

MILWAUKEE COUNTY

David Crowley, *County Executive*

**2024 ADOPTED
OPERATING BUDGET**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

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**Milwaukee County
Wisconsin**

For the Fiscal Year Beginning

January 01, 2023

Christopher P. Morill

Executive Director

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INTRODUCTION

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**MILWAUKEE
COUNTY**

2024 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, 2023

When I took office, my number one priority was to put Milwaukee County on the path to financial sustainability. I am proud to say that, for the first time in decades, that goal has been achieved.

This is the first budget in decades that does not see Milwaukee County needing to close our structural budget deficit. In fact, we have achieved something nearly unthinkable in recent years: Milwaukee County has a budget surplus for 2024.

This success is a testament to the committed work of our partners in state government, the leadership of the Board of Supervisors, the diligence of our department leaders and employees, and the support of our board coalition of community partners. This new day in Milwaukee County government would not have been possible without the effort of our partners across the county and the state.

Because of that work, the 2024 budget is historic. Not only are we able to make historic investments in our services — investments that recognize Milwaukee County’s vision of the becoming the healthiest county in Wisconsin by achieving racial equity — we are able to provide an historic amount of property tax relief to our residents.

With the additional sales tax, and the diversification of our revenue streams, no longer are we forced to balance our budget entirely on the backs of our property taxpayers. Total property tax levy will be reduced by \$24 million — by far the largest reduction in Milwaukee County’s history. This is estimated as a \$101 reduction in the property tax bill for the median home in Milwaukee County. I am proud we are able to reduce our property taxes. Milwaukee County has long been overreliant on property taxes compared to other revenue sources, and this reduction is a much-needed step in the right direction.

This reduction is not a tax cut for the sake of a tax cut. It represents a careful balancing of revenue streams to ensure we take no more from our residents than what we need to provide our critical services. And, for the first time in my tenure, we are able to invest in those services with Milwaukee County tax levy, setting us on a path to making those investments sustainable for generations to come.

While it is historic, this budget continues Milwaukee County’s commitment to its three strategic focus areas: ***Bridging the Gap***, ***Investing in Equity*** and ***Creating Intentional Inclusion***. We remain steadfast in our belief that, by advancing these three focus areas, we can make real strides toward our vision of becoming the healthiest county in Wisconsin.

C O N T I N U E D

By **Bridging the Gap**, we ensure our residents are able to access our services, regardless of their race, socioeconomic status, or zip code. This budget bridges the gap by making historic investments in our services — whether it’s housing, youth services, or parks — to make sure they are available and accessible for our residents.

By **Investing in Equity**, we are putting our money where our mouth is to realize racial equity across all of Milwaukee County. This budget invests in equity by taking a racial equity lens in all of our decisions, and investing in services upstream, so the root causes of disparities are addressed before a negative outcome occurs.

And finally, by **Creating Intentional Inclusion**, we pledge to ensure our workforce adequately and accurately reflects those we serve. This budget accomplishes that pledge by providing compensation more in line with the private sector, so no one has to make the choice between financial security and public service.

This budget represents a sea change in Milwaukee County — for the first time in years, we are able to make meaningful investments to bolster the services upon which so many in our county rely. But what hasn’t changed is our commitment to our vision. All of us — from myself, to department heads, to front-line staff — are steadfastly dedicated to becoming the healthiest county in Wisconsin by achieving racial equity.

Although this budget is historic, it does not mean we can now ignore fiscal responsibility and sustainability. This budget also continues our track record of sound, responsible budgeting while keeping in mind the investments needed to provide the level of service our residents expect. Because of the increase to our revenue, we are able to make those investments while also doing things like paying down our pension obligations, which will save taxpayers money and ensure future generations do not have to continue paying for the mistakes of their predecessors.

I am proud of this budget. I am proud of the work everyone associated with Milwaukee County did to finally achieve the long-term solution to the County’s financial constraints — a solution many thought impossible. And I am proud of our residents, for whom this budget is meant to serve, for continuing to uplift and support the work of Milwaukee County government. ■

Sincerely,



David Crowley

EXECUTIVE SUMMARY



A NEW ERA

Driven by the passage of 2023 Wisconsin Act 12, Milwaukee County finds itself in a vastly improved budgetary environment for 2024 than that of prior years. Rather than trying to fill a deficit, Milwaukee County is projecting a significant surplus for 2024 — the first surplus projected in a budget in decades.

With this surplus, Milwaukee County is in the position of being able to invest, rather than forced

CONTINUED

THE 2024 BUDGET INCLUDES THE **LARGEST PROPERTY TAX REDUCTION IN MILWAUKEE COUNTY HISTORY.**

MILWAUKEE COUNTY CAN NOW LEVERAGE MONEY SPENT BY TOURISTS AND VISITORS — WHO ENJOY OUR SERVICES BUT PREVIOUSLY DID NOT CONTRIBUTE TO FUNDING THEM — TO INCREASE INVESTMENTS WHILE PROVIDING PROPERTY TAX RELIEF.

to cut. In making these investments, Milwaukee County continues to follow the guidance of our strategic focus areas: *Bridging the Gap*, *Creating Intentional Inclusion*, and *Investing in Equity*. These strategic focus areas are designed to move us closer to our vision: by achieving racial equity, Milwaukee County is the healthiest county in Wisconsin.

When Milwaukee County declared racism a public health crisis in 2019 — the first jurisdictions in the country to do so — the financial constraints and uncertainties in trying to address the perniciousness of racism were evident. Even so, Milwaukee County made conscious decisions across all aspects of county government to do what was possible with the limited funds available.

With the increase in revenue available in the 2024 budget, Milwaukee County is no longer forced to ask what cuts would be least harmful to our residents. Instead, Milwaukee County leaders can now ask what investments are most helpful. Those investments — to transit, to housing, to health and human services, and much more — are critical to continuing progress toward the Milwaukee County's vision.

Even with the investments Milwaukee County is making, this budget continues the Milwaukee County tradition of responsible budgeting. Investments are made where they are needed, reserves and debt service are maintained according to standard budgetary practices, and tax reductions are made where they are able. In fact, the 2024 budget submitted by County Executive David Crowley includes the largest property tax reduction in Milwaukee County history. Milwaukee County's property tax levy will be reduced by over \$20 million, due in large part to the diversification of revenue streams with the increase of the sales tax. Rather than an extreme overreliance on property tax, Milwaukee County can now leverage the money spent by tourists and visitors — who enjoy our services but previously did not contribute to funding them — to increase our investments while providing property tax relief.

A NEW ERA

In June, the Wisconsin State Legislature approved, and Governor Tony Evers signed Act 12, allowing Milwaukee County the ability to increase our sales tax from 0.5% to 0.9%. This increase will take effect across Milwaukee County as of January 1, 2024, and the revenues that are projected to be collected are reflected in this budget.

With the additional sales tax, sales tax revenues are expected to increase by roughly \$84 million. As part of Act 12, this funding is required to go directly to fund the Milwaukee County Employee Retirement System's unfunded liability — the portion of expected pension payments in the future for which there are currently not fiscal assets to cover. The total unfunded liabilities are roughly \$760 million, and annual payments will continue until that liability is paid down in 20 to 30 years. Act 12 sales tax revenue may also be used to pay down Milwaukee County's outstanding pension obligation bonds, an additional \$199 million in funds. Once the unfunded liability and pension obligation bonds are paid down, the sales tax will sunset.

Also part of Act 12, beginning in 2025, all new employees who join Milwaukee County will join the state's retirement system — a fully funded and one of the best funded plans in the country — and the legacy Milwaukee County retirement system will close to new entrants, helping to ensure that Milwaukee County's pension liability does not continue to grow as it's paid down. This structure allows Milwaukee County to responsibly address its single largest fiscal liability and create a sustainable future for county government and our residents.

Even though those funds are required to go toward Milwaukee County's pension obligations, it will still free up funding for Milwaukee County to make investments and reduce property taxes. In past budgets, Milwaukee County contributed annually from its operating budget toward those

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pension obligations. Because those obligations are now funded by sales tax revenue, Milwaukee County is able to repurpose those funds for other operational needs.

Finally, Act 12 also increased the amount of shared revenue Milwaukee County will receive from the State of Wisconsin. Shared revenue is the program through which a portion of tax revenues collected through state taxes in Milwaukee County are returned to the county to use as a part of our general operational funds. The 10% increase in shared revenue will result in an additional \$8.1 million in funding, which is reflected in this budget as well.

ADVANCING OUR VISION

In 2020, Milwaukee County adopted a new vision — to become the healthiest county in Wisconsin by achieving racial equity — and its first comprehensive, county-wide strategy in more than 20 years. That strategy, created to focus our efforts on achieving our shared vision, consists of three strategic focus areas: *Bridging the Gap*, *Creating Intentional Inclusion*, and *Investing in Equity*. By advancing each of these areas, Milwaukee County can make strides toward achieving its lofty — but long overdue — vision.

Bridging the Gap

Bridging the Gap means identifying and eliminating barriers to county residents accessing services — bridging the gap between those who need services, and the services themselves. This is accomplished by determining what, where, and how Milwaukee County delivers services, based on the resolution of health disparities. It also means Milwaukee County is actively seeking to break down siloes across county government to maximize access and the quality of services offered. There is no reason someone should have to call separate numbers to birth-to-three services, housing services, and mental health services, for example. Each step added is one more obstacle for someone who needs a service to not be able to access it. Finally, it means applying a racial equity lens to all decisions and examining historical practices that left parts of Milwaukee County disinvested.

Creating Intentional Inclusion

Creating Intentional Inclusion means ensuring everyone in Milwaukee County has a voice and can contribute to the well-being of the community. We do this first by ensuring we reflect the full diversity of our county at every level of government — from department heads to front-line employees. By reflecting the full diversity of the county, we can make sure there are multiple viewpoints and

backgrounds examining an issue and making decisions. Milwaukee County also seeks to create and nurture an inclusive culture across the entire county, to make every community welcoming to all of our residents.

Investing in Equity

Investing in equity means putting our money where our mouth is and investing in programs and services that actively seek to move us toward our vision. We invest upstream, to handle issues before they lead to negative outcomes, rather than downstream, after an issue has already taken its toll on a resident. We dismantle barriers to diverse and inclusive communities by lifting up efforts to make every municipality across Milwaukee County a welcoming place for all. Finally, we commit to enhancing our fiscal health and sustainability, because investing in equity is impossible without the resources to invest in the first place.

Milwaukee County uses this framework across all decision-making, but especially when crafting our budget. In last year's budget, Milwaukee County moved its strategy department within our budget office — a conscious decision to ensure strategy is driving our budget decisions rather than budget driving our strategy. In so doing, Milwaukee County has created a self-reinforcing framework that drives the goals of the organization in the most impactful and effective way possible. By using this framework — and acquiring the ability to raise revenue — Milwaukee County leaders are able to determine how our budget will best serve our residents and address the issues that are important to us all.



BRIDING 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 last 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.*

CONTINUED

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.

2024 RECOMMENDED OPERATING BUDGET

Guided by our vision and strategic plan, the 2024 Milwaukee County budget invests in programs and operations that advance the quality of life of every Milwaukee County resident, with the goal of creating a healthier and safer Milwaukee County for all. With the historic implementation of Act 12, for the first time Milwaukee County is able to invest, rather than cut.

Housing is a key determinant of health and can be crucial to driving positive health outcomes in Milwaukee County. Building off a strong commitment and previous investments — more than \$12 million in American Rescue Plan Act funds were invested in affordable housing — the 2024 budget invests a further \$4 million to ensure all Milwaukee County residents, across racial and socioeconomic lines, have access to safe and affordable housing.

But this budget doesn’t just invest in affordable housing — we also invest in keeping our most vulnerable residents

off the streets. For the past two years, Milwaukee County has been recognized for its success in having one of the lowest unsheltered homeless populations in the country. We want to continue that designation, so we continue investing in our homeless outreach team and housing first model with an additional \$1.5 million. When an individual or family has housing, outcomes greatly improve. By making this investment upstream, we head off future problems downstream, increasing health, safety, and productivity in Milwaukee County.

Our commitment to health outcomes does not end with housing. It is critically important that our residents can continue to access life-saving mental health and substance abuse treatment options. In last year’s budget, Milwaukee County made a record investment in mental health services — made possible by the innovative public-private partnership of the new Mental Health Emergency Center.

In 2024, we continue that investment, recognizing it will take much more to curb the debilitating mental health and substance abuse issues present in our communities. While

CONTINUED

THIS BUDGET INCREASES MILWAUKEE COUNTY TRANSIT SYSTEM'S BUDGET BY OVER \$16 MILLION TO **CONTINUE PROVIDING — AND UPGRADING — THE SERVICE UPON WHICH SO MANY OF OUR RESIDENTS RELY.**

ADDITIONAL FUNDING IS NEEDED IN FUTURE YEARS TO CONTINUE BUILDING OUR TRANSIT BACK TO BEING AN ENVY NATIONWIDE.

mental health and substance abuse treatment services seek to treat individuals before a negative outcome occurs, that is not always the case. That's why, in this budget, we are increasing pre-trial services by \$1.6 million. This will give our criminal justice system the tools it needs to treat individuals facing mental health challenges instead of only having the tool of incarceration. A portion of that increase will go specifically toward increases for the Veterans' and Mental Health Treatment Courts, aimed at positively changing outcomes and avoiding unnecessary incarceration when treatment is a better option.

2024 also sees continued innovation and the breaking down of siloes across Milwaukee County government. The Department of Child Support Services will be moved within the Department of Health and Human Services, creating administrative cost savings and efficiencies by streamlining the work of our dedicated child support staff. More importantly, though, this integration represents another step in Milwaukee County's effort to *Bridge the Gap* and ensure there is no wrong door for residents to enter to receive services. We know that many residents who utilize the Child Support Services use other services through Milwaukee County, as well — whether that is housing, birth-to-three, mental health, or any other service. Moving Child Support Services within the Department of Health and Human Services ensures there is one less barrier to individuals to access those services, and will lead to more residents getting what they need to lead healthy, prosperous lives.

Transportation is yet another determinant of health Milwaukee county recognizes its role in addressing. Too often, Milwaukee County residents face hurdles to freely moving around the county. We work to ensure residents can take any mode of transport, anywhere in the county, safely, affordably, and efficiently. With the launch of Connect1, the East-West Bus Rapid Transit route running along the Wisconsin Avenue corridor, Milwaukee County took a major step toward revolutionizing our transit. Results have been

outstanding, with Connect1 already in the top 10 most popular routes within the Milwaukee County Transit System (MCTS) system.

Even so, Milwaukee County Transit System was one of the program areas most at risk without a sustainable funding solution. Because of the hard work with the state legislature and our partners, we are proud to say we are able to not only save transit, but to invest even further. This budget increases MCTS's budget by over \$16 million to continue providing — and upgrading — the service upon which so many of our residents rely. Additional funding is needed in future years to continue building our transit back to being an envy nationwide, and Milwaukee County leadership will advocate tirelessly to emphasize the importance of transit to our state and federal partners.



A HEALTHY CONNECTION *With the launch in June of Connect1, the nine-mile East-West Bus Rapid Transit (BRT) route running along the Wisconsin Avenue corridor, Milwaukee County took a major step toward revolutionizing transit in the area to help people connect to employment, education and recreation destinations. Results have been outstanding, with Connect1 already in the top 10 most popular routes within the Milwaukee County Transit System (MCTS) system.*

CONTINUED

Finally, we know that not only should transit be affordable and efficient, it should also be safe. Milwaukee County has listened to the concerns of our riders, and we are investing in making sure our transit system is as safe as possible, with an additional \$1.3 million earmarked for transit security. Milwaukee County is also working across departments and functions to explore innovative solutions that utilize existing county services, like housing and mental health, to ensure the safety of our transit system.

Beyond housing, transportation, and health and human services, this budget reflects Milwaukee County's commitment to achieving community health. Each and every service and program area provided by Milwaukee County is scrutinized to determine where investments can be made to reach our goal, and — because of the passage of Act 12 — we now have the capacity to make those investments.

For the much of the recent past, our world-class county parks system has done less with more, continuing to keep our parks beautiful with fewer and fewer resources each year. In the 1980s, the Parks Department had more than 1,300 employees; last year, they were budgeted for just 250 due to the increasing financial pressures on Milwaukee County as a whole. This budget reverses that trend: major investments are made into our parks, with a \$3 million increase and 18 new positions. Our Parks Department manages over 15,000 acres of land, and this budget makes strides to providing them the tools needed to effectively manage that land and keep our greenspaces pristine and accessible.

Our commitment to our employees extends beyond our Parks Department, too. Public employees are undercompensated when compared to their private counterparts, and in recent years, that gap has only grown. To attract and retain the talented, committed changemakers at Milwaukee County, this budget includes a 2% across-the-board raise for our employees. We have also included an additional \$3 million of funding to continue our compensation study, to make allocations to targeted job classes based on the recommendations of our Human Resources department. Our staff is the lifeblood of the county, and are primarily responsible for executing the strategy to make Milwaukee County the healthiest county in the state. To ensure we're hiring talented, quality individuals, we must remain competitive with private sector employers to continue providing effective service to our residents.

