Park Maintenance Worker to assist with facility operations at both Wehr Nature Center and Boerner Botanical Gardens.
- Create 1.0 FTE Office Assistant 3 to Recreation & Business Services from Operations & Trades.

Summary of service level changes

- Margie's Garden, a new Children's Garden at Boerner Botanical Gardens.
- Fees are increased for McKinley marina slip rental, standard golf rounds, season golf passes, golf cart rentals, horticultural admissions at Boerner Botanical Gardens and Mitchell Park Horticultural Conservatory and selected facility or room rentals.
- Fishing boat charter fees to be collected via McKinley Marina instead of through Special Events Office.

DEPARTMENT OF PARKS, RECREATION & CULTURE (900)

Department: **Parks**

AGENCY NO. **900**
FUND: **General — 10001**

Mitchell Park Horticultural Conservatory

Per Milwaukee County Ordinance 47.32, current fees for Mitchell Park Horticultural Conservatory are included in the table below. The Parks Director is authorized to adjust the dates of free admission as needed. Free days continue to be temporarily suspended as Milwaukee County Parks work to secure a financial sponsor to offset the loss of revenues for these locations.

Category	County	Non-County
Adult Resident (13+ years)	\$8.00	\$9.00
Youth (3-12 yrs)	\$6.00	\$6.00
Student (w/college ID)	\$6.00	\$6.00
Adult with disabilities	\$6.00	\$6.00
Child (0-3 years)	Free	Free

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ZOOLOGICAL DEPARTMENT (950)

 Department: **Zoo**

 AGENCY NO. **950**
 FUND: **General — 10001**

BUDGET SUMMARY

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Costs	\$7,372,826	\$7,940,562	\$9,097,134	\$9,667,762	\$570,628
Operation Costs	\$4,349,705	\$5,490,720	\$8,395,562	\$8,806,903	\$411,341
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$241,201	\$407,622	\$401,501	\$558,655	\$157,154
Interdepartmental.	\$330,875	\$506,854	\$717,097	\$747,397	\$30,300
Total Expenditures	\$12,294,607	\$14,345,758	\$18,611,294	\$19,780,717	\$1,169,423
Revenues					
Direct Revenue	\$6,424,771	\$15,137,935	\$19,404,089	\$20,469,837	\$1,065,748
Intergovernmental	\$0	\$6,358,372	\$0	\$0	\$ 0
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues*	\$6,424,771	\$21,496,307	\$19,404,089	\$20,469,837	\$1,065,748
Tax Levy*	\$5,869,836	(\$7,150,549)	(\$792,795)	(\$689,120)	\$103,675
Personnel					
Full-Time Pos. (FTE)	151.5	151.5	155.1	162.10	7.0
Seasonal/Hourly/Pool \$	\$504,507	\$661,715	\$1,251,257	\$1,421,766	\$170,509
Overtime \$	\$61,944	\$81,505	\$295,052	\$319,527	\$24,475

Department Mission:

The Milwaukee County Zoo inspires 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 five divisions that provide services in support of Wisconsin's largest zoo: Administration & Finance, Marketing & Communications, Maintenance & Facilities, Animal Management & Health and Operations.

ZOOLOGICAL DEPARTMENT (950)

Department: **Zoo**

AGENCY NO. **950**
FUND: **General — 10001**

Major Changes in FY 2023

The 2023 budget continues to set the Zoo in the best position to increase attendance and revenues in admissions, society memberships, group sales, revenue share contracts/leases, special exhibits, and special events while providing excellent animal care for the Zoo's collection.

The budget incorporates the County's strategic focus areas of Bridging the Gap, Investing in Equity and Creating Intentional Inclusion by the following:

- **Bridging the Gap in health disparities:** 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 education programs, including a partnership with the Zoological Society to serve children and families experiencing high-economic need. The short summary below provides general information. Additional details can be found under the appropriate division sections.
- **Creating Intentional Inclusion:** The internship programs continue in 2023 in the Animal Management & Health and Administration & Finance divisions to provide opportunities for job training and interest in Zoo jobs. The goal is to expand this program to include the other three strategic program areas in 2023. The strategic pricing model (now referred to as Flex pricing) continues to incorporate affordability, more accessibility and adjusting the marketing strategy to focus on broader, more diverse audiences. The Zoo is also working with the Zoological Society of Milwaukee (ZSM) to expand the joint Accessibility Program.

In partnership with the Zoological Society of Milwaukee, an enterprise-wide strategic plan is in the process of being developed. The plan will be a holistic look at the shared vision and commitment to the Zoo and the community while honoring the respective roles and governance models of each organization. It will be used to guide the strategic direction over the next seven to ten years. The project will include the completion of a strategic plan, a refresh of the existing master plan (facilities plan) and a business plan which will align to the County-wide strategic focus areas of inclusion, influence, and integrity, with a goal of completing the plan for inclusion in the 2024 budget.

To properly staff year-round operations, the positions of Seasonal Workers 2-6 are allocated to a new job classification of Zoo Worker 2-6 Hourly. The new classification provides the same flexibility as the seasonal Zoo Worker positions but allows the employees to work year-round. Additional Zoo Worker 2-6 hourly slots are created in each area to better align to the needs of the organization.

The special exhibit will be an *Ice Age* outdoor experience. See the Operations Division section for details.

The 2023 Budget reflects the change from offering a 4D theater to a virtual Gorilla Trek experience. Additional details can be found under the Operations division.

Milwaukee County Zoo continues to focus on updating exhibits to address U.S. Department of Agriculture, Animal and Plant Health Inspection Services and Association of Zoos and Aquariums (AZA) standards and to enhance the guest experience. The next AZA accreditation inspection process will be in 2024.

In 2023, one Zookeeper position is created at a salary and social security cost of \$45,699, and \$66,704 of additional overtime funds are provided, along with \$7,500 in temporary help expenditures, to ensure the new vacation policy outlined in File No. 22-1038 does not adversely impact the animal care division.

ZOOLOGICAL DEPARTMENT (950)

Department: **Zoo**

AGENCY NO. **950**
FUND: **General — 10001**

Strategic Program Area 1: Administration & Finance

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$2,905,481	\$3,307,801	\$3,425,727	\$3,140,685	(\$285,042)
Revenues	\$485,703	\$3,308,325	\$844,965	\$319,000	(\$525,965)
Tax Levy	\$2,419,778	(\$ 524)	\$2,581,203	\$2,821,685	\$240,923
FTE Positions	12.0	12.0	12.6	13.6	1.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Zoo attendance	519,633	1,092,122	1,351,500	1,351,500
Accessibility days*	N/A	N/A	139	139
Accessibility programs*	N/A	N/A	9	9

* New activity tracking beginning in 2022

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Average visitor spending*	\$6.30	\$13.95	\$14.36	\$15.15
AZA accreditation status	Accredited	Accredited	Accredited	Accredited

* Average visitor spending = total revenue/total attendance

Strategic Overview:

The Administration & Finance strategic program area provides effective leadership for all Zoo functions and responsibilities including strategic goals for the Zoo. Also, Administration and Finance provides direct oversight. Including accreditation standards, business analytics, cash management, financial and capital project planning, accounts payable receivable, personnel and payroll, information technology, contract review, program evaluations, performance measures/strategic goals, oversight of the Guest Experience Committee and Diversity, Equity, Accessibility and Inclusion program, managing school field trips, overseeing the partnership with the Zoological Society of Milwaukee and other general office services. All Zoo pricing is determined by this division.

Strategic Implementation:

In 2022, due to all the new revenue programs and level of responsibility, the Operations Division was created as a separate division. The 2023 budget reflects this change. In addition, the Safety and Special Exhibit sections were moved to the Operations division. This is the main reason for the reduction in expenditures, revenues, and tax levy.

ZOOLOGICAL DEPARTMENT (950)

Department: **Zoo**

AGENCY NO. **950**
FUND: **General — 10001**

The Milwaukee County Zoo partners with the Zoological Society of Milwaukee Education Department to provide four programs serving children and their families attending schools with high economic need. In 2021, nearly fifty thousand students were served from Milwaukee Public Schools, non- MPS schools in Milwaukee County, and various other public and private schools. This partnership continues in 2023.

Seasonal Zoo Worker funds have been converted to Hourly Zoo Worker hours for the Business Intern Program. The hours were increased to reflect the contract with MPS requiring a school year schedule.

Utility costs increased to reflect actual year-to-date for 2022.

In April of 2022, the Zoo implemented a strategic pricing plan (now called Flex Pricing). Results through June support an increase in general admission revenues. Group Sales revenues decrease due to the lingering impacts of the pandemic on corporate and individual rentals.

Family Free Days (one Saturday in the months of October to March), Special Events (Mother's Day free for moms, Father Day's free for dads, Military Day, etc.), Frosty Free week (last week in December), and Promotional Price Days (\$4 on the 4th of July) has not and will not be affected.

Milwaukee County Residents will continue to receive reduced admission prices on Wednesdays. The rates are \$10.50 for adults/seniors and \$8.00 for children. Reducing the weekday rates as compared to the weekend rates is intended to give guests more flexibility by choosing the rate they prefer to pay. Additionally, this may accommodate those who cannot afford the weekend rates. In relation, the Zoo will offer the same rate that is offered on Wednesdays on one Sunday each month in April, May and September.

Pricing strategy for 2023.

Milwaukee County Admission Rates			
Category	Peak Season	Shoulder Season	Off Season
Adult	\$10.50 - \$18.00	\$10.50 - \$17.00	\$10.50 - \$12.50
Child	\$8.00 - \$15.00	\$8.00 - \$14.00	\$8.00 - \$9.50
Senior	\$10.50 - \$17.00	\$10.50 - \$16.00	\$10.00 - \$11.50

Non-County Admission Rates			
Category	Peak Season	Shoulder Season	Off Season
Adult	\$13.75 - \$19.75	\$13.75 - \$18.75	\$12.75 - \$14.25
Child	\$10.75 - \$16.75	\$10.75 - \$15.75	\$9.75 - \$11.25
Senior	\$12.75 - \$18.75	\$12.75 - \$17.75	\$11.75 - \$13.25

The Zoo Director or designee maintains authority to discount or waive fees and provide one or more free admission days during the months of January, February, March, October, November, and December.

The Zoo is authorized to enter the following Professional Service Contracts in 2023. They are included in the budget in lieu of separate review and approval during the budget year. These contracts are with an identified vendor.

ZOOLOGICAL DEPARTMENT (950)

Department: **Zoo**

AGENCY NO. **950**
FUND: **General — 10001**

Contract Amount	Description	Provider
\$345,000 plus shipping costs (less deposit of \$25K needed in 2022)	2023 Special Exhibit – Ice Age – Animals of North America	Dino Don, Inc.
\$200,000	Lighting contractor for Wild Lights Event	RWS Entertainment Group
\$25,000	Zoo Librarian/Research Services	MEK Consulting LLC
\$111,000	Bird show contract	World Bird Sanctuary
\$13,402	Co-funding of Zoological Vet Residency position	UW Madison
\$250,000	A la Carte Entertainment Consulting	Robert Zigman Marketing, Inc.
\$80,000	Advertising	2-Story Creative Ltd
\$15,000	Elephant care consulting	McClure International Consulting LLC
\$55,000	Revenue share contract for Sea Lion Show	Ocean Connections
\$55,000	Revenue share contract for strollers and wheelchairs	Scooterbug Inc.
\$130,000	Revenue share contract for Mold-a-Rama	Mold-a-Rama, Inc.
\$36,200	Revenue share contract for pony rides	Patch 22
\$35,000	Revenue share contract for photo booths	DNP Imagingcomm America Corp dba Innovative Foto
\$10,000	Exclusivity contract for tenting & rental services	JK Rentals
\$50,000	Revenue share contract for entrance photography services	Personality Portraits, Inc.
\$70,000	Revenue share contract for face painting, caricatures, henna tattoos, airbrush tattoos	Personality Portraits, Inc.
\$4,000	Revenue share contract for hurricane machine	O8O Leasing
\$32,000	Revenue share contract for penny press, footsies, medallions	CTM Group

ZOOLOGICAL DEPARTMENT (950)

Department: **Zoo**

AGENCY NO. **950**
FUND: **General — 10001**

Strategic Program Area 2: Marketing & Communications

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$1,133,441	\$1,941,724	\$3,553,246	\$3,403,658	(\$149,588)
Revenues	\$628,249	\$1,989,645	\$5,061,783	\$4,693,028	(\$368,755)
Tax Levy	\$505,192	(\$47,921)	(\$1,508,537)	(\$1,289,370)	\$219,167
FTE Positions	9.8	9.75	10.75	10.75	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Advertising expenditures	\$300,053	\$488,003	\$630,000	\$715,500
Group sales revenue	\$352,969	\$1,109,250	\$1,985,500	\$1,663,620
# of public special events	8	17	25	25
Social Media followers	216,636	231,911	232,000	275,000
# of sponsorships	9	24	30	30

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Guest experience survey: Extremely or Very Satisfied*	88%	97%	90%	90%
Guest educational value survey: Extremely or Very Educational*	88%	90%	90%	90%
Attendance at public special events	69,782	125,029	333,858	306,276
Attendance for special exhibit	95,410	73,642	215,000	162,460
Sponsorship revenue	\$126,148	\$229,099	\$505,000	\$421,500

* Annual Exit Survey Results

Strategic Overview:

The Marketing & Communications (M&C) strategic program area oversees Zoo programs and materials that market the Zoo. M&C markets the Zoo by general advertising, public engagement, media relations, social media marketing, promotional activities, sponsorship, public special events and 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.

ZOOLOGICAL DEPARTMENT (950)

Department: **Zoo**

AGENCY NO. **950**
FUND: **General — 10001**

Strategic Implementation:

M&C has reclassified the position of Marketing and Communications Coordinator to a manager role. This position change takes effect in 2023.

Commodities and new equipment accounts are adjusted to accommodate for the Wild Lights event held for 25 nights in December.

Revenues are reduced mainly due to the lingering impact from the pandemic on group sales rentals.

The 2023 budget continues to shift the marketing strategy. This includes advertising, social media, and public relations to a broader and more diverse audience to help foster a more inclusive community.

The Milwaukee County Zoo continues to position itself as a top entertainment choice for families.

ZOOLOGICAL DEPARTMENT (950)

Department: **Zoo**

AGENCY NO. **950**
FUND: **General — 10001**

Strategic Program Area 3: Maintenance & Facilities

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$3,047,476	\$3,207,392	\$4,773,226	\$4,735,918	(\$37,308)
Revenues	\$57,165	\$56,706	\$65,700	\$65,700	\$0
Tax Levy	\$2,990,311	\$3,150,686	\$4,707,526	\$4,670,218	(\$37,308)
FTE Positions	45.0	45.0	45.0	51.0	6.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Number of work orders completed	798	783	1,100	1,100
Dollars spent on asset maintenance	\$410,572	\$481,778	\$844,975	\$874,081
Number of energy savings projects	5	8	5	5

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Guest Survey: Excellent or Very Good Cleanliness*	95%	96%	90%	90%
Work Orders completed in a timely manner	89%	94%	90%	90%
Energy Usage Reduction	Natural Gas -6% Electricity -1% Water -3%	Natural Gas .87% Electricity 3.56% Water 11.22%	-5%	-5%

* Annual Exit Survey Results

Strategic Overview:

The Maintenance & Facilities (M&F) strategic program area provides maintenance, improvements, and overall grooming of the Zoo grounds. The state of the grounds is critical to visitor satisfaction and return visits. Included in this program area are mechanical and preventative maintenance programs for equipment, ventilation, air-conditioning, heating systems, minor electrical and plumbing repairs, housekeeping, and general cleaning of the 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.

ZOOLOGICAL DEPARTMENT (950)

Department: **Zoo**

AGENCY NO. **950**
FUND: **General — 10001**

Strategic Implementation:

One goal of the M&F strategic program area 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. M&F extends the useful life of assets, decreasing the need for capital replacements, enhances the efficiency of equipment, and enhances the performance of assets by increasing uptime.

The Maintenance and Facilities strategic program area is restructured to better align to the needs of the division and provide the most cost-effective way to deliver services. Changes are as followed:

- The maintenance section of the Zoo has 2.0 FTE Maintenance Workers and a 1.0 FTE Assistant Maintenance Worker. These three positions cover a seven day a week operation, which sometimes requires working more than one shift. To better cover the needs of the Zoo campus, the budget abolishes a vacant Carpenter position and a Systems Control Coordinator and creates four additional Maintenance Workers.
- A new position of 1.0 FTE Grounds Supervisor is created to improve operational efficiencies by providing an assistant for the Grounds Manager to help train and assign jobs for over 40 staff members. The Grounds area operates seven days a week and, at times, requires multiple shifts.
- The 2023 budget includes funding to reclassify 2.0 FTE Horticulturist Assistants to Horticulturists and abolishes two vacant FTE Horticulturist Assistant positions to create two Horticulturist. These actions align the pay scale to similar positions within Milwaukee County.
- 1.0 FTE Forestry Supervisor is created to better manage the Zoo's forest and develop a forest management program.
- 1.0 FTE Life Support Technician is transferred to the Animal Management and Health Division to follow best practices in providing life support functions for the animal collection.

ZOOLOGICAL DEPARTMENT (950)

Department: **Zoo**

AGENCY NO. **950**
FUND: **General — 10001**

Strategic Program Area 4: Animal Management & Health

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$4,575,950	\$4,968,911	\$5,241,433	\$5,602,954	\$361,521
Revenues	\$78,255	\$132,085	\$195,113	\$181,363	(\$13,750)
Tax Levy	\$4,497,695	\$4,836,826	\$5,046,320	\$5,421,591	\$375,271
FTE Positions	75.8	75.8	75.8	78.8	3.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target*	2023 Target*
# of species in collection	352	330	345	350
# of specimens in collection	2,222	2,110	2,216	2,225
Value of staff time on conservation messages*	\$83,929	\$73,734	\$128,000	\$233,432
Dollars towards conservation/research*	\$615,128	\$195,900	\$206,990	\$322,359

* Combined Zoo and Society. Through the Covid pandemic, many of the opportunities utilized by the Zoo to meet these targets were not feasible. Travel to assist in field conservation programs, Zoo public programs and special events, and Zoo classes were cancelled through large portions of 2020 and 2021. Those cancellations affected Zoo's staff ability to achieve these targets. The 2020 "dollars towards conservation/research" includes a one-time payout by the ZSM to World Wildlife Fund as part of the transition of a field program to their oversight.

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Participation in AZA species survival plans	Yes	Yes	Yes	Yes
Reduce the number of exhibits that appear empty with no reason	10.7%	18.4%	10.5%	10.5%
Percentage of budget towards conservation and research	4.5%	0%	3%	3%

Strategic Overview:

The Animal Management & Health strategic 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 340 species of 2,200 mammals, birds, fish, amphibians, reptiles, and invertebrates represented. Animal habitats 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

ZOOLOGICAL DEPARTMENT (950)

Department: **Zoo**

AGENCY NO. **950**
FUND: **General — 10001**

local, regional, national, and international scientists seeking to conduct behavioral, cognitive, or physiological research with the animal collection.

Strategic Implementation:

Since its implementation in 2021, the Milwaukee County Zoo created a partnership with Vincent High School Agriculture Program to provide students the unique opportunity that includes summer employment in the Family Farm and exposure to Zoo careers. This successful partnership continues.

The Large Mammal section is the largest unit of the Animal Division, including five sub-units of animal care professionals responsible for some of the largest and most dangerous species. With the capacity of this subdivision and the Large Mammal Curator's involvement in many of the recent and future capital projects, additional leadership support is necessary to insure operational oversight, efficiency, safety, and accountability. To provide this leadership, 1.0 FTE Assistant Curator Large Mammals is created.

The Heritage Family Farm has historically been operated by animal care professionals under the title of Family Farm Attendants. 5.0 FTE Family Farm Attendants perform the same responsibilities under the same animal care standards as positions titled Zookeeper. The primary difference in the two roles is the Family Farm predominantly represents domestic animal species rather than exotics. The 2023 budget creates 1.0 FTE Zookeeper position and converts the Heritage Farm Attendants to Zookeepers for consistency and provide more diverse opportunities for Zookeeper recruitments.

The Zoo has a goal of contributing the equivalent of 3% of its budget to conservation and research efforts through field conservation, education, staff programs and training, green practices, and contributions.

1.0 FTE Life Support Technician is transferred from the Grounds, Maintenance and EVS Division to follow best practices in providing life support functions for the animal collection.

ZOOLOGICAL DEPARTMENT (950)

Department: **Zoo**

AGENCY NO. **950**

FUND: **General — 10001**

Strategic Program Area 5: Operations

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$632,259	\$919,405	\$1,617,662	\$2,897,502	\$1,279,840
Revenues	\$5,175,399	\$12,728,367	\$13,236,528	\$15,210,746	\$1,974,218
Tax Levy	(\$4,543,140)	(\$11,808,962)	(\$11,618,866)	(\$12,313,244)	(\$694,378)
FTE Positions	0.0	0.0	11.0	12.0	1.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
General admission revenue	\$1,851,550	\$6,480,003	\$7,829,044	\$7,829,045
Zoo rides revenue	\$334,993	\$1,149,344	\$1,521,840	\$1,775,586
Revenue partner commissions	\$947,563	\$2,178,129	\$3,000,041	\$2,969,082
Society Membership revenue	\$2,012,402	\$3,267,163	\$3,356,554	\$3,356,554

How Well We Do It: Performance Measures				
	2020 Actual	2021 Actual	2022 Target	2023 Target
Guest Survey: Excellent or Very Good Food Service*	71%	81%	90%	90%
Guest Survey: Excellent or Very Good Service at Retail Outlets*	87%	91%	90%	90%
Guest Survey: Excellent or Very Good Service at Ride Locations*	96%	94%	90%	90%
Guest Survey: Excellent or Very Good Service at Gates/Admissions*	99%	6%	90%	90%

* Annual Exit Survey Results

Strategic Overview: Organization

The Operations strategic program area provides effective leadership for reception, radio dispatch, safety and security services, contract review, oversight of the Safety Committee and management of major revenue sources, such as admissions, parking, miniature train, zoo expeditions, carousel, special exhibits, Virtual Reality Gorilla Experience, skyride, zip line, and ropes course. Staff from this strategic program area oversee revenue-generating contracts and leases with outside vendors.

ZOOLOGICAL DEPARTMENT (950)Department: **Zoo**AGENCY NO. **950**
FUND: **General — 10001****Strategic Implementation:**

In 2022, due to all the new revenue programs and level of responsibility, the Operations strategic program area was created as a separate strategic program area. The 2023 budget reflects this change. In addition, the Safety and Special Exhibit sections were also moved to the Operations strategic program area.

The 2022 Budget included funds for a 4D theater experience. After further research, it was determined a virtual reality experience would better maximize revenue while also providing an immersive animal educational experience. The impact to the 2023 budget for the change to the new Gorilla Trek Virtual Reality (VR) experience increases expenditures by \$444,984 and revenues by \$798,418 for a net profit increase over the 2022 budget of \$353,434. The operational costs for the VR theater are \$723,197 with \$1,158,258 in revenues are projected for a net projected profit of \$435,061.

In 2023, the Milwaukee County Zoo is introducing a new shuttle service to transport guests throughout the Zoo. Three vehicles will be purchased out of the Zoo's Railroad Trust fund budget.

The guest giraffe feeding program was changed in 2022 to an all-day feeding. The 2023 budget reflects the additional expenses related to this new feature including and an additional Zoo Worker 3 seasonal hours. New revenues from the all-day feeding program support the Zoo's conservation efforts and covers the cost of the new Assistant Curator Large Mammal position in the Animal Management and Health Division.

The direct service cross charge from the Office of Emergency Management (OEM) for guest medical services increased due to OEM's standards change requiring two EMTs instead of one.

In 2023, an Ice Age special exhibit will be featured. Admission to the exhibit is \$4 per person and runs from Memorial Day weekend through Labor Day. Results are projected to be profitable.

The SkyGlide ride was purchased by the Zoo in 2022 and is operated by Zoo staff. For 2023, expenditures increase and includes the creation a Zoo Worker 3 hours to operate the ride.

The 2023 budget changes Security staff from Zoo Worker Seasonal positions to Zoo Security Worker hourly to provide year-round coverage. The change to hourly provides flexibility in staffing and allows for year-round coverage.

In 2023, the Milwaukee County Zoo will create an additional 1.0 FTE Zookeeper position and the expense of this position will be offset with a reduction in overtime for a zero net impact.

ZOOLOGICAL DEPARTMENT (950)

Department: **Zoo**

AGENCY NO. **950**
FUND: **General — 10001**

Specimen Expendable Trust Fund (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
\$46,000	\$46,000	\$0

Railroad Expendable Trust Account (Org. 0321)

The Railroad Trust 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
\$1,158,593	\$1,410,350	(\$251,757)

The Railroad Trust Fund includes \$404,850 in expenditures for the purchase of three electric vehicles to provide a new Shuttle revenue program. Operating expenditures and revenues are highlighted under the Operations Strategic Program Area.

Zoo Zoomobile Trust Fund (Org. 0322)

The Zoomobile is used to take guests on a narrated vehicle tour of the Zoo on an open-air tram. The ride generates revenue and the funds remain in the fund to offset labor, pay off the zoomobile debt and equipment costs and repairs.

Expenditure	Revenue	Tax Levy
\$138,615	\$111,000	\$27,615

ZOOLOGICAL DEPARTMENT (950)

Department: **Zoo**

AGENCY NO. **950**
FUND: **General — 10001**

Zoo Conservation Trust Fund (Org. 0323)

The Zoo's mission is to 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. As an accredited Zoo, the Zoo must participate in conservation initiatives. The Zoo has a goal of contributing the equivalent of 3% of its budget to conservation and research efforts through field conservation, education staff programs and training, green practices and contributions.

Expenditure	Revenue	Tax Levy
\$40,000	\$0	\$40,000

Zoo Library Trust Fund (Org. 0324)

The funds are used to pay for librarian support for research and etc. The library is full of information about animal nutrition, animal management, zoological science and other zoo information and is used by Zoo staff.

Expenditure	Revenue	Tax Levy
\$38,650	\$0	\$38,650

Zoo Travel Trust Fund (Org. 0325)

As part of being an accredited Zoo, staff are required to participate in Species Survival Plans (SSPs) and in other animal workgroups. These groups join scientists and collaborating experts to develop breeding and management plans to help protect the welfare and genetic variation of species in human care. These plans improve the survival of SSP-managed species at the Milwaukee County Zoo and in the wild. We also participate in collaborative programs with other countries to assist with wildlife conservation. Staff are also required to travel for continuing education (i.e. vets). Funds are also used to attend annual AZA conferences.

Expenditure	Revenue	Tax Levy
\$147,450	\$24,958	\$122,492

ZOOLOGICAL DEPARTMENT (950)

Department: **Zoo**

AGENCY NO. **950**
FUND: **General — 10001**

Zoo Animal Acquisition Trust Fund (Org. 0326)

Funds in this account are used to purchase animals when needed. Accredited zoos do not charge each other for animals and loan out their collection. At times, the Zoo does purchase animals from non-accredited organizations.

Expenditure	Revenue	Tax Levy
\$23,000	\$0	\$23,000

Zoo Grant Tree Conservation Trust Fund (Org. 0328)

This fund helps support the Zoo's forest by allocating \$5,000 in tree replacement funds. On occasion, outside donations are received.

Expenditure	Revenue	Tax Levy
\$5,000	\$5,000	\$0

Conservation/Research Program Trust Account (Org. 0331)

A Conservation/Research Program Trust was created in 2017 to record donations and contributions supporting conservation, research, and green practices. The account allows for expenditure authority to support these functions in addition to supporting other expenses for the benefit or improvement of the Zoo and the Zoo's mission.

Expenditure	Revenue	Tax Levy
\$182,506	\$182,506	\$0

UNIVERSITY OF WISCONSIN – EXTENSION (991)

 Department: **UW–Extension**

 AGENCY NO. **991**
 FUND: **General — 10001**

BUDGET SUMMARY

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Costs	\$49,345	\$49,524	\$50,513	\$52,565	\$2,052
Operation Costs	\$281,098	\$346,057	\$394,180	\$377,132	(\$17,048)
Debt & Depreciation	\$0	\$1,644	\$0	\$0	\$ 0
Capital Outlay	\$0	\$0	\$0	\$0	\$ 0
Interdepartmental. Charges	\$647	\$0	\$0	\$0	\$ 0
Total Expenditures	\$331,090	\$397,224	\$444,693	\$429,697	(\$14,996)
Revenues					
Direct Revenue	\$32,878	\$42,147	\$100,000	\$100,000	\$ 0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$ 0
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$32,878	\$42,147	\$100,000	\$100,000	\$ 0
Tax Levy	\$298,212	\$355,077	\$344,693	\$329,697	(\$14,996)
Personnel					
Full-Time Pos. (FTE)	0.8	0.8	0.75	0.75	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, lead, and serve connecting the people with the University of Wisconsin Madison and engaging 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.”

The vision of Extension Milwaukee County is to become a thriving, well-known and sought-out educational resource that reflects the rich diversity of the communities in our County. This aligns with the Milwaukee County vision: “By achieving racial equity, Milwaukee will be the healthiest county in Wisconsin.