Finally, the Community Reintegration Center (CRC) takes another step toward reinventing itself not as a place for punishment, but rather as a place for individuals in our care to grow and become productive members of society. This budget includes funding for a new program to provide vouchers for residents seeking housing when they are released and an increase to funding for communication technology for those in our care — both in the CRC and the Milwaukee County Jail — so they can stay in touch with their families and support networks throughout their incarceration. Research shows that when individuals are able to maintain communication with their communities and

C O N T I N U E D



AN INTENTIONAL INVESTMENT IN PARKS *This budget makes major investments into Milwaukee County's world-class county parks system, with a \$3 million increase and 18 new positions. This reverses the recent trend where the parks department has had to do less with more, continuing to keep our parks beautiful with fewer and fewer resources each year.*

THIS BUDGET MAKES SMART INVESTMENTS IN SERVICES THAT WILL MOVE THE NEEDLE ON HEALTH OUTCOMES, PROVIDES RECORD PROPERTY TAX RELIEF, AND SETS MILWAUKEE COUNTY UP TO MAKE STRIDES TOWARD ITS VISION OF BECOMING THE HEALTHIEST COUNTY IN WISCONSIN BY ACHIEVING RACIAL EQUITY.

find stable housing once released, more positive outcomes occur upon their re-entry into society — decreasing recidivism, which in turn lessens the burden on taxpayers and creates safer communities.

2024 RECOMMENDED CAPITAL BUDGET

Beyond our operational budget, Milwaukee County also manages a myriad of capital assets across the county, from parks to roads to buildings and more. The capital improvements budget has been one of the foremost casualties of Milwaukee County's financial issues, with a nearly \$1 billion backlog of projects that need completion to keep our assets in good condition.

With the additional revenue provided by Act 12, Milwaukee County now has the means to make real investments into that backlog. The 2024 recommended budget includes nearly \$124 million of projects. Of this amount, \$46 million is funded by state, federal, and direct revenues; \$47 million is funded from bonding, equal to Milwaukee County's bonding cap, and \$31 million of projects are cash financed. For cash financed projects, this represents a \$22.7 million increase compared to 2023.

The Parks Department represents almost half of the backlog, and this budget takes steps to remedy that and maintain our world-class parks system to the standard it deserves. Twelve new projects are funded in this budget — over \$23 million in investments into parks' capital assets. Those projects include trail improvements and modernization and lighting improvements, all acutely needed to provide the level of amenity our residents expect. Funding is also included for the South Shore Breakwater, a much-needed project aimed at providing safety to those visiting our lakefront.

In addition, funding is set aside for planning and design for a new criminal courthouse and public safety building. The current public safety building is long past its useful life, and life-safety and efficiency upgrades are desperately needed. Because of the size of the project, the funding set aside in

this budget represents a deposit toward the larger project, and Milwaukee County will continue advocating for state partnership on this important project.

Milwaukee County has also been uniquely successful in securing Congressionally Directed Spending for its capital projects. In the past two years, Milwaukee County has secured nearly \$14 million of federal funding for four projects through the Congressional budgeting process — no other Wisconsin county or municipality has received more than one. This funding, achieved through partnership with the federal lawmakers representing Milwaukee County, has been paramount in funding bus purchases, affordable housing efforts, and the new Mental Health Emergency Center. Three more projects are currently making their way through the 2024 Congressional appropriations process, passing the first hurdle of being included in lawmakers' budget requests. Our success in securing this federal funding has been critical in advancing much needed projects that would otherwise be unable to be completed.

OTHER BUDGETARY ISSUES

Act 12 provided Milwaukee County the lifeline it needed to secure a sustainable funding solution; it also included major changes to Milwaukee County's pension system. The County's legacy retirement system, ERS, will be closed to new entrants beginning in 2025. In 2025 and beyond, all new employees joining Milwaukee County will join the state's retirement system, WRS, joining nearly all other public employees in Wisconsin. This change will wind down, and eventually, eliminate, Milwaukee County's largest financial liability in the legacy pension system. Importantly, current employees and current retirees will not be affected, and will remain in the legacy retirement system — only new employees beginning in 2025 will go to the state's retirement system.

As part of the changes brought about by Act 12, general Milwaukee County employees will see their pension

C O N T I N U E D



STRENGTHENING MILWAUKEE COUNTY'S FINANCIAL FUTURE County Executive Crowley was joined by Chairwoman Marcelia Nicholson, Wisconsin Congresswoman Gwen Moore, and other civic and community leaders at a ceremony in August at Washington Park Senior Center (4420 W. Vliet St.) to sign into law Milwaukee County's sales tax increase. During the event, leaders shared that this achievement was the result of countless conversations, vigorous analysis, and collaboration with multiple stakeholders and will allow continued investment in programming such as parks, transit, public safety, and mental and behavioral health care.

contribution rate drop from 6.1% to 4.3%. In addition to the 2% across-the-board raise discussed above, this means the average Milwaukee County employee not in a public safety bargaining unit will see their take-home pay increase by 4.7%. These changes represent our investment in our changemaking public servants, moving us closer to market salary rates and addressing the ongoing staffing shortage facing Milwaukee County.

AN HISTORIC BUDGET

The 2024 Recommended Budget is historic. Long in a negative financial spiral, Milwaukee County sees a new day of fiscal sustainability. With that sustainability, though, comes responsibility: this budget makes smart investments in services that will move the needle on health outcomes, provides record property tax relief, and sets Milwaukee

County up to make strides toward its vision of becoming the healthiest county in Wisconsin by achieving racial equity.

Thanks to the work of partners both within and outside of Milwaukee County, we are now on a path to realizing the promise of health and prosperity for all in the economic engine of the state. This budget makes key investments in housing, in transit, in public safety and community wellness — all of which will have a demonstrable impact on improving the lives of our residents and those we serve.

The 2024 Recommended Budget is just the beginning of the renewed ability of Milwaukee County to invest in what makes Milwaukee County truly special: its people. With this budget, Milwaukee County is advancing its work toward a Milwaukee County where each resident has what they need to feel safe in their community and where quality of life is improved for everyone. ■



MILWAUKEE COUNTY

Milwaukee County Executive
David Crowley

Office of Strategy, Budget & Performance
Budget Division

Director Joseph Lamers

Operating Budget Director Daniel Laurila

Capital Budget Coordinator Vince Masterson

Operating Budget Manager 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

Budget & Management Analyst Jacob Poston

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

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

Caroline Gomez - Tom

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

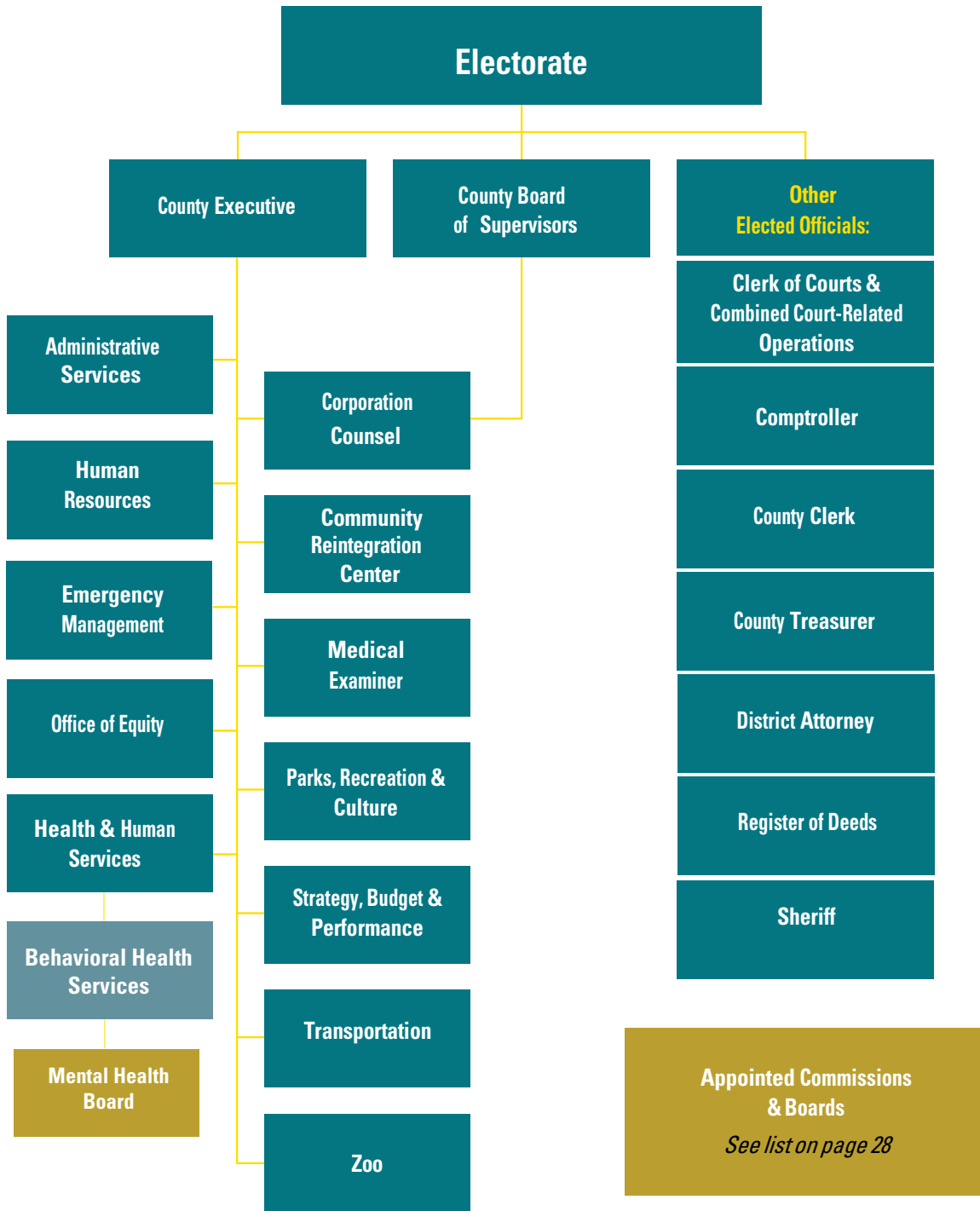
18th District

Deanna Alexander



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COMMUNITY PROFILE



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

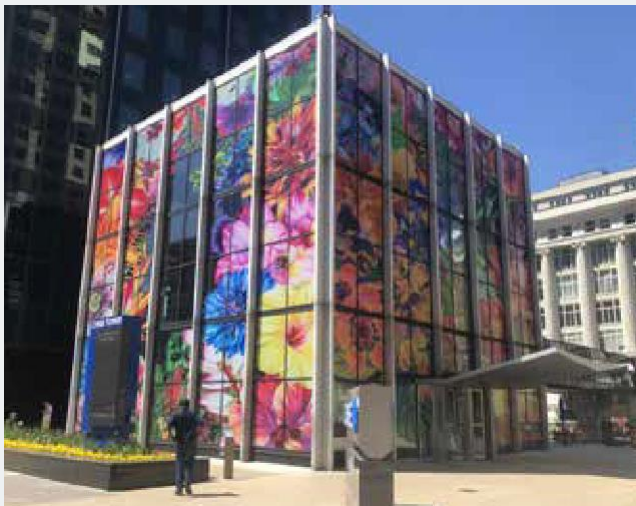
Prior to that, the area had been settled by a variety of Native American tribes and was explored by French priests and traders as far back as 1674. The name “Milwaukee” is generally believed to be derived from a Native American term meaning “good land.”¹

Today Milwaukee County is, by population, the largest county in Wisconsin and the 58th largest in the United

States with 918,661 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 563,305 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.



C O N T I N U E D



	Milwaukee County	Wisconsin
Basic Data		
Land Area in Square Miles (2020)	241	54,167
Population (July 2022 Census)	928,059	5,895,908
Population Density (population per square mile)	3,891	109
Demographic Data		
Persons Under 5 Years (July 2022)	6.5%	5.3%
Persons Under 18 Years (July 2022)	2.4%	2.1%
Persons 65 Years & Over (July 2022)	1.5%	1.9%
High School Graduate or Higher (2017–2021)	8.9%	9.3%
Bachelor's Degree or Higher (2017–2021)	3.2%	3.2%
Veterans (2017–2021)	35,155	315,815
Economic Data		
Housing Units (July 2022)	423,714	2,770,583
Homeownership Rate (2017–2021)	4.9%	6.7%
Median Value of Owner-Occupied Housing Units (2017–2021)	\$172,400	\$200,400
Households (2016–2020)	383,703	2,377,935
Median Household Income, 2020 dollars (2017–2021)	\$54,793	\$67,080
Total Employment (2021)	425,956	2,518,727
Total Employment, Percentage Change (2020–2021)	-4.7%	
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)	1,037	21,072

Milwaukee County has a fairly small population of young people compared with other large metro areas, but still continues to grow. In 2018, the City of Milwaukee was ranked 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 Rol6. 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

Rol6n, 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)





MILWAUKEE COUNTY

10 Largest Principal Property Tax Payers

Taxpayer	2022 Equalized Value
Northwestern Mutual Life Insurance Co.	\$ 669,534,000
Froedtert Health Inc.	\$ 492,616,000
Mayfair Mall, LLC	\$ 476,635,000
Mandel Group	\$ 465,192,000
Irgens Development Properties	\$ 391,405,000
Berrada Properties	\$ 361,312,000
Weidner Investments	\$ 267,313,000
US Bank Corp.	\$ 263,859,000
Aurora Health	\$ 239,264,000
Children's Hospital of Wisconsin	\$ 208,209,000

Source: 2022 Milwaukee County Comprehensive Annual Financial Report, Office of the Comptroller

10 Largest Private Sector Employers

Employer	Industry	2022 Employees	% of Total County Employment
Advocate Aurora Health	Health Care System	29,503	6.4%
Froedtert Health Inc.	Health Care System	14,058	3.1%
Ascension Wisconsin	Health Care System	10,449	2.3%
Roundy's Supermarkets Inc.	Retail Supermarket	7,800	1.7%
Medical College of Wisconsin	Private Medical School	6,554	1.4%
GE Healthcare	Health Care	6,000	1.3%
Quad/Graphics	Commercial Printing & Print Management	5,800	1.3%
Children's Hospital	Healthcare	5,309	1.2%
Kohl's Corp	Retailer	5,000	1.1%
Northwestern Mutual	Insurance	5,000	1.1%

Source: 2022 Milwaukee County Comprehensive Annual Financial Report, Office of the Comptroller

BUDGET POLICIES & STRUCTURE

Budget Process & Calendar

Looking at the 2024 Budget Through a Racial Equity Lens

Financial Management Policies

Basis of Budgeting

Performance Budgeting

Fund Descriptions

Budgetary Funds

2024 Functional Area by Fund Type Summary

Budgetary Unit-Fund Type Relationship



**MILWAUKEE
COUNTY**

2024 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 mid-November.

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.

Annual Budget Calendar

(continued)

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.

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.

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 2024 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, 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 decisionmakers better understand the opportunities to advance health and racial equity.

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.

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 multi-lingual 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. In 2024, a new 0.4% local option sales tax is also implemented to pay off unfunded pension liability costs. Property taxes account for about 21% of total revenues. The local option sales tax provides approximately 14% 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.

Operating Budget Expenditure Policy

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

Every appropriation excepting an appropriation for capital expenditure or major repair lapses 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.
- 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 enterprisewide 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 budget process; 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 2024 Budget Through a Racial Equity Lens”.

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

Create Intentional Inclusion: Every level of Milwaukee County government will reflect the full diversity of the County, and 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 under-

stand 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 preceding 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.

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 2024. 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 Funds (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) 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.