Department Description:

Extension Milwaukee County 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 Division 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 five program

UNIVERSITY OF WISCONSIN – EXTENSION (991)

Department: **UW–Extension**

AGENCY NO. **991**

FUND: **General — 10001**

areas: FoodWise, 4H Clubs & SySTEMatics, Youth Development, Urban Gardening, and Community Development. Extension Milwaukee County has been a long-term partner with Milwaukee County Parks and uses County land for the Extension Garden Rental Program, as well as partnering with the Department on Aging, Department of Health & Human Services, Milwaukee Public Schools, the Office on Equity, and hundreds of community organizations and non-profits.

The 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 property tax levy, assisting with administration of grant processes, and assessing and communicating the impact of our programming with communities, non-profits, businesses, and Milwaukee County government. .75 FTE senior executive assistant position is funded by Milwaukee County. Milwaukee County also partially funds 5.0 FTE Extension educators. An additional 19 educators/coordinators and the Area Extension Director are fully funded by the state.

Major Programs:

FoodWise: Provides training in the areas of financial literacy, food safety, and nutrition education. This is a USDA-supported program that brings \$1,047,107 in educational programming to Milwaukee County each year. Nearly 61% of FoodWise class participants are African American, Asian, Native American, and Latinx from low-income, underserved communities. FoodWise also works with local farmers markets, youth gardens, community food systems, and food recovery networks through policy system and environmental change.

4H Community Clubs & SySTEMatics: 4-H Community Clubs 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, and multicultural awareness. 4-H SySTEMatics partners with schools and youth organizations to provide programming for youth to discover science through hands-on science labs. Experiments are taught that cover a wide range of areas such as chemistry, botany, archeology, geology, and physics and weaves in activities that help to prepare youth for their future.

Positive Youth Development (PYD): The focus of the PYD is a program called Growing Connections that includes youth-led gardening education and food production, leadership development focused on action planning and community leadership, and exploration of workforce pathways at the community and individual levels. This is done in partnership with two community-based partners: Milwaukee Christian Center and Running Rebels Community Organization. Participants are 14-18 yr. old youth, and programming occurs in local community gardens and at the educational hub at Kohl Farm.

Urban Gardening: Prepares and maintains dedicated county land for Milwaukee County residents to grow food. Information, training, and support to improve the social and economic lives of ethnic minorities, community farmers, and underserved neighborhoods at 8 community garden sites throughout the county is provided.

Community Development: Provides entrepreneur and soft skills training to incarcerated and formerly incarcerated men and women. We also teach entrepreneurship education, non-profit leadership, and organizational development to small business owners of color. Data collection and analysis is used to help businesses and local government units in decision-making.

Major Changes in FY 2023

In 2023, the professional services contract will decrease by 13% resulting a conclusion of a contracted service. Tax Levy support remains relatively flat from 2022. Extension Milwaukee County's entered an agreement with Fleet Management for the use of shared equipment, maxing out an amount of \$15,000 per year for four years. Extension Milwaukee County's FTE position remains at 0.75.

UNIVERSITY OF WISCONSIN – EXTENSION (991)

Department: **UW–Extension**

AGENCY NO. **991**

FUND: **General — 10001**

Strategic Program Area 1: Univ of Wisconsin Extension

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$331,091	\$397,224	\$444,693	\$429,697	(\$14,996)
Revenues	\$32,878	\$42,147	\$100,000	\$100,000	\$0
Tax Levy	\$298,213	\$355,077	\$344,693	\$329,697	(\$14,996)
FTE Positions	0.75	0.75	.75	0.75	.75

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
4H Community Clubs & SySTEMatics				
Club enrollment	0*	0*	40	50
SySTEMatics participants	0*	0*	120	300
Community Development				
Number of <i>Entrepreneurs in Training</i> trained ¹	13	40	40	60
Small business owners of color interviews	22	24	23	25
Nonprofit & municipal employees trained in team building and nonprofit resources	N/A	30*	206	250
Community Urban Gardening				
Urban Apiaries – Technical assistance ²	25	0	0	25
Urban Apiary Program participants ²	0*	0	0	25
Community garden plots leased	2422	2502	1884	1750
Residents using community garden plots	1315	1400	1502	1450
Community partners utilizing garden sites	16	25	25	25
FoodWise				
EBT/Foodshare @ Farmers Markets	9	9	11	12
Leveraged Dollars	\$3,800,000 ³	\$430,000 ³	\$1,425,000 ³	\$1,425,000
Community Partners	70	66	75	85
Community Members Served	7,734	10,899	50,000 ⁴	75,000 ⁴
Positive Youth Development (PYD)				
Youth in <i>Growing Connections</i> program ⁵	16	51	50	60
Youth participation at Vel R. Phillips Juvenile Justice School	0	0*	30	30

UNIVERSITY OF WISCONSIN – EXTENSION (991)

Department: **UW–Extension**

AGENCY NO. **991**

FUND: **General — 10001**

¹ *Entrepreneurs in Training is funded through a partnership with the Wisconsin Department of Corrections (\$253,000.)*

² *Apiary programs were postponed due to challenges related to COVID-19. These programs will be re-established in 2023.*

³ *2020 leveraged dollars reflect 1) public (CARES ACT, ~\$2.5 million) and private (local foundation, ~\$1 million) funds invested into local food pantries, meal programs, and other food security organizations as a result of Extension staff coordination in COVID-19 response efforts; and 2) Federal SNAP-Ed grant dollars (~\$300,000) invested in a local food security program built by Extension staff. 2021 leveraged dollars include \$280,000 in Federal SNAP-Ed dollars and \$150,000 for the Milwaukee Food Council from local foundations. 2022 leveraged dollars include \$325,000 in Federal SNAP-Ed dollars, and \$1.1 million in County ARPA dollars for Milwaukee Market Match.*

⁴ *Significant increase due to community members engaging with and using Milwaukee Market Match, a program that doubles FoodShare dollars at farmers markets.*

⁵ *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 educators in the Positive Youth Development and Community Development Programs.*

** From 2020-2022, several programs were reduced or postponed due to the COVID-19 pandemic and subsequent shutdowns.*

Note: The Master Gardener Volunteer program has been removed due to the program shifting from a county-led program to a state-administrated one per UW-Madison.

How Well We Do It: Performance Measures

Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
4-H Community Clubs & SySTEMatics				
4-H SySTEMatics: Improvement in Science and Math Skills	0% ¹	85%	85%	85%
4-H SySTEMatics: Learned the importance of college planning	0% ¹	85%	85%	85%
4-H SySTEMatics: Increased participation in school classes	0% ¹	95%	95%	95%
Community Development				
Percent of Entrepreneurs in Training participants who graduate	77%	75%	75%	75%
Percent of Entrepreneurs in Training graduates who increased employment readiness and re-entry well-being	0%*	90%	90%	90%
Community Urban Gardens				
Community garden acres leased ²	80	76	76	76
FoodWise				
Percent of EFNEP ³ 3rd-5th grade surveyed reporting intent to eat more fruits and vegetables, whole grains, and/or consume fewer sugar-sweetened beverages.	35%	43%	50%	55%
Percent of adult EFNEP ³ participants surveyed that indicated they implemented budgeting techniques when grocery shopping	53%	85%	90%	95%
Percent increase in Farmers Markets that accept EBT/Foodshare	66%	0% ⁴	22% ⁴	33%

UNIVERSITY OF WISCONSIN – EXTENSION (991)

Department: **UW–Extension**

AGENCY NO. **991**

FUND: **General — 10001**

Youth Development: Growing Connections				
Percent of Youth that learned core gardening	0%*	80%	80%	85%
Percent of Youth that met at least one of their goals	0%*	80%	80%	90%
Percent of Youth that indicated they developed impactful mentor/mentee relationships with adults	0%*	70%	70%	85%
Percent of Youth that shared these experiences help them respect others and work in a team environment	0%*	70%	70%	80%

¹ 4-H programs were adapted to virtual environments during the pandemic, but youth enrollment was lower than normal, and some programs were cancelled or postponed. Due to COVID resurgence in 2022, some programs are still postponed. Working to build back the numbers. A 4-H Community Outreach Worker has been hired and will help to increase outreach.

² Acreage decrease due to number of gardens declining from 11 in 2020 to 8 in 2022 due to decisions made by local entities outside of the Extension department's control.

³ EFNEP is the acronym for Expanded Food and Nutrition Education Program. This program is funded by Federal USDA funds.

⁴ No increase due to COVID. Focused on maintaining existing farmers market sites verses growth because of challenges due to COVID.

* From 2020-2022, several programs were reduced or postponed due to the COVID-19 pandemic and subsequent shutdowns.

Additional state-administered grant/contract funds that help fund positions in the Milwaukee County Office:

Total additional funding = \$1,751,407:

1. Expanded Food and Nutrition Education Program (EFNEP): \$222,433
2. Supplemental Nutrition Assistance Program Education (SNAP-ED): \$775,674
3. Wisconsin Economic Development Corporation: \$71,000/yr.
4. Wisconsin Department of Corrections: \$253,000/yr.
5. USDA Children, Youth, and Families at Risk (CYFAR) grant of \$640,000
6. National Science Foundation – Youth Education via UW-Madison: \$17,000

Extension will continue to leverage local, state, federal and private sector funds that match the county's support.

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CULTURAL CONTRIBUTIONS (199)

Department: **Cultural Contributions**

AGENCY NO. **199**

FUND: **General — 10001**

Strategic Program Area 1: Fund for the Arts

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$394,890	\$407,825	\$407,825	\$407,825	\$ 0
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$394,890	\$407,825	\$407,825	\$407,825	\$ 0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Number of Agencies receiving Matching Grants CAMPAC Funding	34	41	45	46

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Sales tax revenue Tax revenue generated by funded arts groups	\$1,067,718	\$673,027	\$2,500,000	\$1,000,000
FTE Arts group staff (full time employees)	1,737	479	1,900	850

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 2021, CAMPAC funding assisted these organizations in generating over \$673,000 in sales tax revenue. The collective budgets of these arts groups total almost \$211 million in economic activity directly employing 479 full time positions.

Funding within the CAMPAC program area includes \$13,000 for the Concerts in the Parks series. In 2023, the \$13,000 Concerts in the Parks earmark may be used to effectuate other programs within the parks, including community events, food truck festivals, seasonal activities, cultural events, and marketing for parks programming. The Department on Parks, Recreation, and Culture shall provide a report to the Board detailing how the funds were disbursed in advance of the September 2023 meeting cycle.

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CULTURAL CONTRIBUTIONS (199)

Department: **Cultural Contributions**

AGENCY NO. **199**
FUND: **General — 10001**

Strategic Program Area 2: Historical Society

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$258,105	\$258,105	\$204,105	\$354,105	\$150,000
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$258,105	\$258,105	\$204,105	\$354,105	\$150,000

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Attendance-public (general)	2,964	5,476	9,000	6,300
Attendance-public (programming)	22,980	12,959	5,000	14,900
Attendance-other	134	0	4,000	0
Research requests	2,007	2,510	5,000	3,750

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Annual % Increase in patron usage of MCHS resource material	-53%	22%	5%	10%
Annual % increase in overall attendance (for all MCHS operated facilities)	38%	-27%	5%	10%

Strategic Overview:

The Milwaukee County Historical Society (MCHS) is a non-profit organization that collects, preserves, and shares Milwaukee County history with the public. MCHS serves thousands of people each year through exhibits, the research library, three historic sites, and educational programs. As part of the research library, MCHS carries out record retention services for Milwaukee County.

MCHS's service to Milwaukee County government is two-fold; as a service provider for record retention and making records publicly available, and as a County cultural institution offering a museum, historic sites, and additional programs and events for people to learn about Milwaukee's history. MCHS

In the 2023 budget, Milwaukee County Historical Society's annual contribution increases by \$150,000. This increase will support the Historical Society's increasing expenditures in the storing of documents (warehouse), equipment used for storing those documents and staffing (retention).

CULTURAL CONTRIBUTIONS (199)

Department: **Cultural Contributions**

AGENCY NO. **199**

FUND: **General — 10001**

Strategic Implementation:

The museum is also a community center. Activities at the museum include serving thousands of students through historical educational programs, and thousands of others with tours, historic sites, exhibits, events, and more. At the same time, the records retention service fee will support County-related storage, preservation, staff capacity, and research facilities through the MCHS research library.

The Department of Administrative Services Record Retention Improvement initiative was approved in the fall of 2021, which allows for the destruction or transfer of thousands of County records stored in commercial third-party storage. This will save the County approximately \$150,000 a year. The annual contribution increase allows MCHS to maintain staff capacity and services for 2023 while providing time for MCHS and County to work on a permanent service agreement

CULTURAL CONTRIBUTIONS (199)

Department: **Cultural Contributions**

AGENCY NO. **199**
FUND: **General — 10001**

Strategic Program Area 3: Federated Library System

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$66,650	\$116,650	\$66,650	\$66,650	\$ 0
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$66,650	\$116,650	\$66,650	\$66,650	\$ 0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Library materials circulated	3,267,137	3,959,509	6,100,000	4,500,000
Active cardholders *	268,644	242,539	275,000	260,000
Digital materials circulated	770,580	746,650	850,000	760,000
Items delivered	793,360	982,134	950,000	1,000,000
MCFLS and CountyCat website page views	8,595,806	11,716,577	10,000,000	12,500,000
CountyCat mobile searches	8,737,957 **	3,310,782	11,000,000	4,000,000

* New method of counting cardholders as required by state counts active cardholders or new cardholders in the past three years.

** Estimate

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Active cardholders as a percent of population.	28%	26%	30%	28%

Strategic Overview:

The Milwaukee County Federated Library System (MCFLS) is overseen by the Department of Public Instruction (DPI) 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. 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 2021 Budget included a one-time allocation of \$50,000 related to expansion of digital resource materials. The 2023 budget includes Milwaukee County's discretionary contribution to MCFLS in the amount of \$66,650.