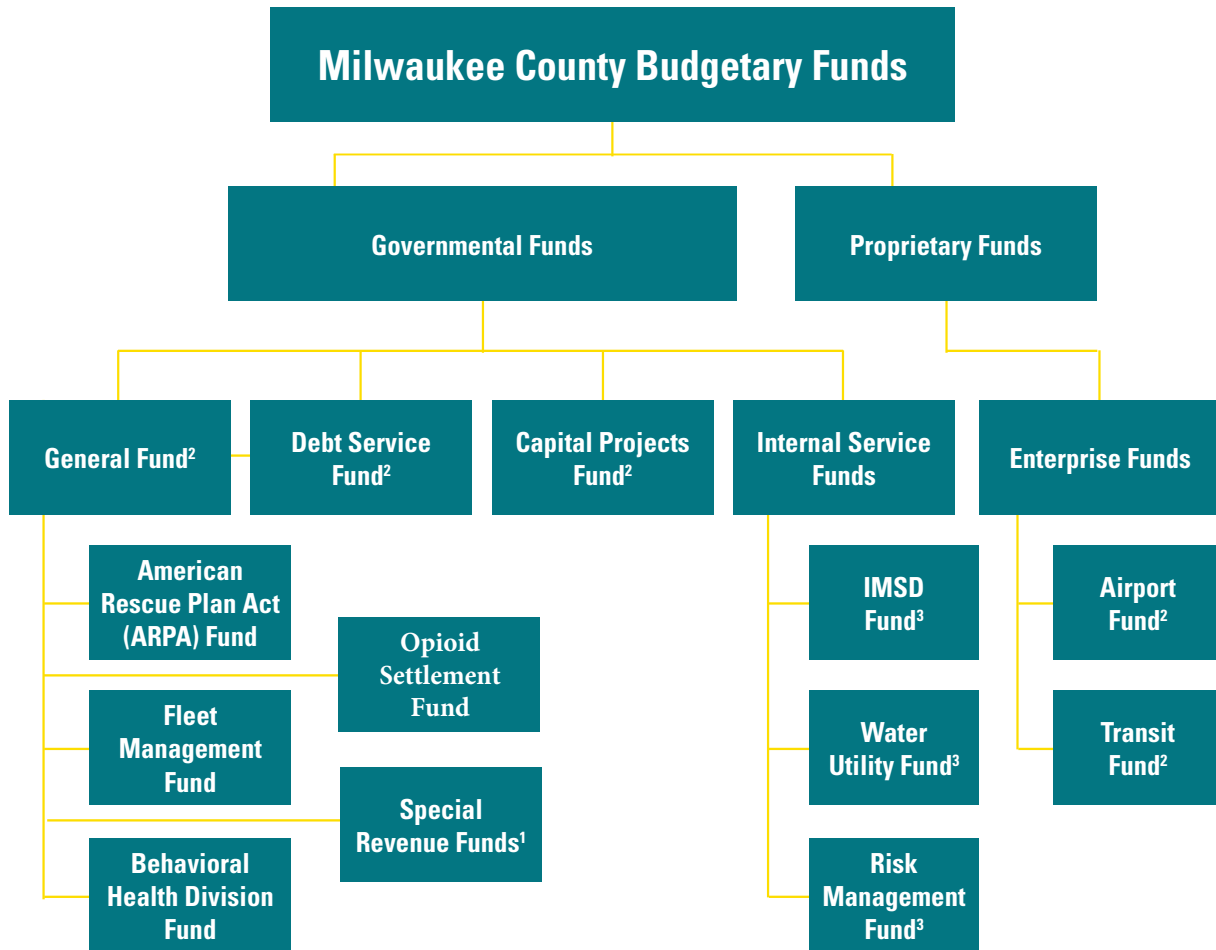
Risk Management (Fund 20040) This fund accounts for risk financing, loss control and insurance-related activities for Milwaukee County and its employees.

Trust Funds

Opioid Settlement (Fund 50009) This fund is used to account for payments received as part of the Opioid settlement. Milwaukee County will receive \$102 million for 18 years per the settlement agreement. Opioid settlement funds can only be used for Opioid treatment initiatives, prevention, harm reduction, and other strategies relating to research, training, and other evidence-based data.

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.

2024 Functional Area by Fund Type Summary

REVENUES

Functional Area	General Fund ¹	Proprietary	Internal Service ²	Debt Service	Capital Projects	Trusts	TOTAL
Legislative and Executive	0	0	0	0	0	0	0
Administration	10,026,171	0	1,210,038	0	5,000,000	0	16,236,209
Courts and Judiciary	13,153,110	0	0	0	0	0	13,153,110
Public Safety	27,229,624	0	0	0	129,287	0	27,358,911
General Government	6,789,053	0	0	0	0	0	6,789,053
Transportation & Public Works	49,045,616	219,190,519	0	0	59,563,019	0	327,799,154
Health & Human Services	342,146,378	0	0	0	6,300,680	10,000	348,457,058
Parks, Recreation & Culture	45,101,401	0	0	0	28,587,992	2,277,559	75,966,952
Debt Service	0	0	0	12,815,031	0	0	12,815,031
Countywide Non-Departmental Expenses	75,458,713	0	0	0	0	0	75,458,713
Countywide Non-Departmental Revenues	176,440,049	0	0	0	0	0	176,440,049
Tax Levy	291,434,132	0	0	0	0	0	291,434,132
TOTAL	\$1,036,824,247	\$219,190,519	\$1,210,038	\$12,815,031	\$99,580,978	\$2,287,559	\$1,371,908,372

EXPENDITURES

Functional Area	General Fund ¹	Proprietary	Internal Service ²	Debt Service	Capital Projects	Trusts	TOTAL
Legislative and Executive	2,602,142	0	0	0	0	0	2,602,142
Administration	55,135,583	0	28,397,479	0	16,699,720	0	100,232,782
Courts and Judiciary	36,988,322	0	0	0	0	0	36,988,322
Public Safety	151,327,279	0	0	0	2,182,697	0	153,509,976
General Government	10,536,109	0	0	0	0	0	10,536,109
Transportation & Public Works	48,789,860	244,522,226	0	0	62,288,593	0	355,600,679
Health & Human Services	441,322,110	0	0	0	6,671,460	10,000	448,003,570
Parks, Recreation & Culture	73,689,466	0	0	0	38,168,493	2,277,559	114,135,518
Debt Service	0	0	0	49,742,698	0	0	49,742,698
Countywide Non-Departmental Expenses	100,556,576	0	0	0	0	0	100,556,576
TOTAL	\$920,947,447	\$244,522,226	\$28,397,479	\$49,742,698	\$126,010,963	\$2,287,559	\$1,371,908,372

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.

Budgetary Unit	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
	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)

Budgetary Unit	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
	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.

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2024 BUDGET SUMMARY

2024 Budget Frequently Asked Questions

Trends in State Aid

County Share of Property Tax Levy

Tax Levy Summary

Budget Assumptions

Long-Range Fiscal Analysis

2024 Expenditure Analysis

2024 Revenue Analysis

Comparison of Funded Full-Time Equivalent (FTE) Positions



**MILWAUKEE
COUNTY**

2024 ADOPTED OPERATING BUDGET

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

2024 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 2022 Wisconsin Department of Revenue data, the cost to operate Milwaukee County government makes up approximately 17% of the total (approximately \$1.91 billion in 2022) 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 2024 Milwaukee County budget property tax levy decreases by 6.9% or \$21.5 million compared to the 2023 level of \$312.5 million. The \$21.5 million net decrease includes increases in net new construction, EMS, and other provisions allowed by state statute. These increases are more than offset by decreases in the debt service property tax levy related to contributions from the debt service reserve, and a new 0.4% sales tax that covers the cost of most pension obligation bond debt service.

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 10.3%. Overall, Milwaukee County's 2024 property tax rate is projected to decrease by an average of 15.8% from 2023.

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
2023 Adopted Budget	\$312,922,151	\$87,033,713,500	\$3.60		\$539	\$899	\$1,258
2024 Adopted Budget	\$291,434,132	\$96,037,594,500	\$3.03	-15.6%	\$455	\$759	\$1,062

* 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.

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 0.9% while expenditures will grow by 2.6%. Subsequent to the publication of Five-Year Financial Forecast, Milwaukee County approved a new 0.4% sales tax that is dedicated to pension costs. While this additional revenue provides a significant short-term benefit and decreases the amount of property taxes required to be dedicated to pension costs, the imbalance between expenditure and revenue growth means that in the long-term the County is likely to experience a budget gap in future years.

Is the pension contribution increasing?

Net pension costs are increasing by approximately \$6.5 million in 2024. This net increase is due to increases in the normal cost and amortization of the Employee Retirement System (ERS) Unfunded Actuarial Liability costs. These changes are all due to the County adopting a new 0.4% sales tax to cover pension costs. An estimated \$84 million is included in the 2024 Budget and dedicated to ERS Unfunded Actuarial Liability costs and Pension Obligation Bonds costs. The new sales tax more than offsets these increases and total property tax support for pension costs decreases \$64.0 million from \$78.7 million to \$14.7 million. The general employee pension contribution decreases from 6.1% in 2023 to 4.3% in 2024. 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 2024, the annual Vehicle Registration Fee charged by Milwaukee County will remain \$30.

Will employee health care contributions change?

Over the past years, 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 2024. In past years, Milwaukee County has occasionally realigned insurance coverage to more closely mirror the market for comparable organizations, resulting in small increases to monthly premium contributions for some employees. In 2024 these monthly contributions will remain at 2023 levels for employees.

Milwaukee County Health Care Monthly Premiums

*After Wellness Credit Is Applied

	2023	2024
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?

After the approval of the 0.4% sales tax, Milwaukee County has (for the first time in decades) funds to invest in the budget rather than a need to make service cuts to meet the requirement for a balanced budget. Investments in the 2024 Budget include:

- \$41 million in one-time investments, highlighted by \$26 million in cash capital projects, \$4 million in new affordable housing investments, \$1 million in a Senior Home Report fund, and \$300k in parks traffic safety
- Ongoing investments such as \$3 million in central compensation funding, a 2% increase general employee salaries, \$2 million to replace ARPA funds with tax levy for Corrections Officer pay, \$13 million of tax levy to the Milwaukee County Transit System replacing federal funding, and \$1.9 million to reduce corrections phone charges.
- The 2024 Budget includes an unprecedented \$21.5 million decrease in property taxes. This property tax relief is made possible by the new 0.4% sales tax which covers retiree pension costs.

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

The 2024 capital budget includes 75 separate sub-projects for a total of \$126 million in capital investments in Milwaukee County’s infrastructure (includes both County and non-County funding).

The 2024 capital budget continues to emphasize improving Milwaukee County infrastructure and assets while managing long-term costs. See the chart below for a list of major capital projects.

Major Capital Projects

Project	Description	Total Project Cost/ Funding
WT017101	Bus Replacement Program - 2024	21,000,000
WF061201	Countywide Vehicle and Equipment Replacement - 2024	12,876,000
WZ014101	Adventure Africa - Rhinos	12,474,238
WP070603	South Shore Breakwater North Section - Phase 2	11,278,771
WC027601	New County Criminal Courthouse	9,450,000
WA043301	MKE Passenger Loading Bridge Replacement	8,438,890
WH001022	S. 13TH ST -W PUETZ TO DREXEL	5,240,000
WC022701	CH - Elevator Modernization	5,000,000
WP078101	Oak Leaf Trail Modernization	3,665,230
WS012401	SEC YOUTH FAC PHASE 1	3,359,310
WP037201	McKinley Park Flushing Channel	2,977,900
WI020901	Technology Lifecycle Replacements - IMSD	1,500,000
WP068801	McKinley Parking Lots - Phase 2	1,491,510
WA041101	MKE Parking Structure Traffic Bearing Membranes (77, 89,02)	1,385,000
WV004101	Oak Creek Skate Lift Station	1,033,440

What is the impact on compensation for Milwaukee County employees?

There are no increases in health care premiums in 2024. The table illustrates examples of compensation changes from recent budgets. An average employee can expect a 4.7% increase in take home pay from the 2024 Budget.

Compensation Changes from Recent Budgets

	2023	2024
Salary at Start of Year	\$60,000	\$62,424
Salary Increases (Prorated*)	\$60,900	\$62,424
Health Care Premium Contribution	(\$3,048)	(\$3,048)
Pension Contribution**	(\$3,715)	(\$2,684)
Net Salary After Contributions	\$54,137	\$56,692

**2023 salary increase was 2% in second quarter. 2024 salary increase is 2% in first quarter.*

***Pension contribution: 6.1% of salary in 2023, 4.3% of salary in 2024.*

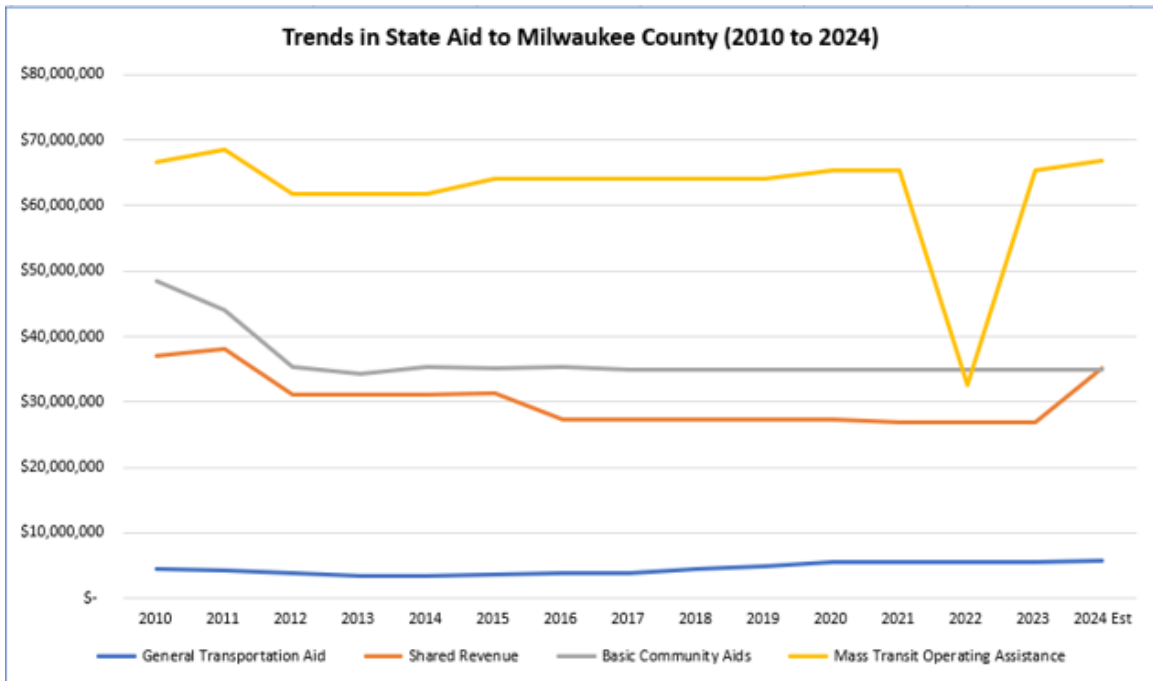
TO UNDERSTAND THE FISCAL CONSTRAINTS MILWAUKEE COUNTY IS UNDER, IT IS IMPORTANT TO UNDERSTAND THE RECENT HISTORY OF STATE TAXES AND AID TO MUNICIPALITIES.

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.

Major state funding sources that support the Milwaukee County budget include general transportation aid for highways,

basic community aids (which support human services programs), shared revenue (for County services), and mass transit operating assistance, which helps fund the Milwaukee County Transit System (MCTS). The following chart demonstrates that these revenues have been largely flat and declining in past years.



In 2010, Milwaukee County received \$66.5 million of mass transit operating assistance; in 2024 the County anticipates receiving an amount of \$66.7 million in state aid for transit. State shared revenue has declined from \$37 million in 2010 to \$35.1 million in 2024. Basic community aids, which support human services programs, have declined from \$48.6 million in 2010 to \$35.1 million in 2024. General transportation aids have increased from \$4.3 million in 2010 to \$5.7 million in 2023.

Combined, these four revenue sources have been reduced from \$156.5 million in 2010 to \$142.6 million in 2024. This is a reduction in real dollars not even adjusting for inflation. If Milwaukee County had received inflationary adjustments of 2.5% per year across these revenue sources since 2010, for example, the 2024 revenue budget for these state aids would be \$79 million more than it is. This issue has contributed significantly to Milwaukee County's historical structural deficit.

There are positive developments on state aids included in the County's 2024 budget. For the first time in multiple years, the 2024 budget includes increases in shared revenue and mass

transit operating assistance. Shared revenue is estimated to increase by \$8.1 in 2024, based on changes included in 2023 Wisconsin Act 12 (Act 12). Furthermore, Act 12 stipulates that future shared revenue payments will be determined based on growth in state sales tax collections. It is expected that this change will result in future shared revenue payments growing with inflation, which has not occurred over approximately the past two decades. Mass transit aids are increased by \$1.3 million or approximately 2% in 2024, based on the 2023-25 state budget. General Transportation Aids increase by approximately \$170,000 or 3%. Basic Community Aids for human service programs remain flat in 2024.

Unless state funding sources continue to increase 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.

OF THIS \$1.9 BILLION TOTAL OF PROPERTY TAXES PAID, MILWAUKEE COUNTY GOVERNMENT MAKES UP ABOUT 16%.

County Share of Property Taxes

The 2024 budget for Milwaukee County levies \$291,434,132 in taxes on property during the year, which is a reduction from the 2023 adopted budget of approximately \$21.5 million. This reduction provides property tax relief to the citizens of Milwaukee County and is possible as a result of Wisconsin 2024 Act 12.

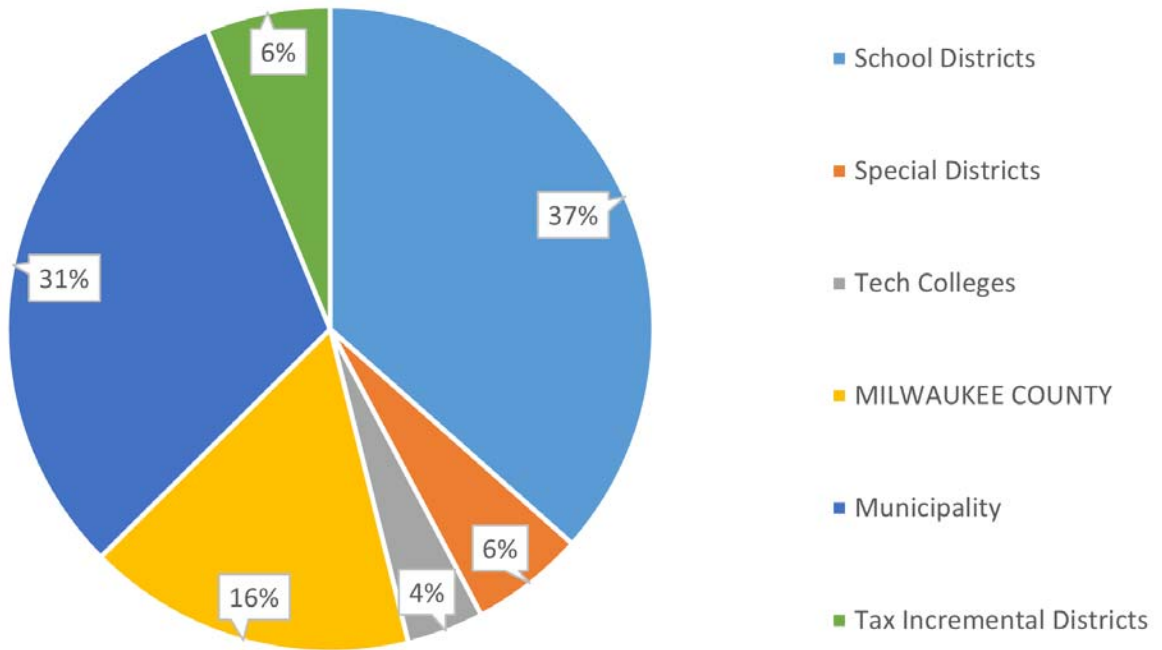
According to the Wisconsin Department of Revenue, citizens and business pay a total of approximately \$1.91 billion in property taxes to the various taxing entities in Milwaukee County. These entities include:

- Milwaukee County government.

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

Of this \$1.91 billion total, Milwaukee County government makes up about 16.4%.

2022 Distribution of Property Taxes in Milwaukee County



TAX LEVY SUMMARY

2024 BUDGET FOR GENERAL COUNTY PURPOSES

	2023 Adopted Budget	2024 Adopted Budget	Change	Percent
EXPENDITURE	1,373,900,395	1,371,908,372	(1,992,023)	(0.14%)
REVENUE	1,060,978,244	1,080,474,240	19,495,996	1.84%
TAX LEVY	312,922,151	291,434,132	(21,488,019)	(6.87%)



MILWAUKEE COUNTY MUST FOCUS ON A LONG-TERM STRATEGY TO MATCH REVENUE AND EXPENDITURE GROWTH, TO SUPPORT LONG-TERM FISCAL SUSTAINABILITY.

Budget Assumptions



The “Budget Assumptions” section of the budget summarizes assumptions and changes regarding expenditures and revenues included in the 2024 budget.

Expenditures

Salaries & Wages The 2024 budget includes funding for a 2% general increase effective in January of 2024 for most general employees. The budget includes a 13.51% wage increase for Correctional Officer staff, plus an additional \$400,000 to support Correctional Officer raises, advancements within the range, and/or longevity pay. In addition, the 2024 budget includes \$3 million in funding to support salary adjustments that will be recommended by the Department of Human Resources based on compensation studies currently underway.

Pension Total pension costs increase by approximately \$4.9 million in 2024 due largely to an increase in the unfunded liability payment. This is driven by a decrease in the assumed rate of investment return of pension funds from 7.5% to 6.8%.

Health Care Costs Health care expenses are roughly flat in 2024. There is an increase of \$6 million for inflationary charges in prescription drugs. This is offset by a \$5.3 million decrease in health care claims due to decreased utilization.

Debt Service Reserve The 2024 budget includes the use of \$11.8 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 2.6% per year, while revenues will grow by 0.9%. There is potential for the percentage increase of the expenditure increase to be higher due to historically high inflation in recent years. Revenue growth is limited to 0.9% 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.

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.

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, and \$20 million of State ARPA funding to support construction of the Center for Forensic Science and Protective Medicine. 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. ARPA revenues are not included in the operating

budget. The 2024 budget does not include any new ARPA funding recommendations. The 2022 and 2023 budgets included ARPA funding support for a \$3 per hour Correctional Officer pay increase with a plan to convert the cost to tax levy in future years. This cost has been fully converted to tax levy in 2024.

Property Tax Levy The 2024 budget includes a \$21.5 million decrease in property tax, which has been made possible by Wisconsin 2023 Act 12. Act 12 permits Milwaukee County to increase the County portion of the sales tax by 0.4%. The County Board adopted the increase in July of 2023. It becomes effective January 1, 2024. The 0.4% of the sales tax must be used to pay down unfunded pension liabilities and pension obligation bonds (POB). As a result, the County can reduce property tax since property tax levy is no longer needed to pay the above expenses.

Sales Tax Sales tax revenues in the 2024 budget are increased by approximately \$90.4 million from \$98.8 million to \$189.2 million. During late 2020 and into 2021 and 2022, a rebound in sales tax collections was realized following the COVID-19 pandemic. The increase to sales tax revenues related to Wisconsin 2023 Act 12 is \$84 million. Additionally, the 2024 sales tax budget is also based on year-to-date collections in 2023 plus an additional 3% growth projection through 2024.

State & Federal Revenues State and federal revenues make up approximately 31% of Milwaukee County revenue in the 2024 budget. This is a 3% decrease from the 34% share of state and federal revenues in the 2023 Adopted Budget. State revenues increase by approximately \$8.9 million or 3% when compared to 2023. The 2024 increase in state revenues is largely related to Wisconsin 2023 Act 12, which includes a Supplemental County Aid payment of \$7.6 million beginning in 2024. Additionally, estimates from the Department of Revenue also indicate an approximate increase of \$500,000 in the utility

aid portion of State Shared Revenue. Federal revenues decrease by \$53.6 million when compared to 2023. This is due to a reduction of \$34.9 million in federal revenue for capital projects compared to 2023, and a \$18.7 million federal revenue reduction for operating purposes. Federal funding for capital projects is reduced in 2024 primarily because the 2023 budget included one-time contributions of \$40 million of federal ARPA funds for the Center for Forensic Science and Protective Medicine (including \$20 million of County ARPA funds and \$20 million of State ARPA funds dedicated to Milwaukee County). The \$18.7 million reduction in federal operating revenues is primarily due to reductions in federal revenue within transit and human services.

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 2024, \$0 is budgeted.

2022 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 2024 budget includes \$5 million of revenue related to 2022 surplus.

Vehicle Registration Fee (VRF) The 2024 budget includes \$17.2 million of Vehicle Registration Fee revenue, which is the same as the 2023 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 the County's operating budget. The forecast provides policymakers and the public with insight into the fiscal situation faced by the County. In March 2023, the Comptroller's Office completed an update of the five-year forecast covering years 2024-2028 (County Board File 23-411). The forecast shows expenditures outpacing revenues in all fiscal years, resulting in an ongoing structural deficit. Subsequently, 2023 Wisconsin Act 12 (Act 12) was enacted in June of 2023. Act 12 has significant fiscal impacts on the County including the option to increase the County sales tax rate by 0.4%, which has been approved by the County Board and County Executive and will be effective in 2024, as well as an increase in shared revenue. As a result of changes related to Act 12, a memo with fiscal impacts and an updated five-year projection was prepared jointly by the Comptroller and the Office of Strategy, Budget and Performance in July 2023 (County Board File 23-712). The update shows an improved fiscal position for the County because of Act 12, including a surplus projection for 2024. Changes from Act 12 result in a reduction to the structural deficit in future years but there is still a funding gap projected in 2026 and beyond.

2024 to 2028 Forecast Summary (March 2023, File 23-411)

The five-year fiscal forecast has consistently shown that expenditures are growing at a pace which exceeds revenue growth, and that the County is faced with an on-going structural deficit. In 2023, the five-year forecast projects that the deficit would grow from approximately \$18.3 million in 2024 to \$109.6 million by 2028 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 0.9% per year on average, while expenditures grow by 2.6%, 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. The County can only raise property tax levy for operating purposes by a level that is equal to the percentage growth in net new construction. The percentage of net new construction for the 2024 budget is 1.2%. This limited level of revenue growth is not sufficient to keep pace with inflationary operating cost growth.

Forecasted Expenditures & Revenues (2024 to 2028)

	Expenditure	Revenue	Structural Deficit	Cost-to-Continue
2022	1,174,581,028	1,174,581,028	---	---
2023	1,207,819,683	1,189,523,297	(18,296,386)	(18,296,386)
2024	1,248,134,180	1,195,358,982	(52,775,198)	(34,478,812)
2025	1,279,134,429	1,203,319,096	(75,815,333)	(23,040,135)
2026	1,310,269,297	1,216,958,496	(93,310,801)	(17,495,468)
2027	1,337,066,830	1,227,410,712	(109,656,118)	(16,345,317)
Average Gap:				(21,931,224)

Source: Milwaukee County Office of the Comptroller

2024 to 2028 Forecast Updates: Act 12 Impact (File 23-712)

2023 Wisconsin Act 12 was enacted by the State of Wisconsin in June of 2023. Act 12 provided Milwaukee County the option to increase its sales tax rate by 0.4%, from 0.5% to 0.9%, which is estimated at \$84 million in 2024. In addition, Act 12 provides Milwaukee County with an increase in shared revenue of \$7.6 million in 2024 which will grow in future years based on statewide sales tax collections.

This sales tax rate increase has been approved by the County Board and the County Executive and will be effective in 2024. The 2024 budget includes \$84 million in estimated sales tax collections related to the 0.4% rate increase. Proceeds from the 0.4% sales tax are available to fund the County's unfunded pension liability, estimated at \$760 million. Additionally, the 0.4% sales tax may be used to pay for Pension Obligation Bonds issued by the County in 2009 which have an outstanding balance of \$199 million and require annual payments to fund through 2030.

Property tax levy dollars that are currently spent on the unfunded liability are effectively freed up and made available to

support County services and offset the structural deficit that is projected in future years. The amount of tax levy that is freed up is approximately \$50 million.

Due to the increase in sales tax as well as the increase in shared revenue, the structural deficit is projected to be eliminated in 2024 and 2025 and a budget surplus is projected in these years. The structural deficit for years 2026 through 2028 is significantly lower than previously projected, including a reduction of approximately \$73.5 million in 2028, from \$109.6 million to \$36.1 million. The continuing structural deficit from 2026 to 2028 is \$12 million per year on average, which is also significantly lower than budget gaps that the County has experienced in past years, which have typically ranged between \$20 to \$30 million. The unfunded pension liability now has a dedicated funding source in the 0.4% sales tax and is no longer a driver of the structural deficit. In addition, the improved fiscal position provides an opportunity to dedicate increased tax levy funds to Transit, which is one of the largest drivers of the deficit due to the projected expiration of federal relief funds dedicated to Transit. The 2024 Recommended budget includes a \$16 million increase in tax levy funds for Transit.

Updated Structural Deficit After Act 12 Impacts

Estimated Structural (Deficit)/Surplus		
Year	Pre Act 12	Post Act 12 and Approval of 0.4% Sales Tax
2024	(18,296,000)	31,642,000
2025	(52,775,000)	2,688,000
2026	(75,815,000)	(13,022,000)
2027	(93,815,000)	(23,317,000)
2028	(109,656,000)	(36,193,000)

Out Year Expenditures Continue to Grow Faster Than Revenues

The 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, the County has limited ability to collect local revenues. Property tax remains the primary source of local funding in the County's revenue base. By law, the County is only able to raise tax levy for operating purposes by an amount equal to the percentage growth in net new construction. The average net new construction has been approximately 1% in recent years and is 1.2% for the 2024 budget. Notably, this is significantly less than the average rate of inflation.

Act 12 provided Milwaukee County with the option to increase its sales tax rate by 0.4% and Act 12 also increased shared revenue by \$7.6 million. These changes are significant and have placed Milwaukee County budget in a surplus position in 2024. However, if revenue growth continues to be limited and follow past trends, the updated forecast shows deficit projections returning by fiscal year 2026.

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 that the County has taken to address the structural deficit:

- Restructuring of Other Post-Employment Benefits (OPEB)
- Realigning the share of health costs borne by employees and retirees
- Enforcing Employee Health and Pension Contributions
- Reducing budgeted staff (FTE) by 3,400 positions or approximately 50% since 2000
- Freezing salary step increases for employees and removing the salary step system
- Reducing the County's facilities footprint by 3 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
- Accelerating funding of unfunded pension liability and reducing the assumed rate of return on the pension fund

- Annual department tax levy targets limiting the amount of funding that departments request in the annual budget process
- Stabilizing pension costs by issuing Pension Obligation Bonds starting in 2009
- Approval of 0.4% sales tax rate increase, providing a dedicated funding source for the County's unfunded pension liability

Additionally, the 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 the County in financial and human resources management, as well as, working towards the consolidation of multiple outdated IT systems to more efficient systems
- Decreasing energy spending

These and other practices have contributed to closing the County's budget gap on an annual basis. These actions have also driven down the County's cost-to-continue and structural deficit.

The forecast shows that the County has made progress in addressing its fiscal imbalance since the forecast model was introduced. However, in future years, expenditures continue to rise more rapidly than revenues. While expenditure growth is reduced due to the changes described above, the County will continue to face pressure to reduce costs due to this imbalance.

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

The 2024 GROSS EXPENDITURE BUDGET IS \$1,371,908,372 A DECREASE OF \$1,992,023 (or -0.1%) FROM THE 2023 ADOPTED BUDGET

2024 Expenditure Analysis

The 2024 gross expenditure budget is \$1,371,908,372 a decrease of \$1,992,023 (or about -0.1%) from the 2023 adopted budget. Expenditure reduction in the 2024 budget is primarily driven by a reduction in capital project funding. The 2024 budget includes \$1,245,897,409 for departmental and non-departmental operations and debt service, and \$126,010,963 for capital projects. In comparison with the 2023 adopted budget, operating budget expenditures, including debt service and trust funds, increase by \$69,005,969 (or about 5.9%) and capital budget expenditures decrease by \$70,997,992 (or about -36.0%).

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

2024 Countywide Expenditure Highlights

As instituted in the 2018 budget, both active and legacy fringe benefit costs remain centralized. In 2024, 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.

2024 Expenditure Highlights by Category

Personnel Costs, including fringe costs, increase by \$31,934,598 (or about 6.6%). The 2024 increase is due to an increase to fringe and salary/social security benefits. The 2024 budget also includes an addition of 65 positions (1.6% increase in FTE).

Operation costs decrease by \$68,301,677 (or about -9.4%). This is due to the 2023 adopted capital budget included an allocated contingency amount of approximately \$112.4 million within capital project WC020901-Forensic Science Center. The appropriation for contingency is reflected in the operating cost category.

Debt and Depreciation decrease by \$3,991,109 (or about -3.3%). Due to the lower debt service costs based on recent bond sales.

Internal service charges, including the net total of abatements and cross charges between Milwaukee County departments, decrease by \$3,390,474 (or about -8.9%).

Capital Outlay increase by \$34,975,691 (or about 43.4%). The largest increases are associated with the Parks, Recreation, and Culture (\$16.2 million) and Transportation and Public Works (\$12.3 million) functional areas.

2024 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 2023 adopted budget.

Legislative & Executive

The **Office of the County Executive** expenditures increase by \$74,183 (or about 7.7%). The increase in expenditures is for an increase in fleet management services costs, salary increases and increased travel due to the appointment of the County Executive as Chairman of the National Association of Counties (NACo) Large Urban Counties Caucus (LUCC).

General Government

The **Election Commission** expenditures increase by \$481,722 (or about 80.2%). This increase in expenditures is tied to the increased services provided by the Election Commission during Presidential Election years. Funds will be spent on ballots and election materials, voter outreach and education, and state-mandated election publications.

The **Office of the County Clerk** expenditures increase by \$365,282 (or about 35.6%). This increase in expenditures is the result of staff pay, employee raises, a transfer of 5 positions to the County Clerk's Office, and County Clerk services being advertised to County residents.

Administrative

The **Department of Administrative Services** expenditures increase by \$6,478,912 (or about 17.9%). Expenditures increase in the 2024 budget as a result of the following: additional tax levy to facilitate the payoff of the water distribution system to the City of Wauwatosa; transfers from 194 - Non-Departmental Expenditures for the uncollectable portion of the water distribution system and the change in methodology for the Central Service Allocation (CSA); increase to Technology Purchase Management to operationalize costs associated with the completion of capital projects; additional personnel.

Information Management Services Division (IMSD) expenditures increase by \$2,213,617 (or about 15.2%). Additional funding and personnel are provided in the 2024 budget for the continuation of Data Analytics previously funded with ARPA and other non-recurring funding sources. The Land Information Office is transferred from DAS - Facilities to DAS - IMSD and specialized audio-visual support for the County Board is included in the 2024 budget.

Public Safety

Office of the Sheriff expenditures increase by \$9,554,334 (or about 19%). Fleet, radio, technical support, and laundry expenditures are no longer centralized and elected officials are now being charged for these services. Within the Sheriff's office an increase of approximately \$5.4 million has been added to tax levy to account for this change. Secondly, approximately \$1.3m was added to the budget to accommodate the contractual yearly step increase for Deputy Sheriff I and Deputy Sheriff Sergeant as well as the estimated yearly Milwaukee Deputy Sheriff's Association (MDSA) pay percentage merit increase. Third, \$1,089,365 was placed in the budget for the Correctional Officer \$1.50 and Public Safety Officer \$.50 pay increase in accordance with Amendment 78 of the 2023 adopted budget. As stated in Amendment 78, the funds were placed outside the Sheriff's office within the Central Salary Adjustment. In the 2024 budget the funds live in the Sheriff's budget. Finally, in Amendment 21 of the 2024 budget Correctional Officers are given an additional \$2,127,322 (or 13.51%) to move the minimum pay for the position to \$30 in order to stay competitive in the market.