CULTURAL CONTRIBUTIONS (199)

Department: **Cultural Contributions**

AGENCY NO. **199**

FUND: **General — 10001**

BUDGET SUMMARY

	<u>2021 Actual</u>	<u>2022 Budget</u>	<u>2023 Budget</u>
<u>Expenditures</u>			
Technology, Reference, Interlibrary Loan	\$ 1,691,907	\$1,900,000	\$1,900,000
Continuing Ed and Consulting	80,378	\$125,000	\$125,000
Delivery	331,540	\$325,000	\$326,894
Payment to Members for Non-Res Access	1,087,934	\$1,105,547	\$1,235,841
Library Services to Youth	848	\$20,000	\$20,000
Library Services to Special Users	6,961	\$20,000	\$20,000
Public Information	70,311	\$75,000	\$95,000
Administration	374,567	\$425,000	\$713,157
Electronic Resources	966,301	\$650,000	\$709,172
MultiType Initiatives	16,466	\$8,500	\$10,000
Member Office Supplies	30,544	\$50,000	\$37,100
<i>Total Expenditures</i>	4,657,757	4,704,047	4,992,163
<u>Revenues</u>			
State Aid to Public Library Systems	2,855,319	3,301,094	\$3,568,561
Federal LSTA Funding	4,834	10,000	\$3,000
Passthrough Contract Income	1,483,857	1,214,874	\$1,137,356
Interest Earned from State Aid	741	5,000	\$2,000
Unexpended Funds-Previous Years	59,805	30,000	\$15,000
All Other Sources	265,181	49,652	\$166,246
<i>Milwaukee County Contribution</i>	116,650	66,650	\$100,000
<i>Total Revenue</i>	\$ 4,786,387	\$ 4,677,270	4,992,163
<i>Budget Surplus/(Deficit):</i>	128,630	\$ (26,777)	
<i>County Contribution as % of Total Revenue:</i>	2%	1.4%	2.00%

CULTURAL CONTRIBUTIONS (199)

Department: **Cultural Contributions**

AGENCY NO. **199**
FUND: **General — 10001**

Strategic Program Area 4: Marcus Center for the Performing Arts

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$750,000	\$700,000	\$650,000	\$600,000	(\$50,000)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$750,000	\$700,000	\$650,000	\$600,000	(\$50,000)

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Budget
Attendance-public (programming)*	301,779	81,398	300,000	213,000
Attendance-private (events/rental)*	12,904	3,406	35,000	15,000
Attendance-other*	270	623	20,000	22,000
Number of events annually	1237	190	1400	260
Number of days activity in facility	250	113	225	175
Number of performance weeks-all theaters by tenant groups	32	23	68	55
All theaters by non-tenant groups	4	124	20	65
Free events for children	23	15	35	30
Children outreach events	22	11	45	50
Free family, adults, community events	44	9	40	15

*Attendance in 2020-21 was 97% virtual.

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Budget	2023 Budget
% of attendees from Milwaukee County	41%	41%	50%	48%
% of attendees from outside Milwaukee County	59%	59%	50%	52%
% of customer satisfaction	99%	99%	99.99%	99%
% of customer satisfaction with facility**	99%	99%	99.99%	99%

**The Marcus Center averages about 50-60 complaints a year, which is less than .01%.

CULTURAL CONTRIBUTIONS (199)Department: **Cultural Contributions**AGENCY NO. **199**FUND: **General — 10001****Strategic Overview:**

Established in 1969, The Marcus Performing Arts Center was built with private funding and deeded to Milwaukee County as a public trust for the preservation and enrichment of the performing arts, including drama, music and dance. Today, the Marcus Performing Arts Center (MPAC) is the premier performing arts community gathering space in southeastern Wisconsin and acts as an energizing force that connects the community to the world through collaboration, innovation, social engagement, and the transformative power of live performing arts. MPAC presents a diverse mix of cultural arts programming including touring Broadway, and the world's best in contemporary dance, jazz, global music, and commercial concerts, provides high quality arts education and engagement experiences, and is home to several resident companies including the Milwaukee Ballet, Florentine Opera, First Stage and Black Arts MKE. MPAC supports a number of free community events and activities year-round, including ethnic and cultural festivals such as Dr. Martin Luther King's 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. MPAC also supports those who have served our country by celebrating Heroes Day and continues to expand this programming to serve our mission as a designated County War Memorial building. MPAC is committed to racial equity, diversity, and inclusion (REDI) focusing on representation, inclusion, and investment to build bridges between diverse members of the community.

Strategic Implementation:

In March 2016, Milwaukee County and the Marcus Center finalized a contribution agreement outlining operating and capital support through 2025. The 2023 tax levy contribution is \$600,000.

CULTURAL CONTRIBUTIONS (199)

Department: **Cultural Contributions**

AGENCY NO. **199**

FUND: **General — 10001**

Strategic Program Area 5: Milwaukee Public Museum

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$3,500,000	\$3,593,500	\$3,500,000	\$3,500,000	\$ 0
Revenues	\$0	0	\$0	\$0	\$ 0
Tax Levy	\$3,500,000	\$3,593,500	\$3,500,000	\$3,500,000	\$ 0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Attendance-Museum*	152,417	90,247	250,000	250,000
Attendance-Theater/Planetarium*	83,347	10,739	50,000	50,000
Attendance-Exhibitions*	0	21,545	100,000	100,000

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Annual Attendance Over/(Under) the 400,000 Base Level*	N/A**	N/A**	(0)	(0)
Unrestricted Endowments Assets Over/(Under) the \$1,550,000 Base Level*	Yes	Yes	Yes	Yes
Generate Positive Unrestricted Operating Earnings* ¹	N/A**	N/A**	Yes	Yes

*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 actual amounts for FY2020 and FY2021. Per the approved Amendment to the Lease and Management Agreement, these performance measures were waived for FY2020 and FY2021 due to the pandemic and being closed for 9 months of the last 12 months. The Museum continued to be under capacity ordinances as well through November 2021. The Museum anticipates meeting the annual attendance goal of 400,000 in FY2022.

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 funding for such purposes. As a museum of human and natural history, MPM provides a dynamic and stimulating environment for learning. The museum interprets the world's cultural and natural heritage through collections, research, education, and exhibits. MPM 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.

CULTURAL CONTRIBUTIONS (199)

Department: **Cultural Contributions**

AGENCY NO. **199**
FUND: **General — 10001**

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 400,000 visitors during each fiscal year and to provide services and educational opportunities to a diverse constituency. Milwaukee schools 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 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. 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.

CULTURAL CONTRIBUTIONS (199)

Department: **Cultural Contributions**

AGENCY NO. **199**
FUND: **General — 10001**

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 \$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, there were two instances of LMA amendments:

- A. The first instance was 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:
 - i. 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.
 - b. Unrestricted operating earnings:
 - i. 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.

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. 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 developed, 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 vacate. 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 to sustain business revenue. A change to this criterion is requested to reflect the current strategy, allowing funds raised to both improve the current facility and advance plans for the future facility to 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."

CULTURAL CONTRIBUTIONS (199)Department: **Cultural Contributions**AGENCY NO. **199**FUND: **General — 10001**

- B. The Second instance amended the LMA to allow either MPM OR a separate legal entity to receive \$5.0 million in cash and donor commitments for capital spending or for a “Relocation Strategy” (adopted County Board file #20-753).⁶

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, (and for adherence to the other LMA requirements), County operating contributions to the MPM for years 2018 through 2020 remained at \$3.5 million.

For 2022, 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. As the requirements for the \$5 million were met, the 2023 contribution will remain at the \$3.5 million level.

Contingent upon Milwaukee Public Museum, Inc. (MPM) meeting specific conditions and requirements, adopted County Board file #22-454 has committed \$45 million in general obligation bonds (or notes) towards the construction of a new museum facility that replaces the existing building located at 800 West Wells Street. The total cost of the new facility is estimated at \$240 million with \$40 million to be funded by the State of Wisconsin and the remaining \$155 million balance to be raised through MPM’s major capital fund raising campaign. The County provides a \$3,500,000 operating contribution to MPM as part of the 2023 budget. After the new facility is open, the County’s annual contribution to MPM will decrease from \$3,500,000 to \$1,000,000 to solely support the care of MPM’s objects and collections.

⁶ Milwaukee County Department of Administrative Services/MPM joint report (file 20-753): “Authorization to execute a Third Amendment to Lease and Management Agreement to avoid a default of commitments and maintain existing funding. A requirement of the amended Lease and Management Agreement between Milwaukee County (“County”) and the Milwaukee Public Museum (“MPM”) is that MPM, alone, receive at least \$5.0 million in cash and donor commitments by December 31, 2020 for capital spending or for a “Relocation Strategy”. As of this date, MPM has raised most of these funds. Based on a plan for the Relocation Strategy, a certain amount of these funds is being raised by a separate legal entity so as to garner potential tax credits and loans. MPM wants to amend the Lease and Management Agreement to allow for the \$5.0 million in cash and donor commitments to include either MPM or a separate legal entity which will be utilized in the Relocation Strategy.... MPM management has indicated that if these changes in criteria are not memorialized, then MPM risks being in default of the \$5.0 million commitment of the Agreement. Such default would mean a reduction in operating support from \$3.5 million to \$3.2 million for 2021 and \$3.0 million for 2022... MPM has requested the Agreement be revised to address these issues. Based on this information, as well as review from the Comptroller’s Office and the Office of Corporation Counsel, DAS recommends amending this Agreement as provided in the attached.”

CULTURAL CONTRIBUTIONS (199)

Department: **Cultural Contributions**

AGENCY NO. **199**

FUND: **General — 10001**

Strategic Program Area 6: Villa Terrace/Charles Allis Museums

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 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	2020 Actual	2021 Actual	2022 Target	2023 Target
Attendance-public (general)	2,742	14,760	9,000	16,500
Attendance-public (programming)	1,182	7,356	9,000	9,000
Attendance-private (events/rental)	592	11,186	10,000	14,000
Attendance-other	1,200	0	500	500

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Level of customer satisfaction with the facility (out of 5)	4	5	5	5

Strategic Overview:

The Charles Allis and Villa Terrace Art Museums contribute to the quality of life for Milwaukee County residents and visitors by creating opportunities to experience history, culture, and the arts.

The museums — a public-private partnership between Milwaukee County and 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.

CAVT contributes to Milwaukee County's quality of life by offering vibrant exhibitions, collaborative educational programs, performances, and other events. Programming includes up to five new art exhibitions each year that feature local and regional artistic production and promote such work in a way that larger institutions cannot. CAVT offers 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. CAVT works with county-wide public grade-school art programs each fall. The facilities are available for rent by civic, cultural, veteran, educational, business and private groups. Both museums are on the National Register of Historic Places.

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CULTURAL CONTRIBUTIONS (199)

Department: **Cultural Contributions**

AGENCY NO. **199**
FUND: **General — 10001**

Strategic Program Area 7: War Memorial Center

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$486,000	\$516,000	\$486,000	\$486,000	\$ 0
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$486,000	\$516,000	\$486,000	\$486,000	\$ 0

What We Do With It: Activity Data*				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Attendance-general/public	4,000	20,820	80,000	83,000
Attendance-Veterans/Military	2,302	3,767	10,000	10,500
Attendance-private events/rental	15,308	20,134	54,000	54,000
Attendance-WMC, education, programming	3,990	8,714	27,000	28,000
# of events-Veterans/Military	106	139	200	200
# of events-private	185	307	513	513
# of events-WMC, education, programming	91	156	222	262
Digital outreach				
Programs-newsletters & audio impressions	121,460	2,536,110	1,575,000	2,000,000
Newsletter	65,000	62,864	75,000	75,000
Facebook & Instagram	326,871	419,459	332,170	437,000
LinkedIn		31,500	60,300	91,800
Twitter			1,800	2,300
YouTube	22,597	74,572	80,000	90,000
Website reach	18,444	66,832	23,000	70,000

*War Memorial Center (WMC) activity data has been updated to combine Facebook & Instagram and add LinkedIn, Twitter, and YouTube. Attendance-general public now includes July 3rd North grounds attendance which was previously included under Attendance-WMC.

CULTURAL CONTRIBUTIONS (199)

Department: **Cultural Contributions**

AGENCY NO. **199**

FUND: **General — 10001**

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Budget	2023 Budget
% of events from Milwaukee County	97%	94%	85%	85%
% of events from outside Milwaukee County	3%	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 WMC stands as a memorial to those who gave their lives for our collective freedom. “Honor the Dead Serve the Living” is the motto of the Center. The Center provides a campus of memorials and access to both permanent and temporary exhibits.

The WMC 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 veterans. In addition, the Center is the primary community facility partner for the Veteran Suicide Prevention Initiative, a massive partnership with organizations focused on serving our greater veteran families.

The WMC provides office space to organizations such as the USO of Wisconsin, Paralyzed Veterans of America-Wisconsin Chapter, Rotary Club of Milwaukee, Kiwanis Club of Milwaukee, Chipstone Foundation, International Association for Orthodontics, and the War Memorial Center itself. In October 2021, the WMC launched a two-year pilot initiative to provide office space using the hoteling rental model for up to four veteran organizations making the WMC the epicenter of veteran-based productivity and operations impacting thousands of military veterans across Wisconsin.

To maximize utilization of the facility, WMC is available for general use by the public, veterans' groups, art groups and civic groups.

Strategic Implementation:

Milwaukee County and the War Memorial Center have a funding agreement that provide for operating and capital funding levels. In accordance with the agreement, the 2023 tax levy contribution for operating support is \$486,000.

CULTURAL CONTRIBUTIONS (199)

Department: **Cultural Contributions**

AGENCY NO. **199**

FUND: **General — 10001**

Strategic Program Area 8: Milwaukee Art Museum

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 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	2020 Actual	2021 Actual	2022 Target	2023 Target
Attendance-public (general)	127,977	68,438	175,000	200,000
Attendance-public (programming)	30,726	0	20,000	37,000
Attendance-private (events/rental)	12,662	2,741	25,000	23,000

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
# of Milwaukee County visitors	93,388	38,166	116,600	140,400
# of non-Milwaukee County visitors	77,977	33,013	103,400	119,600
Customers satisfaction with events*	4.3 out of 5	4.3 out of 5	4.4 out of 5	4.4 out of 5
Customers satisfaction with the facility*	4.3 out of 5	4.3 out of 5	4.4 out of 5	4.4 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. Art is a vital, life-enriching celebration of humankind's creative history; through it, stories and events from times past and present are told, explored, and challenged. Art ignites imagination. It makes us feel; it makes us think. Art sows the seeds of creativity, feeds the hunger for beauty and meaning, and connects us with others in ways nothing else can. Exhibitions planned for next year include: *Always New: The Posters of Jules Cheret*, *On Site: Derrick Adams - Our Time Together*, *Scandinavian Design and the United States, 1890-1980*, *The Ashcan School and The Eight: "Creating A National Art"*, *On Repeat: Serial Photography*, and *Native America: In Translation*.

Strategic Implementation:

In accordance with the current MAM and Milwaukee County agreements, the 2023 tax levy contribution for operating support is \$1,100,000. An additional \$190,000 is included in the 2017-2026 budgets due to an arbitration settlement outlined in the sale of the O'Donnell parking garage through County Board resolution file #16-229.