Community Reintegration Center expenditures increase by \$5,456,248 (or about 10%). Personnel costs increased by \$4.2 million largely due to the higher Correctional Officer pay and overtime costs of which Amendment 21 represents an increase of \$2,191,639. Also operating costs increased approximately \$1,134,218 to accommodate the estimated increase to the correctional healthcare contract, also \$258,000 of the \$1.1 million is set aside for the increase cost to resident food.

Courts & Judiciary

The **Department of Pre-Trial Services** expenditures increase by \$1,836,029 (or about 34%). This increase in expenditures is tied to an increase in the price of contracted services which provide Early Intervention services, Pre-Trial services, Universal Screening services, and Drug Treatment Court services. In addition, the Pre-Trial Services program includes expansion of service Mental Health Treatment courts and Veterans treatment courts.

Transportation

Highway Maintenance expenditures decrease by \$1,953,028 (or about -7.3%) due to moving certain positions to a lower pay level, as well as reduced pension costs.

Fleet Management expenditures increase by \$1,846,602 (or about 9.4%). Due to increased purchase prices for repair parts and an increase in principle payments for vehicle and equipment replacements.

Transit expenditures increase by \$10,035,038 (or about 7.4%). Due to increased wages, increased fuel prices, a new Paratransit contract, and increased funding for transit safety and security.

Health & Human Services

Behavioral Health Services expenditures increase by \$6,699,744 (or about 2.9%). Expenditures increase in the 2024 budget due to increased fringe charges, the Central Services allocation, and increases for contracted provider services.

Department of Health and Human Services expenditures increase by \$27,042,118 (or about 15.7%). Expenditures increase in the 2024 budget for DHHS due to Child Support Services integrating into DHHS, changes in the Central Services allocation, and one-time funding items including \$4 million for affordable housing development, and \$1 million in home repair funds.

Parks, Recreation & Culture

The **Parks Department** expenditures increase by \$3,119,343 (or about 7.2%). The expenditure increase is due to a highly

competitive labor market which has led to upward pressure on annual wages and personnel costs and interdepartmental charges for services provided by other county departments. There are 18 new positions funded in the Parks budget.

The **Zoological Department** expenditures increase by \$904,265 (or about 4.2%). The Expenditure increase is due to salary and wages, overtime, and social security more specifically; annualizing the 2023 raise, leap year costs and the proposed wage increase of two percent in 2024. Also, increases in interdepartmental expenses increased.

Non-Departmental Expenditures

The **Appropriation for Contingencies** remains flat at \$5 million in 2024.

OPERATING EXPENDITURES BY FUNCTIONAL AREA

Operating Budget Expenditure Comparison

Total Operating & Capital Expenditures by Functional Area	2021 Actual	2022 Actual	2023 Adopted Budget	2024 Adopted Budget	\$ Change from 2023 Budget	% Change from 2023 Budget
Legislative and Executive	2,258,171	2,398,876	2,609,887	2,602,142	(7,745)	(3.9%)
Administration	83,656,676	70,686,054	74,755,232	83,533,062	8,777,830	7.6%
Courts and Judiciary	31,493,463	34,134,670	35,162,760	36,988,322	1,825,562	5.1%
Public Safety	119,298,256	127,909,461	133,508,134	151,327,279	17,819,145	9.5%
General Government	7,937,227	9,092,853	9,219,393	10,536,109	1,316,716	11.8%
Transportation & Public Works	258,265,898	283,322,029	283,290,739	293,312,086	10,021,347	2.1%
Health & Human Services	439,121,564	461,787,277	426,529,669	441,332,110	14,802,441	(0.9%)
Parks, Recreation & Culture	59,454,136	70,055,886	72,500,401	75,967,025	3,466,624	2.7%
Debt Service	135,618,179	35,912,914	44,365,683	49,742,698	5,377,015	16.5%
Countywide Non-Departmental Expenses	209,987,071	206,968,076	94,949,542	100,556,576	5,607,034	11.8%
TOTAL	\$1,347,090,643	\$1,302,268,095	\$1,176,891,440	\$1,245,897,409	\$69,005,969	5.9%

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	2021 Actual	2022 Actual	2023 Adopted Budget	2024 Adopted Budget	\$ Change from 2023 Budget	% Change from 2023 Budget
Administration	4,801,642	1,656,017	118,375,616	16,699,720	(101,675,896)	(85.9%)
Public Safety	45,791	29,091	1,967,132	2,182,697	215,565	11.0%
Transportation & Public Works	55,051,552	71,888,334	49,921,062	62,288,593	12,367,531	24.8%
Health & Human Services	3,510,029	7,135,979	4,854,426	6,671,460	1,817,034	37.4%
Parks, Recreation & Culture	27,034,498	27,204,002	21,890,719	38,168,493	16,277,774	65.4%
Capital Improvements	0	341,415	0	0	0	0.0%
TOTAL	\$90,443,512	\$108,254,837	\$197,008,955	\$126,010,963	(\$70,997,992)	(36.0%)

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).

COMBINED CAPITAL & OPERATING EXPENDITURES BY FUNCTIONAL AREA

Budget Expenditure Comparison (Capital & Operating)

Total Operating & Capital Expenditures by Functional Area	2021 Actual	2022 Actual	2023 Adopted Budget	2024 Adopted Budget	\$ Change from 2023 Budget	% Change from 2023 Budget
Legislative & Executive	2,258,171	2,398,876	2,609,887	2,602,142	(7,745)	(0.3%)
Administration	83,656,676	70,686,054	74,755,232	83,533,062	8,777,830	11.7%
Courts and Judiciary	31,493,463	34,134,670	35,162,760	36,988,322	1,825,562	5.2%
Public Safety	119,298,256	127,909,461	133,508,134	151,327,279	17,819,145	13.3%
General Government	7,937,227	9,092,853	9,219,393	10,536,109	1,316,716	14.3%
Transportation & Public Works	258,265,898	283,322,029	283,290,739	293,312,086	10,021,347	3.5%
Health & Human Services	439,121,564	461,787,277	426,529,669	441,332,110	14,802,441	3.5%
Parks, Recreation & Culture	59,454,136	70,055,886	72,500,401	75,967,025	3,466,624	4.8%
Debt Service	135,618,179	35,912,914	44,365,683	49,742,698	5,377,015	12.1%
Countywide Non-Department Expense	209,987,071	206,968,076	94,949,542	100,556,576	5,607,034	5.9%
Capital Improvements	90,443,512	108,254,837	197,008,955	126,010,963	(70,997,992)	(36.0%)
TOTAL	\$1,437,534,155	\$1,410,522,933	\$1,373,900,395	\$1,371,908,372	(\$1,992,023)	(0.1%)

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 21.2% OF BUDGETED REVENUES IN 2024 at \$291 MILLION

2024 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. **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 Revenues Other State Revenues
Other Direct Revenues	Direct Revenues Bond Proceeds Sales Tax Prior Year Surplus Vehicle Registration Fee
Property Tax Levy	Property Tax Levy

Revenue Overview

The 2024 revenue budget is \$1,371,908,372, a decrease of \$1,992,023 or -0.1% from the 2023 adopted budget.

An increase to sales tax of \$90.4 million or 91.6%, which accounts for 13.8% of total revenue. The increase is a result of the adoption of a 0.4% increase to the sales tax rate in Milwaukee County as permitted in Wisconsin 2023 Act 12 legislation. The County Board adopted the increase in July of 2023, with an effective date of January 1, 2024. Additionally, the existing 0.5% sales tax increases as a result of continued growth in actual collections in 2022 and 2023.

In 2024, Bond and Note Proceeds are decreased by \$55.2 million, or -50.7% for a total of \$53.6 million. This revenue source makes up 3.9% of total revenues for 2024.

Property tax levy represents 21.2% of budgeted revenues in 2024 at \$291.4 million, a decrease of \$21.5 million or 6.9% less than 2023. This decrease is due to a decrease in debt service levy.

Other State funding, which represents 20.5% of total revenues or \$281.1 million, is increased by \$753,229 or 0.3% above the 2023 adopted budget.

Federal funding for the 2024 budget is \$107.9 million, which represents a decrease of \$53.6 million (or 33.2%) from the 2023 budget and comprises 7.9% of the total 2024 budgeted revenue. The 2024 includes reductions to Transit, which is back-filled with \$13 million in tax levy, and human services.

State shared revenue is budgeted at \$35.1 million, an increase of \$8.1 million over 2023, or 30.2% and represents 2.6% of total revenues. 2023 Wisconsin Act 12 increased state shared revenue payments. The increase for 2024 related to Act 12 is \$7.6 million. The additional shared revenue payment is referred

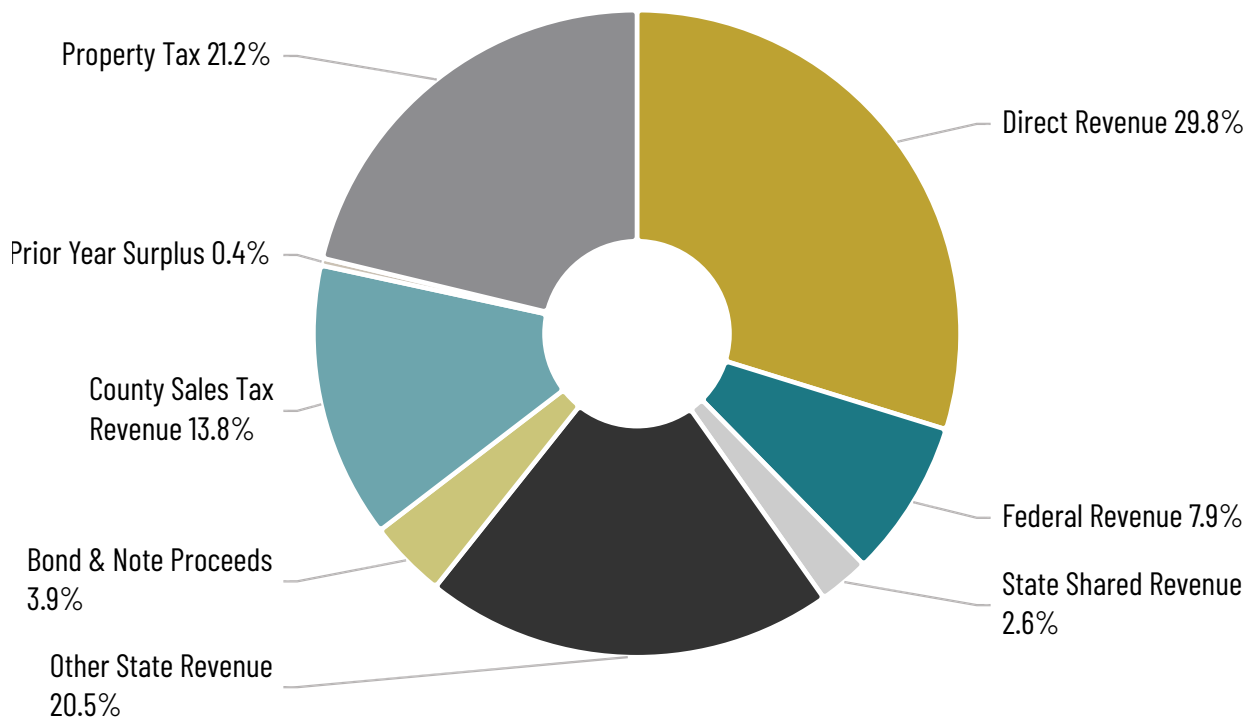
to as a "supplemental payment". In future years, state shared revenue payments will be adjusted based on the rate of growth in the state sales tax. The Utility Payment portion of State shared revenue is estimated to increase by approximately \$500,000 when compared to 2023.

The remaining revenue, 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 \$1.062 million within the Highway Division.

A contribution of \$11.8 million from the Debt Service Reserve is included in 2024. This represents an increase of \$3.9 million from 2023.

Composition of 2024 Budgeted Countywide Revenues



Revenue Highlights by Category

Direct revenue increases by approximately \$29 million (or 7.6%) in 2024 to \$408.6 million.

Sales tax revenue increases countywide by \$90.4 million in 2024, from \$98.8 million to \$189.2 million, due to the adoption of an additional 0.4% sales tax in Milwaukee County (Wisconsin 2023 Act 12) and increased economic activity in 2021, 2022 and 2023 that is expected to continue into 2024.

Federal revenue decreases by a total of \$53.6 million (or 33.2%) in the 2024 budget. This decrease is related to a reduction in federal relief funding in the 2024 budget compared to 2023, particularly for transit, as well as a reduction in federal revenues in DHHS/BHS. Federal revenue for capital projects is reduced in 2024 primarily because the 2023 budget included one-time contributions of \$40 million of federal ARPA funds for the Center for Forensic Science and Protective Medicine.

State revenue increases in 2024 by approximately 2.9% overall. Combined revenue includes \$35.1 million in State

Shared Revenue, as well as \$281.1 million in Other State Revenue, which is an increase of \$753,229 or 0.3% from 2023. As indicated above, the majority of the increase relates to Wisconsin 2023 Act 12, which increases State Shared Revenue by \$7.6 million, while the Utility Payment portion increases \$500,000 for a total increase of 30.2% in 2024.

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.

Operating Budget Revenue Comparison

Source	2022 Actual	2023 Adopted Budget	2024 Adopted Budget	\$ Change from 2023 Budget	% Change from 2023 Budget
Direct Revenue	462,436,857	363,166,759	391,393,355	28,226,596	7.8%
Federal Revenue	164,186,804	100,660,371	81,928,837	(18,731,534)	(18.6%)
State Shared Revenue	27,147,807	26,967,836	35,111,080	8,143,244	30.2%
Other State Revenue	261,153,592	277,518,042	278,268,661	750,619	0.3%
Bond & Note Proceeds	626,425	0	0	0	0.0%
County Sales Tax Revenue	90,010,345	90,656,281	189,191,329	98,535,048	108.7%
Prior Year Surplus	0	5,000,000	5,000,000	0	0.0%
Property Tax	309,511,533	312,922,151	265,004,147	(47,918,004)	(15.3%)
Total	\$1,315,073,363	\$1,176,891,440	\$1,245,897,409	\$69,005,969	5.9%

Capital Budget Revenue Comparison

Source	2022 Actual	2023 Adopted Budget	2024 Adopted Budget	\$ Change from 2023 Budget	% Change from 2023 Budget
Direct Revenue	13,363,070	16,437,426	17,193,704	756,278	4.6%
Federal Revenue	8,292,986	60,906,952	25,992,224	(34,914,728)	(57.3%)
Other State Revenue	3,169,436	2,841,943	2,844,553	2,610	0.1%
Bond & Note Proceeds	34,338,479	108,718,761	53,550,497	(55,168,264)	(50.7%)
County Sales Tax Revenue	7,914,736	8,103,873	0	(8,103,873)	(100.0%)
Property Tax	0	0	26,429,985	26,429,985	100.0%
Total	\$67,078,707	\$197,008,955	\$126,010,963	(\$70,997,992)	(36.0%)

Budgeted Revenue Comparison (Capital & Operating)

Source	2022 Actual	2023 Adopted Budget	2024 Adopted Budget	\$ Change from 2023 Budget	% Change from 2023 Budget
Direct Revenue	475,799,928	379,604,185	408,587,059	28,982,874	7.6%
Federal Revenue	172,479,790	161,567,323	107,921,061	(53,646,262)	(33.2%)
State Shared Revenue	27,147,807	26,967,836	35,111,080	8,143,244	30.2%
Other State Revenue	264,323,027	280,359,985	281,113,214	753,229	0.3%
Bond & Note Proceeds	34,964,904	108,718,761	53,550,497	(55,168,264)	(50.7%)
County Sales Tax Revenue	97,925,081	98,760,154	189,191,329	90,431,175	91.6%
Prior Year Surplus	0	5,000,000	5,000,000	0	0.0%
Property Tax	309,511,533	312,922,151	291,434,132	(21,488,019)	(6.9%)
Total	\$1,382,152,070	\$1,373,900,395	\$1,371,908,372	(\$1,992,023)	(0.1%)