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DEPARTMENTAL NARRATIVES

DEBT SERVICE FUNCTION

996 — Debt Service



**MILWAUKEE
COUNTY**

2023 ADOPTED OPERATING BUDGET

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DEBT SERVICE (996)

 Department: **General County Debt Service**

 AGENCY NO. **996**

 FUND: **Debt Service — 60016**

BUDGET SUMMARY

Category	2020 Actual*	2021 Actual*	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Costs	\$0	\$0	\$0	\$0	\$ 0
Operation Costs	\$0	\$0	\$0	\$0	\$ 0
Debt & Depreciation	\$107,384,579	\$88,285,430	\$88,975,377	\$89,201,481	\$226,104
Capital Outlay	\$0	\$0	\$0	\$0	\$ 0
Interdepartmental. Charges	(\$39,778,591)	(\$47,225,818)	(\$44,088,127)	(\$44,835,798)	(\$747,671)
Total Expenditures	\$67,605,988	\$41,059,612	\$44,887,250	\$44,365,683	(\$521,567)
Revenues					
Direct Revenue	\$30,064,544	\$8,745,875	\$1,000,000	955,000	(\$45,000)
Intergovernmental Revenue	\$624,037	\$160,947	\$120,277	95,702	(\$24,575)
Indirect Revenue	\$3,347,553	\$3,598,267	\$7,339,034	\$7,836,307	\$497,273
Total Revenues	\$34,036,134	\$12,505,089	\$8,459,311	\$8,887,009	\$427,698
Tax Levy**	\$33,569,854	\$28,554,523	\$36,427,939	\$35,478,674	(\$949,265)
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

* 2020 and 2021 actuals exclude balance sheet entries to record principal retired for proprietary fund departments. This adjustment is intended to allow 2020 and 2021 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.

DEBT SERVICE (996)

Department: **General County Debt Service**

AGENCY NO. **996**

FUND: **Debt Service — 60016**

Summary of Bonds and Notes Outstanding

Type of Issue	True Interest Rate	Date of Bond Issue	Final Maturity Date	Bonds or Notes Outstanding 12/31/22	2023 Requirements		
					Principal	Interest	
Corporate Purpose Bonds	2.43	08/14/13	09/01/23	1,055,000	1,055,000	31,650	1,086,650
Corporate Purpose Bonds	2.60	11/06/14	12/01/29	18,305,000	2,615,000	565,494	3,180,494
Corporate Purpose Bonds	2.50	11/12/15	10/01/30	18,370,000	2,380,000	545,300	2,925,300
Qualified Energy Conservation Bonds	2.34	11/12/15	10/01/25	1,440,000	480,000	39,600	519,600
Corporate Purpose Bonds	2.36	11/10/16	09/01/31	16,380,000	1,820,000	418,600	2,238,600
Qualified Energy Conservation Bonds	2.42	11/10/16	10/01/26	2,830,000	715,000	61,888	776,888
Corporate Purpose Bonds	2.04	11/08/17	09/01/27	10,375,000	2,075,000	233,438	2,308,438
Refunding Bonds or Notes	1.48	11/08/17	12/01/23	2,425,000	2,425,000	48,500	2,473,500
Refunding Bonds or Notes	2.31	10/11/18	08/01/24	21,840,000	10,645,000	1,092,000	11,737,000
Marcus Center Taxable Refunding	3.19	10/11/18	08/01/23	1,410,000	1,410,000	45,120	1,455,120
Corporate Purpose Bonds	2.80	11/15/18	08/01/28	7,440,000	1,240,000	235,600	1,475,600
Taxable Notes	3.22	11/15/18	08/01/23	1,270,000	1,270,000	40,640	1,310,640
Refunding Bonds or Notes	1.40	10/02/19	10/01/26	15,200,000	3,365,000	760,000	4,125,000
Corporate Purpose Bonds	1.81	10/02/19	08/01/29	6,020,000	860,000	138,030	998,030
Corporate Purpose Notes	1.33	11/07/19	08/01/23	1,405,000	1,405,000	28,100	1,433,100
Taxable Notes	1.86	11/07/19	08/01/24	2,260,000	1,130,000	42,940	1,172,940
Corporate Purpose Notes	1.51	11/07/19	08/01/24	4,360,000	2,180,000	87,200	2,267,200
Corporate Purpose Notes	1.75	11/07/19	08/01/29	7,260,000	1,040,000	145,200	1,185,200
Corporate Purpose Bonds	1.16	10/28/20	09/01/31	10,975,000	1,220,000	167,681	1,387,681
Corporate Purpose Notes	1.09	10/28/20	09/01/30	2,365,000	300,000	36,556	336,556
Taxable Notes	0.58	10/28/20	09/01/25	3,705,000	1,235,000	18,525	1,253,525
Corporate Purpose Notes	0.53	10/28/20	09/01/24	6,135,000	2,370,000	92,025	2,462,025
Corporate Purpose Bonds	1.54	11/23/21	09/01/35	25,560,000	1,000,000	408,975	1,408,975
Enterprise Platform Modernization Notes	0.63	11/23/21	09/01/25	3,080,000	1,030,000	46,200	1,076,200
Corporate Purpose Notes	1.30	11/23/21	09/01/31	9,320,000	1,040,000	139,775	1,179,775
Taxable Notes	1.06	11/23/21	09/01/26	2,205,000	555,000	19,825	574,825
Corporate Purpose Bonds	3.48	11/03/22	09/01/26	8,390,000	\$ 200,000.00	277,802	477,802
Mental Health Facility Bonds or Notes	4.52	11/03/22	09/01/26	3,160,000	\$ 445,000.00	114,542	559,542
Corporate Purpose Bonds	3.45	11/03/22	09/01/32	12,875,000	\$ 200,000.00	392,843	592,843
Taxable Notes	4.78	11/03/22	09/01/27	5,175,000	\$ 150,000.00	214,188	364,188
Transit Notes	3.47	11/03/22	09/01/32	5,140,000	\$ 520,000.00	157,816	677,816

Non-Pension Obligation Debt Projected Outstanding \$ 237,730,000 \$ 48,375,000 \$ 6,646,052 55,021,052
 Balance as of December 31, 2022 and Associated Debt Service

DEBT SERVICE (996)

Department: **General County Debt Service**

AGENCY NO. **996**

FUND: **Debt Service — 60016**

Summary of Bonds and Notes Outstanding (continued)

Type of Issue	True Interest Rate	Date of Bond Issue	Final Maturity Date	Bonds or Notes Outstanding 12/31/22	2023 Requirements		
					Principal	Interest	
<u>Penison Obligation Notes</u>							
Taxable GO Notes	6.84	12/01/09	12/01/33	\$ 93,685,453	\$ 6,501,076	\$ 6,377,186	12,878,262
Taxable GO Notes	2.76	06/27/13	12/01/23	11,200,000	11,200,000	396,368	11,596,368
Taxable GO Notes	1.65	11/23/21	12/01/30	92,790,000	7,780,000	1,855,800	9,635,800
Pension Obligation Note Balance				\$ 197,675,453	\$ 25,481,076	\$ 8,629,354	
as of December 31, 2022 and associated Debt Service							
Total 2023 Principal/Interest					73,856,076	\$ 15,275,405	

Total 2023 Debt Service	89,131,481

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
- B - Behavioral Health Services Hospital

DEBT SERVICE EXPENSES

The 2023 Budget includes appropriations of \$73,856,076 and \$15,275,405 for principal and interest payments associated with general obligation debt. The total 2023 debt service amount of \$89,131,481 is an increase of \$226,104 over the 2022 Budget amount of \$88,905,377.

DEBT ISSUANCE EXPENSE

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

DEBT SERVICE (996)Department: **General County Debt Service**AGENCY NO. **996**FUND: **Debt Service — 60016**

disclosure rules that have been implemented by the Federal government. For 2023, 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 to purchase outstanding 2024 notes and the County achieved \$1,571,900 of net present value savings.

In 2021, Milwaukee County issued \$93,540,000 of Taxable General Obligation Pension Promissory Notes to advance refund the 2023 through 2030 maturities of the County's Series 2013 Taxable General Obligation Pension Promissory Notes. The transaction resulted in \$9,322,416 of net present value savings.

The 2023 debt service costs for the pension obligation notes issued in 2009, 2013, and 2021 is \$34,110,430.

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**

The 2023 contribution from the Reserve for County Bonds is \$7,836,307. The \$7,836,307 includes \$497,273 of net bid premiums/surplus bonds and notes from the 2022 Bond Sales. The break down for the \$497,273 includes: \$105,758 of bid premiums from the Series 2022A General Obligation Promissory Notes, \$831 of surplus Series 2022B Taxable General Obligation MHEC Notes, \$255,031 of bid premiums from the Series 2022C General Obligation Corporate Purpose Bonds, \$37,007 of bid premiums/surplus notes from the Series 2022D Taxable Promissory Notes, and \$98,646 of bid premiums from the Series 2022E Transit Promissory Notes.

DEBT SERVICE (996)

Department: **General County Debt Service**

AGENCY NO. **996**

FUND: **Debt Service — 60016**

County Fleet Debt Service Abatement

The 2023 principal costs for the debt issued for vehicles and equipment in 2013-2022 is \$8,470,450. 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

In 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. 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).

In 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.

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.

The Internal Revenue Service (IRS) issued guidance regarding the sequestration reduction for reimbursements through 2030. The sequestration rate during this period is 5.7%.

For 2023, \$95,702 is anticipated to be received from the IRS as reimbursement of 2023 interest expenses relating to the remaining Qualified Energy Conservation Bonds. The 2023 reimbursement amount of \$95,702 is \$24,575 less than the 2022 budgeted reimbursement amount of \$120,277.

Jail Assessment Surcharge

Jail Assessment Surcharge revenue of \$955,000 is projected to be used to pay 2023 debt service costs for the construction of the Criminal Justice Facility (CJF) as allowed by Wisconsin Statutes Section 302.46(2).

DEBT SERVICE (996)

Department: **General County Debt Service**

AGENCY NO. **996**

FUND: **Debt Service — 60016**

Sale of Capital Asset

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.

The 2021 payment represented the final payment from Froedtert. There is no payment budgeted for 2023.

<u>Year</u>	<u>Budget</u>	<u>Actual</u>	<u>Surplus (Deficit)</u>
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	\$6,492,000	(\$2,508,000)
2021	\$4,000,000	\$5,491,000	\$1,491,000

INTEREST ALLOCATION

<u>Agency No.</u>	<u>Capitalized and Operating Interest Expense for Proprietary Fund Departments</u>	<u>2023 Amount</u>
116	DAS-Information Management Services Division	\$ 100,262
530	Fleet Management (Vehicle Initiative - Principal)	\$ 8,470,450
530	Fleet Management (Vehicle Initiative - Interest)	\$ 573,844
560	Milwaukee County Transit/Paratransit Services	\$ 812,840
630	Behavioral Health Division	\$ 665,957
115	DAS-Facilities Management Division	\$ 103,558
120*	Capital Projects	\$ -
	SUB-TOTAL	\$ 10,726,911
194	Taxable Pension Obligation Notes	<u>\$ 34,110,430</u>
	Total Estimated 2023 Debt Service Abatement	\$ 44,837,341
* The interest allocation amounts on general obligation bonds and notes for capital projects will be calculated at the end of 2023. As in prior years, an administrative 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.		

DEPARTMENTAL NARRATIVES

NON-DEPARTMENTAL REVENUE FUNCTION

190 — Non-Departmental Revenues

1991 — Property Taxes



**MILWAUKEE
COUNTY**

2023 ADOPTED OPERATING BUDGET

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NON-DEPARTMENTAL REVENUES (190)

Department: **Non-Departmental Revenues**

AGENCY NO. **190**
FUND: **General — 10001**

BUDGET SUMMARY

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Revenues					
1901 Unclaimed Money	\$2,452	\$1,250,631	\$0	\$1,250,000	\$1,250,000
1902 State Personal Property Aid	\$1,499,034	\$1,381,287	\$1,562,944	\$1,552,371	(\$10,573)
1933 Land Sales	\$0	\$0	\$0	\$0	\$0
1937 Potawatomi Allocation**	\$2,926,239	\$2,888,636	\$3,326,352	\$5,881,977	\$2,555,625
1986 Fire Charge Uncollectable	\$0	\$0	(\$943,948)	(\$952,032)	(\$8,084)
1992 Earnings on Investments***	\$5,512,560	(\$470,691)	\$1,720,839	\$5,382,871	\$3,662,032
1993 State Shared Taxes	\$27,430,719	\$27,017,810	\$30,967,836	\$30,967,836	\$0
1994 State Exempt Computer Aid	\$5,129,456	\$5,129,456	\$5,129,455	\$5,129,455	\$0
1995 Milwaukee Bucks Sports Arena	\$0	\$0	(\$4,000,000)	(\$4,000,000)	\$0
1996 County Sales Tax Revenue*	\$82,033,188	\$92,058,662	\$89,984,600	\$98,760,154	\$8,775,554
1998 Surplus from Prior Years	\$0	\$0	\$5,000,000	\$5,000,000	\$ 0
1999 Other Misc. Revenue	\$358,104	\$2,660,057	\$225,000	\$25,000	(\$200,000)
Total Revenue	\$124,891,752	\$131,915,848	\$132,973,078	\$149,197,632	\$16,024,554

*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. See page 4 for detail.

**Beginning in 2023, Potawatomi net win revenue is accounted for 100% in non-departmental revenues. The allocations to DHHS and BHD have been substituted with tax levy.

***Prior to 2023, earnings on investments were reported in the Treasurer's Office (Org 309).

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 Strategy, Budget and Performance 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.

NON-DEPARTMENTAL REVENUES (190)Department: **Non-Departmental Revenues**AGENCY NO. **190**
FUND: **General — 10001****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 2023, \$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 \$1,522,371 for 2023.

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. \$0 is budgeted in 2023.

Potawatomi Revenues: Represents payments based on Class III Net Win during the period July 1, 2022 to June 30, 2023 by the Potawatomi Bingo Casino per contract. Beginning in 2023, the amount budgeted includes the allocations previously allocated to DHHS orgs 630 and 800. These allocations have been replaced with tax levy. The 2022 budgeted net win is \$4,814,875. The 2023 budget increases by \$1,067,102 for a total of \$5,881,977 due to actual 2022 increases realized in collections of Class III Net Win.

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 \$952,032 is budgeted to account for potential uncollectable revenue.¹

Earnings on Investments: Earnings on investments income is derived from long and short-term investment of operating funds not required for immediate use. To maximize investment revenue, the County sets the investment policy and independent contracted investment advisors directly manage the funds. The 2023 budget for earnings on investments is \$5,328,871, an increase of \$3,662,032 from the 2022 adopted budget. This is due to the rise in short term interest rates in response to federal fund rate hikes which have already occurred, and rate hikes expected over the next 12 months. Prior to 2023, this revenue was reported in the Treasurer's Office (Org 309).

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 flat to 2022 for 2023 based on the information available at the time of budget preparation. 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 180-1995 for further explanation.

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.

NON-DEPARTMENTAL REVENUES (190)

Department: **Non-Departmental Revenues**

AGENCY NO. **190**

FUND: **General — 10001**

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.