Comparison of Funded Full-Time Equivalent (FTE) Positions

BY FUNCTIONAL AREA

		2021	2022	2023	2024	2023 to 2024 Change
Legislative & Executive						
100	County Board of Supervisors	9.00	10.00	10.00	5.00	(5.00)
110	County Executive - General Office	9.00	9.00	9.00	9.00	0.00
103	County Executive - Office of Government Affairs	2.00	2.00	2.00	2.00	0.00
Total Legislative & Executive		20.00	21.00	21.00	16.00	(5.00)
Administration						
109	Office of Equity	7.00	7.00	9.00	8.00	(1.00)
112	Personnel Review Board, Civil Service Commission & Ethics Board	3.00	3.00	3.00	3.00	0.00
113	Corporation Counsel	25.00	25.00	25.00	26.00	1.00
114	Department of Human Resources	64.00	67.00	70.00	72.00	2.00
115	Department of Administrative Services	254.00	256.50	264.00	283.00	19.00
118	Office of Strategy, Budget & Performance ¹	13.00	19.00	21.00	22.00	1.00
Total Administration		366.00	377.50	392.00	414.00	22.00
Courts and Judiciary						
200	Combined Court Related Operations	293.50	297.50	304.50	284.00	(20.50)
290	Courts - Pretrial Services	3.00	3.00	3.00	4.00	1.00
Total Courts and Judiciary		296.50	300.50	307.50	288.00	(19.50)
Public Safety						
400	Office of the Sheriff	718.00	712.00	707.00	703.00	(4.00)
430	Community Reintegration Center	359.00	359.00	368.00	366.00	(2.00)
450	Office of the District Attorney	164.00	167.00	166.00	165.00	(1.00)
480	Office of Emergency Management	54.00	59.25	60.00	61.00	1.00
490	Medical Examiner	33.00	35.00	36.00	37.00	1.00
Total Public Safety		1,328.00	1,332.25	1,337.00	1,332.00	(5.00)
General Government						
309	Office of the County Treasurer	10.00	10.00	10.00	10.00	0.00
327	Office of the County Clerk ²	18.50	18.50	18.50	24.50	6.00
340	Office of the Register of Deeds	24.00	24.00	24.00	24.00	0.00
370	Office of the Comptroller	62.00	62.00	62.00	62.00	0.00
Total General Government		114.50	114.50	114.50	120.50	6.00
Transportation & Public Works						
504	Department of Transportation - Airport	241.00	246.00	234.00	234.00	0.00
509	Department of Transportation - Transportation Services	12.00	12.00	12.00	12.00	0.00

Comparison of Funded Full-Time Equivalent (FTE) Positions

BY FUNCTIONAL AREA

		2021	2022	2023	2024	2023 to 2024 Change
510	Department of Transportation - Highway Maintenance	118.24	118.24	118.24	118.24	0.00
530	Department of Transportation - Fleet Management	47.00	51.00	50.00	52.00	2.00
580	Department of Transportation - Director's Office	7.00	8.00	8.00	9.00	1.00
Total Transportation & Public Works		425.24	435.24	422.24	425.24	3.00
Health & Human Services						
630	Mental Health Board - Behavioral Health Services	489.90	429.35	302.60	313.50	10.90
800	Department of Health & Human Services ³	546.50	559.50	576.00	607.75	31.75
Total Health & Human Services		1,036.40	988.85	878.60	921.25	42.65
Parks, Recreation & Culture						
900	Department of Parks, Recreation & Culture	254.00	266.00	283.00	301.00	18.00
950	Zoological Department	151.50	155.10	162.10	165.10	3.00
991	UW - Extension	0.75	0.75	0.75	0.75	0.00
Total Parks, Recreation & Culture		406.25	421.85	445.85	466.85	21.00
TOTAL - ALL OPERATING DEPARTMENTS		3,992.89	3,991.69	3,918.69	3,983.84	65.15

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 The 2024 budget combined the Department of Health and Human Services and Child Support Services into one department. All FTEs for these areas are included in the Department of Health and Human Services.

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DEPARTMENT NARRATIVES

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-Department Revenue Function
Non-Department Expense Function
Capital Improvements



**MILWAUKEE
COUNTY**

2024 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.

DEPARTMENT NARRATIVES

LEGISLATIVE & EXECUTIVE FUNCTION

100 - County Board of Supervisors

110 - County Executive - General Office

103 - County Executive - Office of Government Affairs



**MILWAUKEE
COUNTY**

2024 ADOPTED OPERATING BUDGET

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BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Expenditures					
Personnel Costs	1,034,165	1,092,043	1,119,128	962,578	(156,550)
Operations Costs	66,306	115,638	132,561	193,111	60,550
Debt & Depreciation	0	0	0	0	0
Interdepartmental Charges	5,040	0	0	0	0
Total Expenditures	\$1,105,511	\$1,207,682	\$1,251,689	\$1,155,689	(\$96,000)
Revenues					
Other Direct Revenue	0	875	0	0	0
Total Revenues	\$0	\$875	\$0	\$0	\$0
Tax Levy	\$1,105,511	\$1,206,807	\$1,251,689	\$1,155,689	(\$96,000)
Personnel					
Full Time Pos (FTE)	27.00	28.00	28.00	23.00	(5.00)
Overtime \$	11	396	0	0	0
Seasonal/Hourly/Pool	45,859	53,361	55,224	56,308	1,084

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.

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.

The Board is guided by the County’s values of respect, integrity and excellence. The Board further leads with the guiding principles of preparation, decorum, sustainability and racial equity. 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 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.

Another way the legislative body governs with and for equity is the presentations by Supervisors at Board meetings that align with the County’s strategic plan and in consideration of inclusion. Presentations in 2023 included recognitions for Black History Month, Women’s History Month, Earth Month, Older Americans Month, Pride Month, and Park and Recreation Month.

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. The intent is to provide support to Supervisors and staff that empower district offices to lead.

Centralized Support: Through creating and nurturing an inclusive work culture, staff strengths are lifted to support district needs. Additionally, Board leadership and staff 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 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.

Major Changes

- The statutory cap on the Board budget is 0.4% of the County's tax levy. The 2024 tax levy for the County Board is \$1,155,689.
- Compensation of elected Supervisors and departmental expenditures are subject to the limits of 2013 Wisconsin Act 14 and the conforming local ordinances. Based on ordinance, Supervisor salaries are automatically increased based on the Comptroller's biennial certification in September.
- 5.0 FTE Legislative Assistant positions are transferred to the County Clerk's Office.
- The 2024 Budget shall provide the County Board with the maximum expenditure authority permitted under Wis. Stat. § 59.60(7), as approved in 2013 Wisconsin Act 14. This amount is 0.4 percent of the county portion of the adopted tax levy. If the 2024 Adopted Budget, after consideration of any vetoes, results in too much expenditure authority in Agency 100, the Comptroller shall prepare an appropriation transfer from the County Board to Agency 194 - 1945 - Appropriation for Contingencies to reduce the amount of expenditures to the legal limit. Likewise, if the 2024 Adopted Budget permits additional expenditure authority for the County Board, the Comptroller shall prepare an appropriation transfer to transfer funds from the Appropriation for Contingencies to the County Board in accordance with provisions of Wis. Stat. § 59.60(7).

Strategic Program Area: County Board

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	1,105,511	1,207,682	1,251,689	1,155,689	(96,000)
Revenues	0	875	0	0	0
Tax Levy	1,105,511	1,206,807	1,251,689	1,155,689	(96,000)
Full Time Pos (FTE)	27.00	28.00	28.00	23.00	(5.00)

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Estimate	2024 Estimate
<p>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 approximately 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.</p>				

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
<p>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 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.</p>				

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. The 2024-2026 term will start with the April 15, 2024, scheduled Organizational Meeting.

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 capacity to represent residents, deliver constituent services, grow community presence, and advance collaborative policies.

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 the 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, 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.

BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Expenditures					
Personnel Costs	826,633	858,883	908,162	954,899	46,737
Operations Costs	17,941	29,597	48,546	58,546	10,000
Interdepartmental Charges	5,247	1,908	1,000	18,446	17,446
Total Expenditures	\$849,820	\$890,388	\$957,708	\$1,031,891	\$74,183
Tax Levy	\$849,820	\$890,388	\$957,708	\$1,031,891	\$74,183
Personnel					
Full Time Pos (FTE)	9.00	9.00	9.00	9.00	0.00
Overtime \$	190	0	0	0	0
Seasonal/Hourly/Pool	0	0	23,894	24,363	469

Department Mission:

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

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

Department Description:

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

Strategic Program Area: County Executive – General Office

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	849,820	890,388	957,708	1,031,891	74,183
Tax Levy	849,820	890,388	957,708	1,031,891	74,183
Full Time Pos (FTE)	9.00	9.00	9.00	9.00	0.00

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 become the first jurisdiction in the nation to declare racism a public health crisis. This declaration set the stage for a focused effort to become the healthiest county in Wisconsin by achieving racial equity. 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.

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 and two paid intern positions are provided in 2024 to assist the County Executive in day-to-day administrative oversight and management of Milwaukee County. Over the next year, the County Executive’s Office will continue to engage partners, elected officials, and community members to further advance Milwaukee County’s mission, vision and strategic plan.

Additional Program Details:

Additional funding is included in the 2024 budget for an increase in fleet management services costs, and increased travel due to the appointment of the County Executive as Chairman of the National Association of Counties (NACo) Large Urban Counties Caucus (LUCC).

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BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Expenditures					
Personnel Costs	122,058	186,592	200,263	215,273	15,010
Operations Costs	180,783	113,947	200,227	199,289	(938)
Debt & Depreciation	0	0	0	0	0
Interdepartmental Charges	0	267	0	0	0
Total Expenditures	\$302,840	\$300,807	\$400,490	\$414,562	\$14,072
Revenues					
Other Direct Revenue	0	0	0	0	0
Total Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$302,840	\$300,807	\$400,490	\$414,562	\$14,072
Personnel					
Full Time Pos (FTE)	2.00	2.00	2.00	2.00	0.00
Seasonal/Hourly/Pool	0	0	0	0	0

Department Mission:

The mission of the Office of Government Affairs is to represent the interests of Milwaukee County before local, state and federal governments. The Office works to build productive relationships with other governmental units, non-profit agencies and private sector partners in order to identify and pursue opportunities to improve the quality of services and reduce costs to the taxpayers of Milwaukee County.

Department Vision:

The Office of Government Affairs includes two full-time positions who work to fulfill its mission of representing the County’s interests while building partnerships across governmental jurisdictions.

Strategic Program Area: Government Affairs

Service Provision: Discretionary

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	302,840	300,807	400,490	414,562	14,072
Revenues	0	0	0	0	0
Tax Levy	302,840	300,807	400,490	414,562	14,072
Full Time Pos (FTE)	2.00	2.00	2.00	2.00	0.00

Strategic Overview:

The Office of Government Affairs seeks to represent the interests of Milwaukee County by 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 2024 budget, funds are focused on supporting personnel costs and contractual services that support activities at the state and federal level. The Office of Government Affairs, through its activities and in partnership with other county departments, has secured over \$100M in additional revenues for Milwaukee County over the last three years.

Specifically, the Office of Government Affairs has been the most successful local government in the state relative to the number of projects awarded funding through the Congressionally Directed Spending process. Additionally, the Office, in collaboration with other offices, secured an opportunity to generate the largest funding increase for Milwaukee County in decades through authority to implement an additional local option sales tax. The funding provided to the Office of Government Affairs will be utilized to continue efforts to secure additional funding for Milwaukee County at the state and federal level.

Additional Program Details:

The Office of Government Affairs will advocate for a permanent source of transit and transportation revenue from the Wisconsin State Legislature to operate the Milwaukee County Transit and Paratransit systems. The state legislature moved local transit funding from the segregated Transportation Fund to the General Purpose Fund, which is likely to adversely impact future transit support. The Office of Government Affairs will work to secure reliable state aid to allow Milwaukee County’s transit functions to thrive.

In addition, the need for Birth-to-3 services, which is a federal entitlement, continues to grow with local enrollments increasing by 40% since the start of the COVID-19 pandemic while state and federal aids are stagnant. The Office of Government Affairs, in cooperation with the Department of Health and Human Services, will work to secure reliable state aid to allow Milwaukee County’s early childhood development programs to thrive.

DEPARTMENT NARRATIVES

GENERAL GOVERNMENT FUNCTION

309 - Office of the County Treasurer

327 - Office of the County Clerk

340 - Office of the Register of Deeds

370 - Office of the Comptroller



**MILWAUKEE
COUNTY**

2024 ADOPTED OPERATING BUDGET

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BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Expenditures					
Personnel Costs	558,965	493,144	625,211	662,292	37,081
Operations Costs	247,754	723,086	324,227	334,227	10,000
Debt & Depreciation	0	0	0	0	0
Interdepartmental Charges	415	156	0	0	0
Total Expenditures	\$807,134	\$1,216,386	\$949,438	\$996,519	\$47,081
Revenues					
Other Direct Revenue	2,521,165	2,116,607	2,030,000	2,030,000	0
Total Revenues	\$2,521,165	\$2,116,607	\$2,030,000	\$2,030,000	\$0
Tax Levy	(\$1,714,030)	(\$900,221)	(\$1,080,562)	(\$1,033,481)	\$47,081
Personnel					
Full Time Pos (FTE)	10.00	10.00	10.00	10.00	0.00
Seasonal/Hourly/Pool	0	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 Milwaukee County’s citizens, the Treasurer’s Office provides these services by efficiently carrying out the functions of cash receipt and disbursement, property tax services, and investments.

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. Services in this area include the certifying of retirement check issues, processing check replacements for lost, stolen, or voided items, and the publication of unclaimed monies.

Accounts Receivable - This function is responsible for county-wide accounts receivable.

Accounts receivable was created in 2020 as the result of a recommendation by the executive sponsor of the county-wide Enterprise Resource Planning (ERP) system. The ERP recommended the accommodation of 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 performed.

Property Tax Collection - This function is responsible for the collection of delinquent property taxes for the 18 municipalities located in Milwaukee County. The County purchases delinquent tax receivables from municipalities, then collects outstanding balances and administers foreclosure proceedings.

Investment Management - This function is responsible for 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.

Strategic Program Area: Banking Services & Delinquent Property Tax Collection

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	807,134	1,216,386	949,438	996,519	47,081
Revenues	2,521,165	2,116,607	2,030,000	2,030,000	0
Tax Levy	(1,714,030)	(900,221)	(1,080,562)	(1,033,481)	47,081
Full Time Pos (FTE)	10.00	10.00	10.00	10.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Checks Issued	50,575	65,361	70,000	70,000
Delinquent Tax Notices Processed	8,502	6,534	12,000	12,000
Unpaid Property Tax Parcels Submitted	1,238	1,316	1,400	1,400

Strategic Overview:

The Accounts Receivable function was added to the department in 2020. The purpose of this function is to provide centralized accounts receivable services 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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BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Expenditures					
Personnel Costs	1,171,110	1,155,160	1,272,226	1,640,430	368,204
Operations Costs	304,862	573,999	355,730	834,530	478,800
Debt & Depreciation	0	0	0	0	0
Interdepartmental Charges	9,213	0	0	0	0
Total Expenditures	\$1,485,185	\$1,729,159	\$1,627,956	\$2,474,960	\$847,004
Revenues					
Other Direct Revenue	298,781	398,625	495,570	476,920	(18,650)
State & Federal Revenue	69,008	0	45,000	85,000	40,000
Total Revenues	\$367,789	\$398,625	\$540,570	\$561,920	\$21,350
Tax Levy	\$1,117,396	\$1,330,535	\$1,087,386	\$1,913,040	\$825,654
Personnel					
Full Time Pos (FTE)	19.50	18.50	18.50	24.50	6.00
Overtime \$	1,091	410	0	0	0
Seasonal/Hourly/Pool	8,057	39,176	40,293	52,039	11,746

Department Mission:

The mission of the County Clerk's Office is to support the activities of the Milwaukee County Board of Supervisors, the election activities of the Milwaukee County Election Commission, and the general operations of County government. The County Clerk's Office strives to provide high quality services to the public at the lowest cost to the taxpayers.

The Milwaukee County Election Commission administers elections in accordance with state statute and administrative procedures. The Milwaukee County Election Commission provides these services in conjunction with the direction and guidance of the Wisconsin Elections Commission. The County Election Commission maintains cooperative working relationships with State election administrators, 18 Milwaukee County Municipal clerks, and the City of Milwaukee Election Commission to effectively administer elections in Milwaukee County.

Department Vision:

The Milwaukee County Clerk's Office will continue to provide the highest quality service at the lowest cost possible. The County Clerk's Office 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. This year, the Milwaukee County Board of Supervisors voted to allow the County Clerk's office to hire one additional FTE with the title of Committee Coordinator. By hiring an additional Committee Coordinator, the Milwaukee County Clerk's Office will be positioned to better serve the needs of the Milwaukee County Board of Supervisors and County government.

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

Department Description:

The independently elected County Clerk administers and records the proceedings of the County Board of Supervisors, maintains all legislative files, staffs County Board meetings and committees, updates existing ordinances and publishes new ordinances online. The County Clerk's Office runs and maintains the legislative workflow software Legistar, its public-facing counterpart, the Milwaukee County Legislative Information Center (CLIC) and all the hardware and software that accompanies it. The County Clerk issues marriage licenses and domestic partnership terminations, registers all lobbyists and lobbying principals, and reports lobbying registrations and expenditures to the County Board, County Executive, and the public. The Office of the County Clerk serves as an information clearing house by: receiving and processing claims, court summons and complaints naming Milwaukee County; maintaining the central file of county deeds, contracts, insurance policies, agreements, leases, easements, and certificates of title for all county-owned vehicles; administering oaths of office and maintaining record of such oaths; receiving and publicly opening all sealed bids for County public improvement projects; and maintaining a file of qualified public improvement contractors. The County Clerk accepts and processes passport applications, sells Milwaukee County Transit System tickets and Wisconsin Department of Natural Resources licenses and permits; processes lien notices and actions against contractors performing County public improvements; serves as Executive Director of the Milwaukee County Election Commission; and provides support services to the Election Commission (Org Unit 3010).

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

Strategic Program Area: County Clerk

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	954,209	934,212	1,027,003	1,392,285	365,282
Revenues	298,466	313,869	494,820	476,170	(18,650)
Tax Levy	655,742	620,343	532,183	916,115	383,932
Full Time Pos (FTE)	15.00	15.00	15.00	21.00	6.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Claims processed	234	246	235	240
Contractor lien notices/vendor levies	3	1	15	7
County Board files maintained	1,127	1,209	1,200	1,250
County Ordinances published	11	14	13	14
Documents notarized	4,470	5,174	4,500	4,700
Lobbying registrations	15	21	14	13
Marriage license waivers	576	4,493	4,800	4,570
Marriage licenses issued	4,323	4,493	4,800	4,570
Oaths of Office administered	65	63	75	80
Passport applications processed	252	1,005	1,400	1,600
Summons and complaints processed	42	66	70	67
Wisconsin DNR licenses sold	68	56	70	65

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Customer satisfaction survey rating	95%	95%	97%	97%

Strategic Overview:

The County Clerk’s Office strives to provide the highest level of service at the lowest cost to the taxpayers. The Clerk’s Office will continue to promote its services to attract revenue, and continue to seek additional revenue streams.

Strategic Implementation:

The County Clerk’s Office will still strive to perform at the existing high level of efficiency, expediency, and, above all, quality. A decrease in the number of marriage licenses issued in 2024 is anticipated due to changes in State law that allows couples to apply in any county in Wisconsin, rather than in the county they reside in. The Clerk’s Office anticipates Courthouse weddings will be conducted in 2024. An increase in passport services related revenue is anticipated due to a growing demand.

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.

Additional Program Details:

In 2024, the County Clerk is expanding to 21.0 total FTEs, an increase of 6.0 FTEs from 2023.

5.0 FTE Legislative Assistant are transferred in from the Milwaukee County Board of Supervisors to the Office of the County Clerk and are reallocated to pay grade 18 from pay grade 14.

1.0 FTE Committee Coordinator was created as a current year action in 2023. This position is funded by tax levy in 2024.

Strategic Program Area: Election Commission

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	530,976	794,947	600,953	1,082,675	481,722
Revenues	69,322	84,756	45,750	85,750	40,000
Tax Levy	461,654	710,191	555,203	996,925	441,722
Full Time Pos (FTE)	4.50	3.50	3.50	3.50	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Campaign finance statements	98	152	150	175
Elections	2	4	2	4
Nomination papers	6	44	3	45
Special elections	1	0	1	0
State/City/Muni/School Board referendum	2	4	0	0

Strategic Overview:

Expenses increase in the Election Commission budget due to four planned elections in 2024, including the Presidential Election in November. In odd numbered years, there are two regularly scheduled elections. In even numbered years, there are four regularly scheduled elections. 2024 is a Presidential election year, and the County is expecting increased citizen participation. Milwaukee County Election Commission expenses vary every year to account for the number of regularly scheduled elections.

The scheduled 2024 elections include:

- Spring Primary - February 20, 2024
- Spring & Presidential Preference - April 2, 2024
- Partisan Primary - August 13, 2024
- General Election - November 5, 2024

Strategic Implementation:

The Election Commission consistently strives to evaluate, identify, and implement process improvements. These process improvements ensure elections are conducted in a secure, efficient, and effective manner. The opportunity for process and operational improvements ensures a greater continuity of service to both internal and external stakeholders.

\$20,000 in tax levy is included for the Election Commission to improve and enhance the user experience related to the election night reporting webpage. With an anticipated upgrade to enhance the security of the Elections Reporting Software, operating system, and associated hardware, a seamless transition is imperative to ensure results are displayed on election night. Equally as important, the Milwaukee County Election Commission plans to launch a campaign to inform the public about any changes they may encounter as a result of the upgrade.

In preparation for the 2024 elections, the tax levy for the Election Commission is increased by \$441,722. An increase of \$290,000 in tax levy is included in order to cover costs associated with the projected increase in citizen participation. This purpose of this increase is to provide the Election Commission with additional ballot materials and election supplies.

\$100,000 in tax levy is included for the Election Commission for Voter Education and Outreach. The purpose of this appropriation is to increase voter awareness, educate residents on the voting process, and empower citizens to vote. The Election Commission will continue to use an opt-in program that will notify citizens, through text-messaging and/or e-mail, of upcoming elections and associated deadlines. Additionally, the Election Commission intends to continue its relationship with Charter Communications and Vector Media to inform the public about the 2024 Presidential Election using digital and print advertising and media.

An additional \$50,000 tax levy increase is included to cover costs associated with the publishing of state-mandated election information, including newspaper notifications.

BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Expenditures					
Personnel Costs	986,550	1,031,190	1,162,655	1,294,433	131,778
Operations Costs	39,857	88,202	126,700	119,000	(7,700)
Debt & Depreciation	0	0	0	0	0
Interdepartmental Charges	854	57	0	0	0
Total Expenditures	\$1,027,261	\$1,119,449	\$1,289,355	\$1,413,433	\$124,078
Revenues					
Other Direct Revenue	6,956,247	6,315,039	4,589,000	4,048,300	(540,700)
Total Revenues	\$6,956,247	\$6,315,039	\$4,589,000	\$4,048,300	(\$540,700)
Tax Levy	(\$5,928,987)	(\$5,195,590)	(\$3,299,645)	(\$2,634,867)	\$664,778
Personnel					
Full Time Pos (FTE)	24.00	24.00	24.00	24.00	0.00
Overtime \$	24,432	21,451	15,524	15,294	(230)
Seasonal/Hourly/Pool	0	0	0	0	0

Department Mission:

To provide timely, secure, accurate, archival accessible, and cost-effective record systems and services that are delivered in a prompt and courteous manner. The 1848 Wisconsin Constitution established the Register of Deeds 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 Vision:

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 Statute 69.05 and 69.07 (duties of register of deeds).

Major Changes

- Move ROD specific charges from IMSD Central Spend to ROD operating budget in the amount of \$6,300.
- General Recording Revenue reduced by \$300,000 due to increased lending rates and downward real estate market trends.
- Increase Vital Records Revenue \$20,000 based on current trends.
- Real Estate Transfer Tax Revenue is decreased by \$200,000 based on the current real estate market and lending rates.
- There are two bills being proposed in the Wisconsin Legislature that may have an impact on ROD revenues.
- The first bill may result in an influx of vital records sales if the City Health Department is no longer able to sell certain records also sold by the ROD.
- A second bill is directly related to the Real Estate Transfer Tax. Language in this bill would increase the percentage fee split between Milwaukee County and the State. The current split is 20% County and 80% State. If passed, the split would change to 30/70 for 2023 and 2024, 40/60 in 2025 and 50/50 in 2026. There is also language to reduce the fee from \$3 per \$1,000 in value to \$2 per \$1,000 in value.

- Digital Images are reduced \$60,000 due to the downward trend in the real estate market and higher lending rates. Less documents being recorded results in less images to transfer.

Strategic Program Area: Administration

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	315,912	300,217	328,763	423,443	94,680
Revenues	95	0	0	0	0
Tax Levy	315,817	300,217	328,763	423,443	94,680
Full Time Pos (FTE)	4.00	4.00	4.00	5.00	1.00

Strategic Overview:

The administration program area provides leadership and oversight for the operations of the Register of Deeds Office.

Strategic Implementation:

The ROD’s goal is to achieve excellence in customer service. Being helpful, responsive and friendly to county residents and industry partners are ROD’s goals.

Additional Program Details:

FTEs increase by 1.0 due to moving a position from Tax Listing Services into Administration.

Strategic Program Area: Real Estate Services

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	415,127	394,079	521,243	551,996	30,753
Revenues	6,737,165	6,059,715	4,387,000	3,826,300	(560,700)
Tax Levy	(6,322,038)	(5,665,635)	(3,865,757)	(3,274,304)	591,453
Full Time Pos (FTE)	11.00	11.00	10.00	10.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Document Types Requested - Assignments	7	4	20	10
Document Types Requested - Deed	1,103	720	600	600
Document Types Requested - LisPendens	14	27	30	30
Document Types Requested - Mortgage	123	70	100	50
Document Types Requested - Releases	88	39	80	50
Follow up Required from Requester	1	0	10	0
Other - includes Easements, Plats, Weatherization Compliance, Affidavits, Leases, Certified Survey maps, Federal Tax Liens, Land Contracts, Judgements, Resolutions, Articles of Incorporation and UCC Forms	175	99	200	100
Recordings	141,323	105,873	80,000	80,000
Requester - Financial Institutions	43	32	50	60
Requester - Individuals	776	450	500	350
Requester - Law Firms	78	71	80	70
Requester - Others (Utilities, Outside Government)	12	5	20	20
Requester - Title Insurers/Researchers	156	92	150	100
Transfer Tax Collected	20,476	17,822	13,000	13,000

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Percent of document data indexed within 4 business days after the recorded date	100%	100%	100%	100%
Percent of electronic documents recorded within 2 business days of receipt	100%	100%	100%	100%
Percent of indexed data verified within 10 business days after the indexed date	100%	100%	100%	100%
Percent of paper documents recorded within 2 business days of receipt	97%	98%	100%	100%
Percent of time recorded paper documents are scanned into the imaging system within 2 business days after recorded date	98%	98%	100%	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. Duties include:

Digitizing document images into the database, including microfilm images when needed.

Scanning of plats.

Auditing Indexed data.

Assisting the public in person with inquiries for information about recorded documents and plat maps.

Assisting customers with 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.

Communication 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 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.

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 general public to successfully search for a recorded document. Staff may then audit the indexed documents. This is the process, whereby 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.

Additional Program Details:

In 2024, revenues decrease due to increased lending rates and downward real estate market trends.

Strategic Program Area: Vital Statistics

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	177,547	260,188	228,996	264,522	35,526
Revenues	213,622	251,133	197,500	217,500	20,000
Tax Levy	(36,074)	9,055	31,496	47,022	15,526
Full Time Pos (FTE)	6.00	5.00	6.00	6.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Certified Copies: Birth, Death, Marriage Records	48,490	41,703	51,000	60,000
Genealogy – Records Reviewed	0	0	50	50
Marriage Registration	3,575	2,793	2,500	3,000
Vital Records Correction - No Fee	519	459	700	900
Vital Records No Fee – Veterans Office Use Only	321	189	200	300
Vital Records Placed on File	26,510	21,046	23,000	25,000

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Percent of death records and marriage records examined and processed within 1 business day of receipt	97%	98%	98%	100%
Percent of mail requests for the purchase of vital records sent out within 2 business days of receipt	98%	98%	99%	100%

Strategic Overview:

Vital Statistics maintains records on birth, death and marriages, declaration 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.

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 the ROD’s webpage created a new revenue for each record accessed. In 2022, ROD implemented "On Demand" service. Individuals are able to 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 available for pick up.

Strategic Program Area: Tax Listing Services

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	118,675	164,964	210,353	173,472	(36,881)
Revenues	5,366	4,191	4,500	4,500	0
Tax Levy	113,309	160,773	205,853	168,972	(36,881)
Full Time Pos (FTE)	3.00	4.00	4.00	3.00	(1.00)

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 the 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 assessors and Milwaukee County residents.

Additional Program Details:

FTEs decrease by 1.0 due to moving a position from Tax Listing Services into Administration.

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BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Expenditures					
Personnel Costs	3,975,943	4,216,687	4,572,729	4,878,570	305,841
Operations Costs	686,129	772,256	757,232	852,232	95,000
Debt & Depreciation	0	0	0	0	0
Interdepartmental Charges	(44,425)	(47,293)	(80,118)	(85,438)	(5,320)
Total Expenditures	\$4,617,648	\$4,941,650	\$5,249,843	\$5,645,364	\$395,521
Revenues					
Other Direct Revenue	339,061	264,294	143,000	143,000	0
Total Revenues	\$339,061	\$264,294	\$143,000	\$143,000	\$0
Tax Levy	\$4,278,586	\$4,677,356	\$5,106,843	\$5,502,364	\$395,521
Personnel					
Full Time Pos (FTE)	62.00	62.00	62.00	62.00	0.00
Overtime \$	53,844	42,938	0	25,490	25,490
Seasonal/Hourly/Pool	0	0	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 of the Comptroller works to ensure that Milwaukee County’s fiscal decisions are based on sound financial information.

Department Vision:

The Office of the Comptroller will provide valued insight, foresight, and oversight of County funds to support Milwaukee County’s mission.

Department Description:

The Office of the Comptroller consists of seven service areas:

Administration/Fiscal Services provides management of the Comptroller’s Office, reviews fiscal notes, prepares the County’s Full Cost Allocation Plan and Negotiated Indirect Cost Rates, conducts fiscal projections and special studies, and prepares countywide monthly financial reports.

Central Accounting publishes the Annual Comprehensive Financial Report (ACRF) and maintains the County’s accounting systems.

Central Payables processes countywide vendor payments, establishes vendor payment procedures, and prepares monthly contract reports.

Central Capital issues debt and monitors departmental capital programs financed with debt.

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

Audit Services conducts performance audits of Milwaukee County programs, operations, contractors, and vendors; maintains a hotline 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 of Supervisors and the County Executive upon request.

Major Changes

- For 2024, the Office of the Comptroller will continue to enhance policies and procedures relating to the County's financial system, Infor, and human resource and payroll system, Ceridian. However, vacancy and turnover of \$296,000 is included in the 2024 budget, which may hamper the ability to retain and recruit individuals vital to achieving annual goals.
- For the 2024 budget, the Office of the Comptroller has created a Full Cost Allocation Plan which will allow the County to recoup revenue in support of the full cost of indirect operations. The Office of the Comptroller is also negotiating with the Federal government to obtain its first Negotiated Indirect Cost Rate Agreement (NICRA), which will allow departments to receive additional revenue when applying for federal and state grants in support of the full cost of indirect operations that support every department.

Strategic Program Area: Administration

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	633,354	692,834	628,222	750,270	122,048
Revenues	(50)	(435)	143,000	143,000	0
Tax Levy	633,404	693,269	485,222	607,270	122,048
Full Time Pos (FTE)	7.00	6.00	6.00	7.00	1.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Provide a five-year forecast	N/A	1	1	1
Provide fiscal projections to County Board & County Executive	12	12	12	12

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 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 (SPA) 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. This area is also responsible for providing monthly countywide fiscal updates to the County Executive and County Board of Supervisors.

Strategic Implementation:

This SPA oversees 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 also oversees 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 area continues to work towards 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.

Additional Program Details:

In 2024, FTEs are increasing by 1.0 due to the transfer of 1.0 FTE Analyst Business Systems from the Central Payables program area.

Strategic Program Area: Central Accounting

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	506,636	507,897	641,739	663,494	21,755
Revenues	0	0	0	0	0
Tax Levy	506,636	507,897	641,739	663,494	21,755
Full Time Pos (FTE)	8.00	8.00	8.00	8.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Close financial system on annual basis	1	1	1	1
Prepare countywide financial reports	12	12	12	12
Produce the ACFR and single Audit Report	1	1	1	1

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 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 publishes the Annual Comprehensive Financial Report (ACFR) and Single Audit report, files the 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.

Strategic Program Area: Central Payables

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	774,742	629,553	632,934	605,808	(27,126)
Revenues	323,618	249,837	0	0	0
Tax Levy	451,124	379,716	632,934	605,808	(27,126)
Full Time Pos (FTE)	10.00	11.00	11.00	10.00	(1.00)

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Review contracts as to funds available	1,206	1,354	1,350	1,350
Services and commodities funds processed	\$510,170,690	\$666,599,652	\$684,531,182	\$700,275,399

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Help issue guides and templates with standard language to protect the County and increase efficiency in the contracting process	5	6	8	8
Percentage of invoices paid by the contractual deadline	N/A	100%	100%	100%
Provide feedback to departments to strengthen contracts and the County's fiscal health	1,110	1,054	1,000	950
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. Accounts Payable 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 vendors. This SPA is also responsible for approving all County contracts as to funds availability.

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.

Additional Program Details:

In 2024, FTEs are decreasing by 1.0 due to the transfer of 1.0 FTE Business Analyst Systems to the Administration program area.

Strategic Program Area: Central Capital

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	242,470	249,361	257,559	269,317	11,758
Tax Levy	242,470	249,361	257,559	269,317	11,758
Full Time Pos (FTE)	2.00	2.00	2.00	2.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Debt issuances	5	5	5	6
Monitor capital program ongoing	Yes	Yes	Yes	Yes

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Fitch	AA Stable	AA Stable	AA Stable	AA Stable
Moody's	Aa2 Stable	Aa2 Stable	Aa3 Stable	Aa3 Stable
Standard & Poor's	AA Stable	AA Stable	AA Stable	AA Stable

Strategic Overview:

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

Strategic Implementation:

Capital Project monitoring allows the division to ensure timely funding is available for capital projects funded with debt, and track time-liness and completion of projects that have been funded with debt and cash proceeds. The Central Capital SPA continues to monitor the County's financial management of debt issuances. Additionally, this SPA will continue to implement measures to improve debt ratings with the goal of decreasing interest expenses in the future.

Additional Program Details:

On January 30, 2023, Moody's notified the Office of the Comptroller that it downgraded the County's general obligation bond rating from Aa2 to Aa3. The downgrade was done as a result of Moody's new US Cities and Counties Methodology. The County's current outlook is stable.