<u>STATISTICAL SUPPORTING DATA</u>	2020	2021	2022	2023
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Base Payment	\$ 47,023,963	\$ 47,021,747	\$ 47,022,794	\$ 47,022,794
Utility Payment	<u>4,508,056</u>	<u>4,506,975</u>	<u>4,455,955</u>	<u>4,455,955</u>
Subtotal State Shared Taxes	\$ 51,532,019	\$ 51,528,722	\$ 51,478,749	\$ 51,478,749
VW State Grant (Buses)	0	(409,613)	(409,613)	(409,613)
State Child Welfare Reallocation	<u>(20,101,300)</u>	<u>(20,101,300)</u>	<u>(20,101,300)</u>	<u>(20,101,300)</u>
Total State Shared Taxes	\$ 31,430,719	\$ 31,017,809	\$ 30,967,836	\$ 30,967,836

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 \$5,129,455 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 increase by approximately \$8.9 million, from \$91.6 million to \$100.5 million. The net sales tax budgeted in Org 1996 is \$90.6 million (\$100.5 million gross sales tax less State administrative fee of \$1.8 million and capital improvements allocations of \$8.1 million). An allocation of \$36.4 million is provided for debt service, resulting in \$55.2 million available for general fund purposes.

² Eligible buses included those in the 2018 and 2019 Adopted Capital Budget.

NON-DEPARTMENTAL REVENUES (190)

Department: **Non-Departmental Revenues**

AGENCY NO. **190**
FUND: **General — 10001**

	2020 Actual	2021 Actual	2022 Budget	2023 Budget
Gross Sales Tax Collections	\$ 83,494,339	\$ 93,698,384	\$ 91,587,380	\$ 100,519,240
State Administrative Fee	(1,461,151)	(1,639,722)	(1,602,780)	(1,759,086)
County Sales Tax Collections	\$ 82,033,188	\$ 92,058,662	\$ 89,984,600	\$ 98,760,154
Less Sales Tax Allocated to				
Capital Improvements	\$ (7,354,784)	\$ (7,256,584)	\$ (7,914,736)	\$ (8,103,873)
County Net Sales Tax Collections	\$ 74,678,404	\$ 84,802,078	\$ 82,069,864	\$ 90,656,281
Less Allocations to Debt Service	(32,153,590)	(32,406,178)	(36,427,939)	(35,478,674)
Available for General Fund	\$ 42,524,813	\$ 52,395,901	\$ 45,641,925	\$ 55,177,607

Surplus (Deficit) from Prior Year: Represents \$5,000,000 of the County's overall 2020 surplus as applied to the County's 2022 budget (County Board file 20-937) per 59.60 of Wisconsin State Statutes.

Other Miscellaneous Revenue: Includes all other revenue sources, including closure of Tax Increment Financing (TIF) districts. The 2023 budget is reduced by \$200,000 due to fewer TIF anticipated TIF closures. 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.

PROPERTY TAXES (1991)

Department: **Property Taxes**

AGENCY NO. **190–1991**

FUND: **General — 10001**

BUDGET SUMMARY

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Revenues					
Property Tax Levy	\$301,128,261	\$303,970,740	\$309,462,284	\$312,922,151	\$3,459,867
Total Revenue	\$301,128,261	\$303,970,740	\$309,462,284	\$312,922,151	\$3,459,867

Statistical Supporting Data			
General County	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$1,283,390,309	\$1,373,900,395	\$90,510,086
Revenues	\$929,422,661	\$952,259,483	\$22,836,822
General Obligation Bond Issues	\$44,505,364	\$108,718,761	\$64,213,397
General County Property Tax Levy	\$309,462,284	\$312,922,151	\$3,459,867

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).

PROPERTY TAXES (1991)

Department: **Property Taxes**

AGENCY NO. **190–1991**

FUND: **General — 10001**

Legislative & Executive

Department	Fund Type	Agency	Expenditures	Revenues	Tax Levy
100	General	COUNTY BOARD	\$1,251,689	\$0	\$1,251,689
103	General	GOVERNMENT AFFAIRS	\$400,490	\$0	\$400,490
110	General	COUNTY EXECUTIVE	\$957,708	\$0	\$957,708
Total Legislative & Executive			\$2,609,887	\$0	\$2,609,887

Administration

Department	Fund Type	Agency	Expenditures	Revenues	Tax Levy
109	General	OFFICE OF EQUITY	\$1,072,937	\$167,483	\$905,454
112	General	PRB, CSC, ETHICS BOARD	\$266,785	\$0	\$266,785
113	General	CORPORATION COUNSEL	\$1,611,215	\$292,556	\$1,318,659
114	General	HUMAN RESOURCES	\$5,955,244	\$6,000	\$5,949,244
115	General	DEPARTMENT OF ADMINISTRATIVE SERVICES	\$36,277,215	\$9,595,864	\$26,681,351
116	Internal Services	DAS - IMSD	\$14,528,518	\$108,500	\$14,420,018
117	Internal Services	DAS - RISK MANAGEMENT	\$11,213,918	\$0	\$11,213,918
118	General	STRATEGY, BUDGET, AND PERFORMANCE	\$2,229,400	\$95,733	\$2,133,667
550	Internal Services	DAS--UTILITIES	\$1,600,000	\$1,626,000	(\$26,000)
Total Administration			\$74,755,232	\$11,892,136	\$62,863,096

Courts and Judiciary

Department	Fund Type	Agency	Expenditures	Revenues	Tax Levy
200	General	COMBINED COURT RELATED OPER	\$29,764,595	\$12,325,310	\$17,439,285
243	General	CHILD SUPPORT SERVICES	\$18,939,421	\$16,909,905	\$2,029,516
290	General	DEPT OF PRE-TRIAL SERVICES	\$5,398,165	\$513,446	\$4,884,719
Total Courts and Judiciary			\$54,102,181	\$29,748,661	\$24,353,520

PROPERTY TAXES (1991)

Department: **Property Taxes**

AGENCY NO. **190 – 1991**

FUND: **General — 10001**

Public Safety

Department	Fund Type	Agency	Expenditures	Revenues	Tax Levy
400	General	SHERIFF	\$50,234,964	\$11,830,628	\$38,404,336
430	General	COMMUNITY REINTEGRATION CENTER	\$54,693,766	\$6,130,568	\$48,563,198
450	General	DISTRICT ATTORNEY	\$12,791,482	\$5,431,050	\$7,360,432
480	General	EMERGENCY MANAGEMENT	\$10,360,043	\$1,452,427	\$8,907,616
490	General	MEDICAL EXAMINER	\$5,427,879	\$3,954,801	\$1,473,078
Total Public Safety			\$133,508,134	\$28,799,474	\$104,708,660

General Government

Department	Fund Type	Agency	Expenditures	Revenues	Tax Levy
301	General	ELECTION COMMISSION	\$600,953	\$45,750	\$555,203
309	General	TREASURER	\$949,438	\$2,030,000	(\$1,080,562)
327	General	COUNTY CLERK	\$1,027,003	\$494,820	\$532,183
340	General	REGISTER OF DEEDS	\$1,289,355	\$4,589,000	(\$3,299,645)
370	General	OFFICE OF COMPTROLLER	\$5,352,644	\$245,801	\$5,106,843
Total General Government			\$9,219,393	\$7,405,371	\$1,814,022

Transportation & Public Works

Department	Fund Type	Agency	Expenditures	Revenues	Tax Levy
504	Proprietary	DOT - AIRPORT	\$99,054,355	\$99,054,355	\$0
509	General	DOT - TRANSPORTATION SERVICES	\$2,181,770	\$1,897,620	\$284,150
510	General	DOT - HIGHWAY MAINTENANCE	\$26,709,096	\$26,709,096	\$0
530	General	FLEET MANAGEMENT	\$19,560,221	\$19,982,074	(\$421,853)
560	Proprietary	DOT - TRANSIT	\$135,345,313	\$126,663,427	\$8,681,886
580	General	DOT - DIRECTOR'S OFFICE	\$439,984	\$439,984	\$0
Total Transportation & Public Works			\$283,290,739	\$274,746,556	\$8,544,183

PROPERTY TAXES (1991)

Department: **Property Taxes**

AGENCY NO. **190–1991**

FUND: **General — 10001**

Health & Human Services

Department	Fund Type	Agency	Expenditures	Revenues	Tax Levy
630	General	DHHS - BEHAVIORAL HEALTH SERVICES	\$235,012,069	\$182,012,069	\$53,000,000
800	General	DEPT HEALTH AND HUMAN SVCS	\$172,568,179	\$137,120,244	\$35,447,935
800	Trusts	DEPT HEALTH AND HUMAN SVCS	\$10,000	\$10,000	\$0
Total Health & Human Services			\$407,590,248	\$319,142,313	\$88,447,935

Parks, Recreation & Culture

Department	Fund Type	Agency	Expenditures	Revenues	Tax Levy
199	General	CULTURAL INSTITUTIONS	\$3,429,688	\$0	\$3,429,688
900	General	PARKS DEPARTMENT	\$43,162,688	\$22,356,101	\$20,806,587
900	Trusts	PARKS DEPARTMENT	\$417,797	\$417,797	\$0
950	General	ZOOLOGICAL DEPARTMENT	\$19,780,717	\$20,469,837	(\$689,120)
950	Trusts	ZOOLOGICAL DEPARTMENT	\$1,779,814	\$1,779,814	\$0
970	General	MILWAUKEE PUBLIC MUSEUM	\$3,500,000	\$0	\$3,500,000
991	General	UNIVERSITY EXTENSION SERVICE	\$429,697	\$100,000	\$329,697
Total Parks, Recreation & Culture			\$72,500,401	\$45,123,549	\$27,376,852

Debt Service

Department	Fund Type	Agency	Expenditures	Revenues	Tax Levy
996	Debt Service	GENERAL COUNTY DEBT SERVICE	\$44,365,683	\$8,887,009	\$35,478,674
Total Debt Service			\$44,365,683	\$8,887,009	\$35,478,674

PROPERTY TAXES (1991)

Department: **Property Taxes**

AGENCY NO. **190 – 1991**

FUND: **General — 10001**

Countywide Non-Department Expense

Department	Fund Type	Agency	Expenditures	Revenues	Tax Levy
1913	General	CIVIL AIR PATROL	\$11,500	\$0	\$11,500
1921	General	HUMAN RESOURCES AND PAYROLL SY	\$1,790,139	\$0	\$1,790,139
1930	General	OFFSET TO INTERNAL SVC CHRGS	(\$122,845,510)	(\$122,845,510)	\$0
1935	General	CHARGES TO OTHER COUNTY DEPTS	(\$10,304,052)	\$0	(\$10,304,052)
1945	General	APPROPRIATION FOR CONTINGENCY	\$5,000,966	\$0	\$5,000,966
1950	General	Employee Fringe Benefits	\$215,571,710	\$104,244,960	\$111,326,750
1961	General	LITIGATION RESERVE	\$186,362	\$0	\$186,362
1971	General	CENTRAL CROSSCHARGES	\$3,988,122	\$14,511,011	(\$10,522,889)
1972	General	CENTRAL SALARY ADJUSTMENT	\$2,773,096	\$0	\$2,773,096
1985	General	CAP OUTLAY/DEPR CONTRA	(\$1,522,791)	\$1,420,000	(\$2,942,791)
1989	General	INVESTMENT MANAGEMENT FEE	\$300,000	\$0	\$300,000
Total Countywide Non-Department Expense			\$94,949,542	(\$2,669,539)	\$97,619,081

Countywide Non-Department Revenue

Department	Fund Type	Agency	Expenditures	Revenues	Tax Levy
1901	General	UNCLAIMED MONEY	\$0	\$1,250,000	(\$1,250,000)
1902	General	PERSONAL PROPERTY AID	\$0	\$1,552,371	(\$1,552,371)
1937	General	POTAWATOMI REVENUE ALLOCATION	\$0	\$5,881,977	(\$5,881,977)
1986	General	FIRE CHARGE - UNCOLLECTIBLE	\$0	(\$952,032)	\$952,032
1992	General	EARNINGS ON INVESTMENTS	\$0	\$5,382,871	(\$5,382,871)
1993	General	STATE SHARED TAXES	\$0	\$30,967,836	(\$30,967,836)
1994	General	STATE EXEMPT COMPUTER AID	\$0	\$5,129,455	(\$5,129,455)
1995	General	MILWAUKEE BUCKS SPORTS ARENA	\$0	(\$4,000,000)	\$4,000,000
1996	General	COUNTY SALES TAX REVENUE	\$0	\$90,656,281	(\$90,656,281)
1998	General	SURPLUS FROM PRIOR YEARS	\$0	\$5,000,000	(\$5,000,000)
1999	General	OTHER MISC REVENUE	\$0	\$25,000	(\$25,000)
Total Countywide Non-Department Revenue			\$0	\$140,893,759	(\$140,893,759)

PROPERTY TAXES (1991)

Department: **Property Taxes**

AGENCY NO. **190–1991**

FUND: **General — 10001**

Capital Improvements

Department	Fund Type	Agency	Expenditures	Revenues	Tax Levy
120	Capital	CAPITAL PROJECTS	\$197,008,955	\$197,008,955	\$0
Total Capital Improvements			\$197,008,955	\$197,008,955	\$0

DEPARTMENTAL NARRATIVES

NON-DEPARTMENTAL EXPENDITURES FUNCTION

1950 — Employee & Retiree Fringe Benefits

194 — Non-Departmental Expenditures



**MILWAUKEE
COUNTY**

2023 ADOPTED OPERATING BUDGET

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EMPLOYEE & RETIREE FRINGE BENEFITS (1950)

Department: **Fringe Benefits**

AGENCY NO. **194–1950**

FUND: **General — 10001**

BUDGET SUMMARY

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Direct Fringe Benefits	\$206,544,888	\$210,032,530	\$219,396,258	\$211,179,430	(\$8,216,828)
Operation Costs	\$1,917,092	\$1,126,436	\$1,030,000	\$1,562,169	\$532,169
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$0	\$0	\$0	\$0	\$ 0
Interdept. Charges	\$2,127,769	\$2,198,512	\$1,657,327	\$2,830,111	\$1,172,784
Total Expenditures	\$210,589,749	\$213,357,478	\$222,083,585	\$215,571,710	(\$6,511,875)
Revenues					
Direct Revenue	\$22,716,814	\$23,465,570	\$22,645,000	\$22,930,000	\$285,000
Intergov Revenue	\$0	\$0	\$535,955	\$0	(\$535,955)
Total Revenues	\$22,716,814	\$23,465,570	\$23,180,955	\$22,930,000	(\$250,955)
Net Fringe Costs	\$187,872,935	\$189,891,908	\$198,902,630	\$192,641,710	(\$6,260,920)

Note: The budget summary table excludes charges to revenue departments to reflect the total fringe benefits costs more accurately.

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 pension plans, life insurance, Medicare premium contributions, employee bus passes, 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.

EMPLOYEE & RETIREE FRINGE BENEFITS (1950)

Department: **Fringe Benefits**

AGENCY NO. **194–1950**

FUND: **General — 10001**

2023 Budget Impact on Employees

In 2023, Milwaukee County maintains an excellent package of fringe benefits for employees. The 2023 Budget does not include any major changes to benefits or employee contribution rates while including an April 2023 2% pay increase for all general employees. Despite facing a structural deficit of over \$12 million in 2022, the County has chosen to prioritize employee total compensation.

Employee Total Compensation in 2023:

Pay Increase

General employees will receive an April 2% pay increase in 2023. The funds for this salary increase are budgeted in departments.

Health Insurance Premiums

The County pays approximately 88% of active health benefit costs, while employees are responsible for about 12%. There are no changes to health insurance premiums in 2023. 2023 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 is unchanged at 6.1% in 2023. Public safety represented employee contributions are subject to collective bargaining.

Flexible Spending Account

The employee Flexible Spending Account is maintained in 2023. The County will match up to \$1,000 in employee contributions on a dollar-for-dollar basis for this tax advantaged account.

The chart below shows the impact of the past two budgets on the salary and health/pension costs for an example employee with a salary of \$60,000 who opts for the Employee + Family health care plan:

Salary Item	2022	2023
Salary – Start of Year	\$60,000	\$61,512
Salary Increases – Prorated*	\$61,512	\$63,360
Health Care Premium Contribution	(\$3,048)	(\$3,048)
Pension Contribution**	(\$3,752)	(\$3,865)
Net Salary after Contributions	\$54,712	\$56,447

*2022 Salary Increase: 2% in Q2 and 2% in Q3. 2023 Salary Increase 2% in Q2.

**6.1% of salary in 2022 and 2023

EMPLOYEE & RETIREE FRINGE BENEFITS (1950)

Department: **Fringe Benefits**

AGENCY NO. **194–1950**

FUND: **General — 10001**

Long-Term Impact on County Budget

- About 38% of Fringe Benefit costs are for current employees. The other 62% of costs are for promises to past retirees. \$102.1 million, or about one-third of the County's property tax levy is allocated to retiree health and pension benefits. This amount is not available for programs and services that are mandated by the State of Wisconsin or programs that 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 2022 and the projected cost from 2023 to 2040. In 2001 and 2002, the County pension system was 100% funded and the actuary recommended no County contributions. In 2023, a total contribution of \$106 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 substantially increase contributions in later years to account for lost interest. The County now makes pension contributions each year based on actuarial estimates. The County has reduced the assumed rate of return of the pension plan to 7.5%.
- Pension costs are expected to generally see small annual increases before significant decreases in 2028, 2031, and 2037. The County currently pays \$33 million in 2023 in debt service costs. The schedule for pension obligation bond (POB) debt service includes a decrease to \$13 million in 2029 and a decrease to \$0 in 2031. 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.

EMPLOYEE & RETIREE FRINGE BENEFITS (1950)

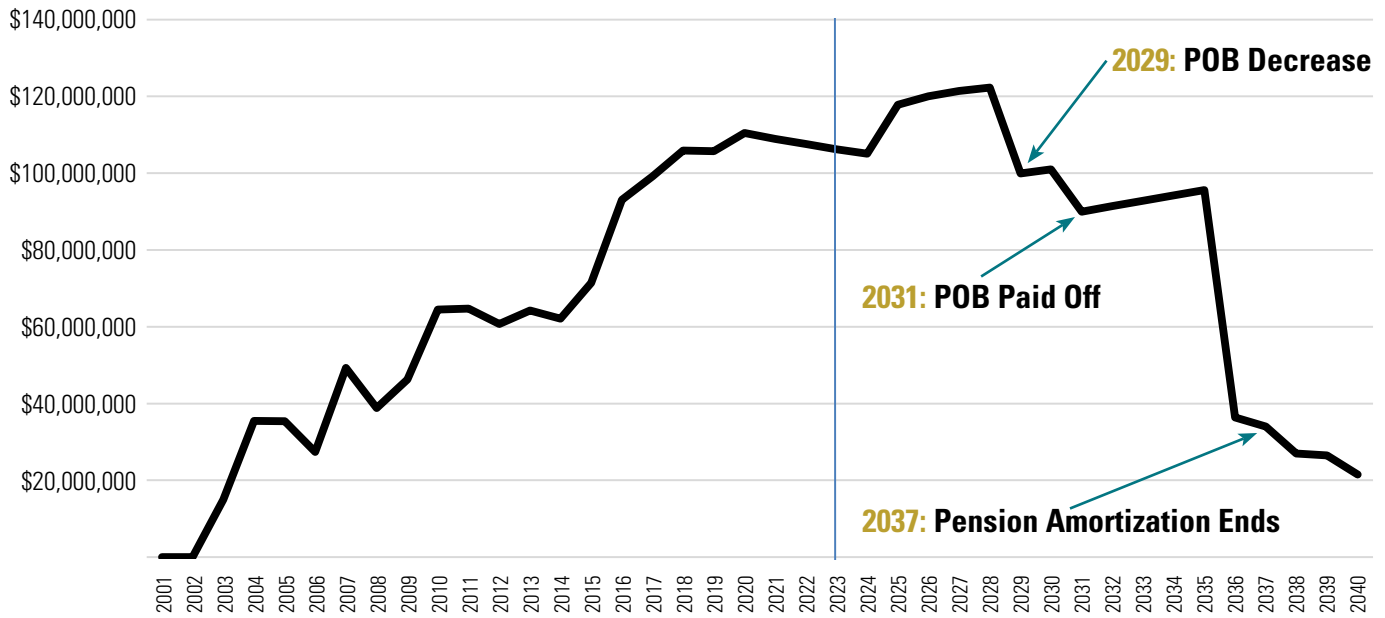
Department: **Fringe Benefits**

AGENCY NO. **194–1950**

FUND: **General — 10001**

Milwaukee County Gross Pension Cost

HISTORY/PROJECTION (2001–2040)



Source: Pension Fund Actuary (Segal Consultants), Office of the Comptroller, Milwaukee County budget documents

EMPLOYEE & RETIREE FRINGE BENEFITS (1950)

Department: **Fringe Benefits**

AGENCY NO. **194–1950**

FUND: **General — 10001**

2023 Employee & Retiree Fringe Benefits Summary

2022-2023 Fringe Benefit Budget Comparisons

ITEM	2022 BUDGET	2023 BUDGET	2022-2023 Change
Gross Health & Dental Costs	\$113,690,792	\$119,147,280	(\$4,543,512)
	+	+	
Gross Pension Costs	\$108,392,793	\$106,424,430	(\$1,968,363)
	=	=	
TOTAL Gross Benefit Costs	\$222,083,585	\$215,571,710	(\$6,511,875)
	-	-	
Less Employee/Retiree Health Premiums	(\$10,395,000)	(\$9,630,000)	\$765,000
	-	-	
Less Employee/State Pension Contributions	(\$12,789,955)	(\$13,300,000)	(\$510,045)
	-	-	
Less Other Benefit Revenues	\$0	\$0	\$0
	=	=	
TOTAL Net Benefit Costs - Allocated to Revenue Departments	\$198,898,630	\$192,641,710	(\$6,256,920)
	-	-	
Estimated Revenue Offset at 14.5%	(\$28,840,301)	(\$27,933,048)	\$907,253
	=	=	
Approximate Direct Tax Levy Cost, Employee & Retiree Fringe Benefits:	\$170,058,329	\$164,708,662	(\$5,639,667)

The table above shows that the 2023 budget includes \$215.6 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 \$22.9 million of this total. The remainder, \$192.6 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 \$164.7 million in 2023, represents tax levy. Countywide, approximately 14.5 percent of fringe benefit costs that are allocated out are reimbursed by outside revenue sources.

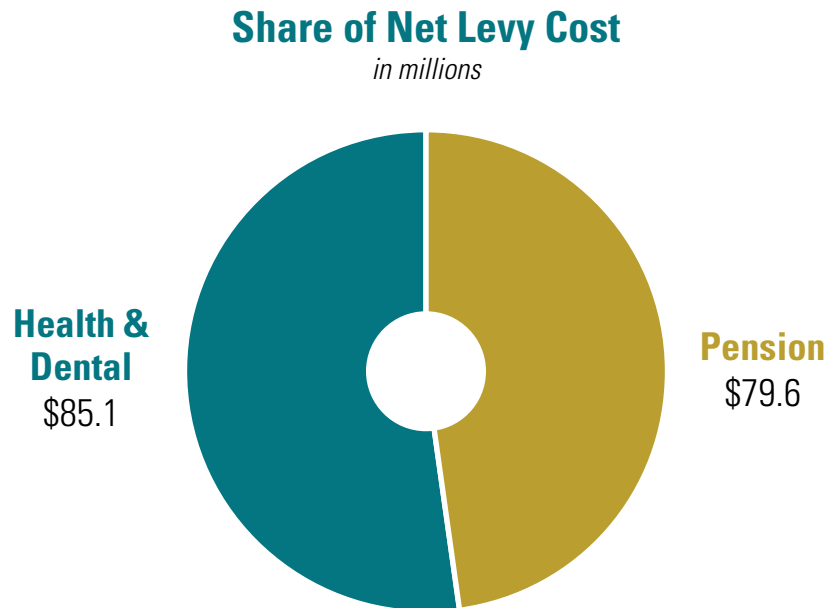
EMPLOYEE & RETIREE FRINGE BENEFITS (1950)

Department: **Fringe Benefits**

AGENCY NO. **194–1950**

FUND: **General — 10001**

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 larger share at approximately \$85.1 million or 52 percent of the total. Pension benefits represent approximately \$79.6 million or 48 percent.



EMPLOYEE & RETIREE FRINGE BENEFITS (1950)

Department: **Fringe Benefits**

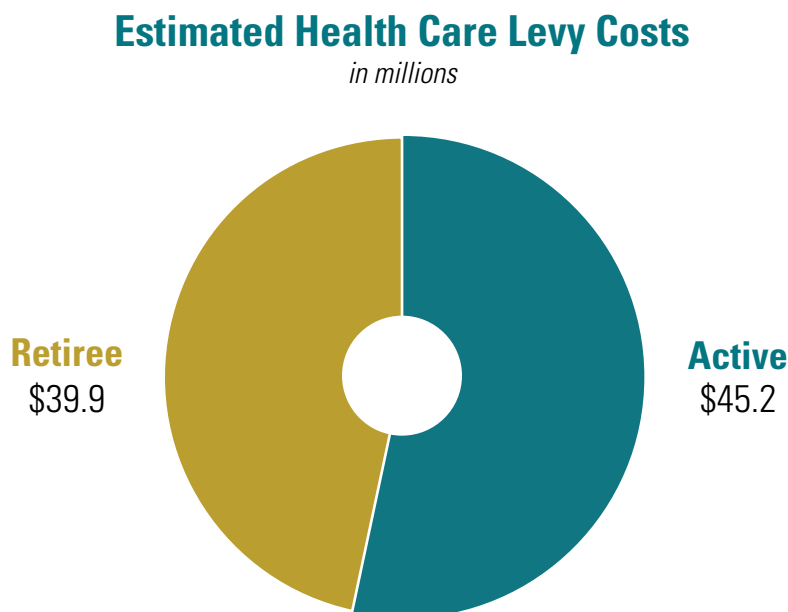
AGENCY NO. **194–1950**

FUND: **General — 10001**

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 47 percent of tax levy funded benefits, while active employees represent 53 percent.



The 2023 Budget does not include any major changes to health benefits provided. Based on recent experience with prescription drug rebates combined with vendor negotiations for future years, prescription drug rebates are projected to increase by \$8.8 million compared to the 2022 Budget. This cost savings offsets inflationary increases in areas such as the employee FSA, administrative costs, and prescription drugs.

The Flexible Spending Account (FSA) employer contribution for 2022 is unchanged at 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.

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
- Fees required by the Affordable Care Act
- Employee Flu Shots

EMPLOYEE & RETIREE FRINGE BENEFITS (1950)

Department: **Fringe Benefits**

AGENCY NO. **194–1950**

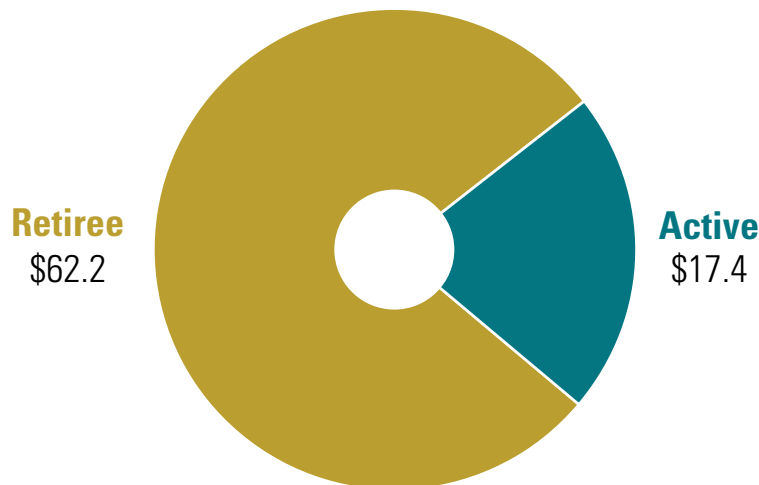
FUND: **General — 10001**

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 2023, the projected tax levy cost of pension benefits is approximately \$79.6 million. Of this total, approximately \$62.2 million or 78 percent is allocated to retiree costs and \$17.4 million or 22 percent is allocated to active employees.

Estimated Pension Levy Costs

in millions



The 2023 budget provides total appropriations for pension benefits of \$108.4 million. This amount represents a decrease of about \$1.4 million due to decreased OBRA and ERS Unfunded Actuarial Liability costs, partially offset by increased costs for the active pension portion of the \$3/hour premium pay for corrections staff.

Item	2022 Budget	2023 Budget	2022/23 Change
OBRA Retirement System Contrib.	\$203,000	\$186,000	(\$17,000)
ERS Normal Cost	\$19,575,000	\$19,870,000	\$295,000
ERS Unfunded Actuarial Liability	\$54,663,000	\$52,258,000	(\$2,405,000)
Pension Obligation Bonds	\$33,411,838	\$34,110,430	\$698,952
Premium Pay - Pension	\$539,955	\$0	(\$539,955)
TOTAL Pension Expenditures	\$108,392,793	\$106,424,430	(\$1,968,363)

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.

EMPLOYEE & RETIREE FRINGE BENEFITS (1950)

Department: **Fringe Benefits**

AGENCY NO. **194–1950**

FUND: **General — 10001**

Revenues

Revenues of \$13.3 million are budgeted in 2023. Revenues increase due to an increase in the projected employee pension contribution total amount. For 2023, general employees shall contribute 6.1 percent of salary to the pension plan (unchanged from 2022). Public safety employee contributions are subject to collective bargaining.

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NON-DEPARTMENTAL EXPENDITURES (194)

Department: **Non-Departmental Expenditures**

AGENCY NO. **194**
FUND: **General — 10001**

BUDGET SUMMARY

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Costs	\$0	\$32,295	(\$88,835,026)	(\$81,013,876)	\$7,821,150
Operation Costs	\$2,278,635	\$1,837,219	\$7,632,227	\$7,450,914	(\$181,313)
Debt & Depreciation	\$0	\$0	(\$6,636,389)	(\$5,569,785)	\$1,066,604
Capital Outlay	\$0	\$0	\$5,824,515	\$4,046,994	(\$1,777,521)
Interdept. Charges	(\$5,793,675)	(\$5,239,921)	(\$43,189,027)	(\$45,536,415)	(\$2,347,388)
Total Expenditures	(\$3,515,040)	(\$3,370,407)	(\$125,203,700)	(\$120,622,168)	\$4,581,532
Revenues					
Direct Revenue	\$4,532,383	\$414,556	\$3,307,853	\$1,420,000	(\$1,887,853)
Intergov Revenue	\$0	\$0	\$0	\$0	\$ 0
Indirect Revenue	\$9,448,764	\$13,232,299	(\$114,766,529)	(\$108,334,499)	\$6,432,030
Total Revenues	\$13,981,147	\$13,646,855	(\$111,458,676)	(\$106,914,499)	\$4,544,177
Tax Levy	(\$17,496,187)	(\$17,017,262)	(\$13,745,024)	(\$13,707,669)	\$37,355

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.
- Central Salary Adjustment provides for Countywide adjustments to compensation that are budgeted centrally instead of in departments.
- Centralized Crosscharges accounts for crosscharges that are no longer allocated to departments based on County policy.
- Investment Management Fees accounts for the County's contracted investment advisors.

NON-DEPARTMENTAL EXPENDITURES (194)

Department: **Non-Departmental Expenditures**

AGENCY NO. **194**

FUND: **General — 10001**

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.

NON-DEPARTMENTAL EXPENDITURES (194)

Department: **Non-Departmental Expenditures**

AGENCY NO. **194**
FUND: **General — 10001**

Strategic Program Area 1: Appropriation for Contingencies

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$0	(\$521,663)	\$5,000,464	\$5,000,966	\$502
Revenues	\$4,532,383	\$414,556	\$0	\$0	\$0
Tax Levy	(\$4,532,383)	(\$936,219)	\$5,000,464	\$5,000,966	\$502

The Appropriation for Contingencies budget includes funding for unanticipated events such as departmental shortfalls and critical projects. This helps to ensure 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 2023, the unallocated contingency contains \$5,000,966 and no items are in allocated contingency.

NON-DEPARTMENTAL EXPENDITURES (194)

Department: **Non-Departmental Expenditures**

AGENCY NO. **194**
FUND: **General — 10001**

Strategic Program Area 2: Offset to Internal Service Charges

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$0	\$0	(\$127,258,781)	(\$122,845,510)	\$4,413,271
Revenues	\$0	\$0	(\$127,258,781)	(\$122,845,510)	\$4,413,271
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 (\$122,845,510) and revenue offsets of (\$122,845,510) reflect the charges from the following departments to other County departments.

Internal Service Revenue			
Department Name	2022 Budget	2023 Budget	2023/2022 Variance
Fringe Benefits	(\$88,735,026)	(\$81,316,960)	\$7,420,066
Centralized Crosscharges	(\$12,492,252)	(\$14,511,011)	(\$2,018,759)
DOT-Airport	(\$311,060)	(\$336,040)	(\$24,980)
DOT-Transportation Services	(\$1,620,760)	(\$1,620,760)	\$0
DOT-Fleet	(\$18,750,941)	(\$19,932,474)	(\$1,181,533)
DAS-Water Utility	(\$74,679)	(\$54,809)	\$19,870
DAS-Facilities Management	(\$5,259,063)	(\$5,105,856)	\$153,207
Parks	(\$1,500)	(\$1,500)	\$13,500
Total	(\$127,258,781)	(\$122,845,510)	\$4,413,271

NON-DEPARTMENTAL EXPENDITURES (194)

Department: **Non-Departmental Expenditures**

AGENCY NO. **194**
FUND: **General — 10001**

Strategic Program Area 3: Charges to Other County Departments

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	(\$8,666,294)	(\$8,144,914)	(\$7,801,187)	(10,304,052)	(\$2,502,865)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	(\$8,666,294)	(\$8,144,914)	(\$7,801,187)	(\$10,304,052)	(\$2,502,865)

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 expenses are not overstated.

The Central Service Allocation amounts for the 2023 budget are prepared by the Office of the Comptroller. The 2023 plan uses 2021 actual costs as its base and includes a carryover provision for the difference between the 2022 Plan and 2021 actual costs. Adding the 2021 carryover to the 2023 budget increases charges to those departments that were undercharged in 2022 and reduces charges to those departments that were overcharged.

NON-DEPARTMENTAL EXPENDITURES (194)

Department: **Non-Departmental Expenditures**

AGENCY NO. **194**
FUND: **General — 10001**

Strategic Program Area 4: Human Resource & Payroll System

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$1,771,162	\$2,072,761	\$2,133,901	\$1,790,139	(\$343,762)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,771,162	\$2,072,761	\$2,133,901	\$1,790,139	(\$343,762)

Strategic Implementation: This program area contains an appropriation for Milwaukee County's hosted payroll, human resources (HR), benefits management, learning management, and applicant recruiting systems as well as actuarial services.

This program area funds the following services and purchases:

- Ceridian HCM provides 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.
- Morneau Shepell Limited provides benefits administration software services under a 2020 to 2023 extended Agreement for Products and Services. For 2023, funding for this service is moved to org 1950 – Fringe Benefits.
- The Milwaukee County Pension Board is in the process of selecting a vendor for actuarial services beginning in 2023. The Office of the Comptroller is authorized to enter into an agreement with the vendor selected by the Milwaukee County Pension Board under the same terms authorized and approved by the Milwaukee County Pension Board and in an amount not to exceed \$500,000. This contract allows for the provision of actuarial services directly to the County for purposes of calculating fiscal costs of various pension actions. Funding of \$100,000 is provided for the 2023 fiscal year for services rendered under the contract.

NON-DEPARTMENTAL EXPENDITURES (194)

Department: **Non-Departmental Expenditures**

AGENCY NO. **194**
FUND: **General — 10001**

Strategic Program Area 5: Litigation Reserve

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$197,584	\$108,867	\$186,362	\$186,362	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$197,548	\$108,867	\$186,362	\$186,362	\$0

Strategic Implementation: The litigation reserve includes funding available for unanticipated litigation costs. The reserve is under the management of the Office of Corporation Counsel.

Unanticipated litigation costs that exceed the amount provided in the Litigation Reserve may be provided from other available funding sources, including the Appropriation for Contingencies.

NON-DEPARTMENTAL EXPENDITURES (194)

Department: **Non-Departmental Expenditures**

AGENCY NO. **194**
FUND: **General — 10001**

Strategic Program Area 6: Capital Outlay/Depreciation Contra

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$0	\$0	(\$811,874)	(\$1,522,791)	(\$710,917)
Revenues	\$0	\$0	\$3,307,853	\$1,420,000	(\$1,887,853)
Tax Levy	\$0	\$0	(\$4,119,727)	(\$2,942,791)	\$1,176,936

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 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 2023 compared to 2022, 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	2022 Capital Outlay	2023 Capital Outlay	2023/2022 Change
1150	DAS-Risk Management	\$ 0	\$ 0	\$ 0
1160	DAS-IMSD	0	0	0
5600	Transit/Paratransit	2,516,662	2,626,994	110,332
TOTAL		\$ 2,516,662	\$ 2,626,994	\$ 110,332

NON-DEPARTMENTAL EXPENDITURES (194)

Department: **Non-Departmental Expenditures**

AGENCY NO. **194**
FUND: **General — 10001**

Org.	Department Name	2022 Depreciation Contra	2023 Depreciation Contra	2023/2022 Change
1150	DAS-Risk Management	\$ 0	\$ 0	\$ 0
1160	DAS-IMSD	(3,143,436)	(2,076,832)	1,066,604
5600	Transit/Paratransit	(3,492,953)	(3,492,953)	0
TOTAL		\$ (6,636,389)	\$ (5,569,785)	\$ 1,066,604

EXPENDITURES/REVENUE SUMMARY			
	Expenditure	Revenue	Tax Levy
Capital Outlay-reflects appropriations for Proprietary Fund departments	\$ 2,626,994		
Depreciation Contra-offsets depreciation costs in Proprietary Fund departments.	(5,569,785)		
<u>Airport Year-End Closing Entry</u>			
Contribution from Capital Improvement Reserves: Non-Terminal Project Principal			
TOTAL	\$ (2,942,791)	\$ 0	\$ (2,942,791)

NON-DEPARTMENTAL EXPENDITURES (194)

Department: **Non-Departmental Expenditures**

AGENCY NO. **194**

FUND: **General — 10001**

Strategic Program Area 7: Civil Air Patrol

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$10,237	\$10,468	\$11,500	\$11,500	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$10,237	\$10,468	\$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 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).

NON-DEPARTMENTAL EXPENDITURES (194)

Department: **Non-Departmental Expenditures**

AGENCY NO. **194**

FUND: **General — 10001**

Strategic Program Area 8: Central Salary Costs

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$0	\$0	(\$100,000)	\$2,773,096	\$2,873,096
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$0	\$0	(\$100,000)	\$2,773,096	\$2,873,096

Strategic Implementation: This program area includes centrally budgeted modifications to employee salary.

Central Salary Items – Included in this org unit

- An appropriation of \$2,222,823 is included for employee salary adjustments to be recommended by the Department of Human Resources in 2023 based on the results of compensation studies which are underway. Approval by the County Board to release these funds these funds via appropriation transfer will be requested after the final compensation study report is submitted to the County Board.
- Effective pay period 10, beginning April 30, 2023, Correctional Officer pay grades shall be reallocated to provide a \$1.50 per hour increase for each step in the respective range. The affected classifications shall be the same as those in File No. 22-821, in which the County Board reallocated Correctional Officer pay grades in response to significant difficulties in attracting and retaining these critical positions. These affected positions will also receive any general increases scheduled in 2023. An appropriation of \$1,550,273 is included for the cost to reallocate the affected pay grades. The Office of Strategy, Budget and Performance shall submit an appropriation transfer for approval in 2023 to move the funds to the affected departments.
- A vacancy and turnover reduction of \$1,000,000 is included in 2023. Based on recent experience, the County has realized a higher level of vacancy savings than budgeted. The Office of Strategy, Budget, and Performance and the Office of the Comptroller will monitor the actual vacancy rate during 2023 and recommend corrective action if needed. Departmental fund transfers from personnel to other account series may be reduced or eliminated in 2023.

Department Salary Items – Included in various departments

- The 2 percent general increase approved for August 2022 in File 22-828 is fully funded in department budgets. The 2023 Budget also includes an additional 2 percent salary increase effective April 2, 2023. Funding is not included in the 2023 Budget for automatic step increases – it is expected that most positions will be moved from a step-based system to a pay range system in 2023.
- An ordinance change is being proposed along with the 2023 budget to increase the revise the amount of vacation hours provided to employees, including an increase in vacation hours for new employees as well as other increases based on years of services. This change is being proposed to better align to market standards and to assist with recruitment and retention efforts.

NON-DEPARTMENTAL EXPENDITURES (194)

Department: **Non-Departmental Expenditures**

AGENCY NO. **194**
FUND: **General — 10001**

Strategic Program Area 9: Central Crosscharges

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$2,872,619	\$2,904,993	\$3,135,915	\$3,988,122	\$852,207
Revenues	\$9,448,763	\$13,232,299	\$12,492,252	\$14,511,011	\$2,018,759
Tax Levy	(\$6,576,144)	(\$10,327,306)	(\$9,356,337)	(\$10,522,889)	(\$1,166,552)

Strategic Implementation: This program area accounts for crosscharges that are no longer allocated to departments based on County policy.

NON-DEPARTMENTAL EXPENDITURES (194)

Department: **Non-Departmental Expenditures**

AGENCY NO. **194**
FUND: **General — 10001**

Strategic Program Area 10: Investment Management Fees

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$299,653	\$199,081	\$300,000	\$300,000	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$299,653	\$199,081	\$300,000	\$300,000	\$0

Strategic Implementation: This program area includes funding for the County's contracted investment advisors. These advisors directly manage the long and short-term investment of operating funds not needed for immediate use.

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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.

American Rescue Plan Act (ARPA): A federal stimulus bill passed in March 2021 to speed the COVID-19 pandemic recovery by addressing health and economic impacts. Milwaukee County received \$183 million in ARPA funding. This funding can be utilized to replace lost public sector revenue, support the COVID-19 public health and economic response, provide premium pay for eligible workers performing essential work, and invest in water, sewer, and broadband infrastructure.

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 Milwaukee County employees.

BHS: Behavioral Health Services, a division of the Milwaukee County Health and Human Services, formerly known as BHD or the Behavioral Health Division.

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 board of supervisors' Committee on Transportation and Public Works; the co-chairs of the Committee on Finance, Personnel, and 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.

CARES: The Coronavirus Aid, Relief and Economic Security Act of 2020, passed by Congress after the COVID-19 public health emergency was declared.

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 comprises several divisions and generally provides internal administrative services to Milwaukee County departments.

Debt & Depreciation Costs: The combination for narrative purposes of the Debt Service and Depreciation appropriation units that includes all such costs.

DHHS: Milwaukee County Health and Human Services. This department contains many smaller divisions focused on

GLOSSARY

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.

DOT: The Milwaukee County Department of Transportation.

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: Maintains the county jail, provides bailiff services for the circuit courts, patrols the freeways, provides law enforcement presence at 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 and 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. Narratives for these organizations are included in the Cultural Contributions, Non-Departmental Revenues, and Non-Departmental

C O N T I N U E D

GLOSSARY

Expenditures sections of the operating narrative.

OBRA: The 1990 retirement system of Milwaukee County. A secondary smaller pension system within Milwaukee County.

Office of Corporation Counsel: Milwaukee County's legal representation for all internal and external legal matters.

Office of Equity: The Milwaukee County Office of Equity 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.

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 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).

Mitchell International Airport is currently approved to collect a PFC charge of \$4.50 per enplaned passenger.

Seas/Hourly/Pool Pos.: 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. ■



Land Acknowledgment

We respectfully acknowledge we reside here in Milwaukee County on traditional Potawatomi, Ho-Chunk, and Menominee homeland right on the southwest shore of Michigami.

For more than 500 years, Native communities have demonstrated incredible resilience in the face of violent attempts to separate them from their land, culture, and history. We acknowledge we stand on land taken from its rightful stewards as a small but necessary gesture toward honoring our Native brothers and sisters.

Generations of our Native residents have been left out of the picture when we think of Milwaukee County. Through our vision for Milwaukee County, we hope to repair the relationship with our Native residents and help tell the true story of our Native communities.



Milwaukee County Courthouse
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