Strategic Program Area: Central Payroll

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	614,911	638,904	694,538	728,405	33,867
Revenues	15,493	14,892	0	0	0
Tax Levy	599,418	624,012	694,538	728,405	33,867
Full Time Pos (FTE)	11.00	11.00	11.00	11.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Issue W-2s	1	1	1	1
Oversee travel cards	85	75	105	150
Process payroll	26	26	26	26

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Limit number of manual onsite checks to an average 5 per month	105	87	60	60
Process and pay bi-weekly payroll within 5 days of period end for X% of employees	100%	100%	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). Central Payroll 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, Central Payroll 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 supports the ongoing maintenance and integrity of HIRS System including Human Resources, Onboarding, Recruitment, Learning Management, Compensation Management and Benefits Administration in the future.

Strategic Program Area: Audit Services

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	1,562,452	1,896,260	2,055,704	2,284,499	228,795
Tax Levy	1,562,452	1,896,260	2,055,704	2,284,499	228,795
Full Time Pos (FTE)	20.00	20.00	20.00	20.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Perform bank reconciliations	741	774	741	741
Process fraud, waste, and abuse allegations	283	127	115	115
Reports to policymakers regarding audit issues	N/A	20	10	10

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Percentage of performance audits which contain racial equity analysis	N/A	75%	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 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 2024, an additional \$15,000 is included for the audit services contract approved by the County Board, \$50,000 is included for assistance in preparation of the 2023 Annual Comprehensive Financial Report (ACFR), and an additional \$30,000 to cover items related to the transition of the Employees’ Retirement System (ERS) audit to the State of Wisconsin Legislative Audit Bureau for a total increase of \$95,000 required for audit and ACFR assistance.

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 and increase the contract amount by up to \$50,000 in 2024 and \$50,000 in 2025 to review new and ongoing COVID-related programs. An additional \$15,000 is appropriated for this purpose.

In addition, the Office of the Comptroller is authorized to amend a second professional services agreement with Baker Tilly annually for the years 2024, 2025 and 2026 for the firm's assistance with preparing the County's ACFR and related services, and increase the contracts by up to \$100,000 for each of the 3 years. An additional \$50,000 is appropriated for this contract.

Additional Program Details:

An appropriation of \$250,000 is included in an allocated contingency account in Agency 194-1945 Appropriation for Contingencies to perform an external audit of the Milwaukee County Jail. The Office of the Comptroller - Audit Services Division is authorized and requested to develop a scope of work for an audit of the Jail that focuses on operations, policies, and procedures to ensure procedural best practices are being followed that comport with state and federal laws, rules and regulations. An external audit first is to receive and report on any recommendations that may lead to a reduction in the number of in-custody deaths. The Audit Services Division is requested to provide a plan to the County Board of Supervisors for consideration in the January 2024 Meeting cycle for review and approval. It is expected the Department of Administrative Services - Procurement Division will help issue a request for proposals for qualified entities to perform the external audit.

Strategic Program Area: Research Services

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	283,083	326,842	339,147	343,571	4,424
Tax Levy	283,083	326,842	339,147	343,571	4,424
Full Time Pos (FTE)	4.00	4.00	4.00	4.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Prepare amendments	122	110	120	110
Prepare/review resolutions and ordinances for elected officials and departmental staff	85	80	85	85
Produce annual budget overview	1	1	1	1
Provide professional administrative staff for legislative meetings	132	115	118	115

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 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 provides knowledge to draft requestors of the potential impact of their legislation. Annually, this SPA provides a review of the County Executive’s budget for policy makers to provide an unbiased review of the proposed budget.

Strategic Implementation:

There are no major changes in 2024.

DEPARTMENT 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 Services

118 - Office of Strategy, Budget & Performance



**MILWAUKEE
COUNTY**

2024 ADOPTED OPERATING BUDGET

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BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Expenditures					
Personnel Costs	288,531	248,157	769,854	731,554	(38,300)
Operations Costs	573,931	332,130	302,783	188,783	(114,000)
Debt & Depreciation	287	0	300	300	0
Interdepartmental Charges	380	0	0	0	0
Total Expenditures	\$863,129	\$580,287	\$1,072,937	\$920,637	(\$152,300)
Revenues					
Other Direct Revenue	0	1,500	0	0	0
State & Federal Revenue	0	0	167,483	0	(167,483)
Total Revenues	\$0	\$1,500	\$167,483	\$0	(\$167,483)
Tax Levy	\$863,129	\$578,787	\$905,454	\$920,637	\$15,183
Personnel					
Full Time Pos (FTE)	7.00	8.00	9.00	8.00	(1.00)
Overtime \$	0	20	0	0	0
Seasonal/Hourly/Pool	0	11,551	13,454	13,718	264

Department Mission:

The Office of Equity (OoE) serves to support Milwaukee County and empower the broader community to make the County’s vision, by achieving racial equity, Milwaukee is the healthiest County in Wisconsin, a reality. The Office of Equity values and empowers residents to identify and create impactful change through awareness, responsibility, and action. The Office of Equity continues to work to challenge and change policies, practices, and power structures that have resulted in historic and persistent barriers to equity.

Department Description:

The Office of Equity engages County residents, builds the capacity of County leaders, departments to assess and transform policies, practices, and power structures to make Milwaukee a region where every resident is welcomed, healthy, and thriving.

The Office of Equity prioritizes elevating the voices and lived experiences of marginalized communities in decision making, builds bridges between community and government partners, and works to increase the County’s presence and visibility in hard-to-reach communities. The Office of Equity accomplishes this while strengthening the capacity of residents and decision makers to address the root causes of poverty, health disparity, and racial inequities in Milwaukee County.

Major Changes

- The Office of Equity will deepen relationships with resident leaders, continue to collaborate with other County departments on equity research and policy analysis, and continue to promote the implementation of community engagement continuum and racial equity toolkits to guide County leaders, departments, and community and municipal partners in their efforts to improve health and racial equity.
- In 2024, the Information and Outreach Coordinator position is unfunded. Costs for this position are covered by ARPA funds.
- Revenue is reduced due to the end of a grant.

Strategic Program Area: Office of Equity

Service Provision: Discretionary

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	863,129	580,287	1,072,937	920,637	(152,300)
Revenues	0	1,500	167,483	0	(167,483)
Tax Levy	863,129	578,787	905,454	920,637	15,183
Full Time Pos (FTE)	7.00	8.00	9.00	8.00	(1.00)

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Number of advanced equity learning and other capacity building services and opportunities offered to County leaders, departments, staff, and municipalities	N/A	N/A	5	5
Number of community engagement and outreach events produced, attended, and or sponsored	N/A	N/A	30	30
Number of public awareness campaigns to educate impacted residents about the County’s vision, services, strategic priorities, workforces and contracting opportunities	N/A	N/A	8	8
Number of strategic equity initiatives launched or supported (internal and external)	N/A	N/A	5	5

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Number of Cross Departmental Policy Review Projects Created	N/A	N/A	1	2
Number of residents of color engaged in strategic program planning, advocacy activities, and decision making	N/A	N/A	150	150
Number of unique Milwaukee County policies and procedures reviewed	N/A	N/A	N/A	3
Strategic partnership development – Number of community based organizations engaged in OOE community engagement initiatives	N/A	N/A	15	15

Strategic Overview:

The Office of Equity (OoE) is focused on moving Milwaukee County in IAP2 public participation model from community input toward community empowerment. Moving from input to empowerment means that the Office of Equity aims to increase leadership and decision-making opportunities for residents across the county. This is accomplished through partnering with Milwaukee County departments in community outreach efforts, inviting residents to take part in conversations around resource allocation, and developing policies and procedures that result in more equitable outcomes.

The Office is galvanizing this shift by building a culture of community engagement, increasing accountability and transparency for equitable policies, and creating and implementing racial equity tools and power sharing models. Rooted in Milwaukee County’s Health and Equity framework, by increasing the power of Milwaukee County residents most impacted by health disparities in decision making, priority setting, and cocreating culture, Milwaukee County’s progress will be accelerated in becoming the healthiest county in Wisconsin.

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. The Office will also strengthen the County's outreach and community engagement efforts to increase access to services and opportunities, including efforts to diversify the County's workforce and contracting, and socialize shared language, definitions and concepts to apply a racial equity lens to all decision making.

Additional Program Details:

The Office of Equity is moving the Information and Outreach Coordinator role from funded to unfunded, resulting in an FTE reduction of 1.0.

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BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Expenditures					
Personnel Costs	157,334	167,012	217,801	225,317	7,516
Operations Costs	6,999	32,901	48,984	48,284	(700)
Interdepartmental Charges	0	71	0	0	0
Total Expenditures	\$164,333	\$199,984	\$266,785	\$273,601	\$6,816
Tax Levy	\$164,333	\$199,984	\$266,785	\$273,601	\$6,816
Personnel					
Full Time Pos (FTE)	3.00	3.00	3.00	3.00	0.00
Overtime \$	12	24	0	0	0
Seasonal/Hourly/Pool	16,526	25,320	26,764	26,764	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’s 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 Vision:

For Milwaukee County to have a model ethical culture based on transparency, disclosure, and institutional integrity. For all who fall within the PRB and CSC’s jurisdiction to have available fair and neutral forums in which they may receive a due process hearing for their disciplinary matters.

Department Description:

Chapter 63 of the Wisconsin State Statutes establishes Milwaukee County’s Civil Service System, which is carried out in part by the Civil Service Commission ("CSC") and the Personnel Review Board ("PRB"). The CSC and PRB are separate, quasi-independent entities consisting of five citizen members who are appointed by the County Executive and confirmed by the County Board of Supervisors. Meanwhile, 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 office of these three bodies is managed by three FTEs (an administrator, a paralegal, and an administrative assistant).

Strategic Program Area: Personnel Review Board

Service Provision: Discretionary

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	151,248	187,936	235,690	245,006	9,316
Tax Levy	151,248	187,936	235,690	245,006	9,316
Full Time Pos (FTE)	3.00	3.00	3.00	3.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Cases Closed	81	50	74	64
Number of Cases Filed	77	54	80	70
Number of Cases Heard by the PRB	18	14	14	12
Number of Determinations Appealed	0	2	1	0
Number of Meetings	25	29	26	26
Number of Pending Court Cases	0	1	1	0
Written Decisions Issued During the Year	12	16	16	14

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Average Number of Days to Resolve a Case	36	31	30	29
Cases Closed in 90 Days	95%	81%	98%	98%
Days Between Hearing and Written Decision	44	20	21	21

Strategic Overview:

Chapter 33 of the Milwaukee County General Ordinances (MCGO) delegates certain statutory duties of the Civil Service Commission ("CSC") to the Personnel Review Board ("PRB"). The PRB provides a quasi-judicial forum in which County employees in the classified service may have their disciplinary matters (suspensions, demotions, discharges) considered by the PRB. The PRB also reviews grievance appeals under Chapter 17 of the MCGO and otherwise works to ensure proper execution of County civil service rules, policies and procedures.

Strategic Implementation:

The budget reflects the relative consistency in volume of charges for employee disciplinary matters and continued levels of service, training, and outreach. The budget maintains its 5 part-time non-County employee Board members and the high level of service the PRB provides. The budget also reflects the general expenditures of the PRB's office which also provides administrative support to the CSC and Ethics Board as well.

Strategic Program Area: Civil Service Commission

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	13,085	12,049	16,045	16,045	0
Tax Levy	13,085	12,049	16,045	16,045	0
Full Time Pos (FTE)	0.00	0.00	0.00	0.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Changes to Civil Service Rules	1	0	0	1
Merit System and Other Non-Disciplinary Appeals	0	0	0	1
Number of BHD Disciplinary Cases Filed	2	4	0	0
Number of BHD Hearing Examiner Meetings	0	0	1	1
Number of Commission Meetings	5	6	6	6
Number of Disciplinary Cases Heard by the Commission	0	0	0	1
Requests to Transfer Positions from Classified to Unclassified	0	4	3	2

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Average Number of Days to Resolve a Case	115	67	63	60
Cases Closed in 90 Days	50%	75%	100%	100%
Days Between Hearing and Written Decision	N/A	N/A	50	21

Strategic Overview:

Members of the CSC have a recognized and demonstrated interest in and knowledge of the problems of civil service. Since 2014, Milwaukee County’s Behavioral Health Services (BHS) has been governed by an independent Mental Health Board and recommendations concerning the suspension, demotion or discharge of BHS employees are considered by the CSC rather than the Personnel Review Board.

Strategic Implementation:

The CSC meets on a regular (typically bimonthly) basis to consider requests related to a variety of civil service topics, from reclassifications of County positions to hiring requirements to other changes in the Civil Service System. As well as these disciplinary matters, the CSC also consider position reclassifications, hiring procedures, and other requests concerning the civil service system. Most of the budget is devoted to legal fees for outside counsel.

Strategic Program Area: Ethics Board

Service Provision: Discretionary

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	0	0	15,050	12,550	(2,500)
Tax Levy	0	0	15,050	12,550	(2,500)

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Investigation Requests/Verified Complaints Filed	0	1	0	0
Meetings	5	7	4	4
Open Records Requests	5	8	5	5
Written Opinions	43	46	55	60

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Average Number of Days to Issue Advisory	8	9	10	8
Average Number of Days to resolve Investigation Request/Complaint	0	119	75	75
Statement of Economic Interests Filings	100%	99%	100%	100%

Strategic Overview:

The Ethics Board is the primary source of interpretation of the County Ethics Code. They meet 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 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. The budget for this board reflects their legal fee reserve should outside counsel be required.

BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Expenditures					
Personnel Costs	2,135,633	2,240,344	2,409,321	2,540,257	130,936
Operations Costs	119,579	124,057	107,534	107,534	0
Debt & Depreciation	0	0	0	0	0
Interdepartmental Charges	(864,966)	(942,221)	(905,640)	(975,000)	(69,360)
Total Expenditures	\$1,390,245	\$1,422,180	\$1,611,215	\$1,672,791	\$61,576
Revenues					
Other Direct Revenue	64,623	240,461	292,556	297,870	5,314
Indirect Revenue	(226)	0	0	0	0
Total Revenues	\$64,397	\$240,461	\$292,556	\$297,870	\$5,314
Tax Levy	\$1,325,849	\$1,181,719	\$1,318,659	\$1,374,921	\$56,262
Personnel					
Full Time Pos (FTE)	25.00	25.00	25.00	26.00	1.00
Overtime \$	21,982	2,670	0	0	0
Seasonal/Hourly/Pool	0	0	0	0	0

Department Mission:

The Office of Corporation Counsel strengthens the County community and empowers residents through highly competent, creative, compassionate and responsive legal services provided in strategic partnership with County stakeholders to optimize decision making, reduce risks, and maximize public resources.

Department Vision:

By becoming the best government law office in Wisconsin, The Office of Corporation Counsel increases equity and wellness in Milwaukee County.

Department Description:

The Office of 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 billed to the Wisconsin County Mutual Insurance Corporation, the OCC’s sole revenue source.

By County ordinance, the office serves as chief legal counsel to the Milwaukee County Employees Retirement System.

Major Changes

- There are no major changes for 2024.

Strategic Program Area: Corporation Counsel

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	1,390,245	1,422,180	1,611,215	1,672,791	61,576
Revenues	64,397	240,461	292,556	297,870	5,314
Tax Levy	1,325,849	1,181,719	1,318,659	1,374,921	56,262
Full Time Pos (FTE)	25.00	25.00	25.00	26.00	1.00

Strategic Overview:

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

Strategic Implementation:

OCC is a highly functional law department that represents the County and all its agencies and departments on a myriad of complex subjects. OCC is developing and implementing 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, to establish service legal agreements (SLAs) with client departments, and to publish analytics to drive efficacy and efficiency. These metrics are meant as a source for determining the best talent and resources to provide the best client service.

The OCC’s budget is predominately invested in personnel. Operational expenses have been reduced to the maximum. OCC is a high functioning, low-staff law department (currently a total of 26 FTE) that represents the County and all its agencies and departments on myriad of complex subjects. In lieu of providing market rate salaries, OCC offers cohesive culture, meaningful, complex and changing work, advanced training and skill enhancement, as well as opportunities for equity-based work and community engagement.

Additional Program Details:

1.0 FTE Assistant Corporation Counsel position was created mid-year 2023 outside the annual budget process to increase the capacity and responsiveness of the office.

The department of Administrative Services (DAS) and the Office of Corporate Counsel (OCC) shall review current standards for Targeted Business Enterprise (TBE) non-compliance in Milwaukee County agreements with the goal of developing and implementing a more stringent standard. Staff is requested to furnish a report to the County Board of Supervisors no later than the March 2024 meeting cycle with recommendations that can be implemented which reflect Milwaukee County’s commitment to TBE contracting efforts.

BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Expenditures					
Personnel Costs	4,290,363	4,719,843	5,032,956	5,515,728	482,772
Operations Costs	349,840	560,418	1,066,601	1,339,242	272,641
Debt & Depreciation	0	0	0	0	0
Capital Outlay	6,690	31,000	0	0	0
Interdepartmental Charges	(143,426)	(137,511)	(144,313)	(146,863)	(2,550)
Total Expenditures	\$4,503,467	\$5,173,751	\$5,955,244	\$6,708,107	\$752,863
Revenues					
Other Direct Revenue	1,561	6,000	6,000	6,000	0
Indirect Revenue	0	0	0	0	0
Total Revenues	\$1,561	\$6,000	\$6,000	\$6,000	\$0
Tax Levy	\$4,501,906	\$5,167,751	\$5,949,244	\$6,702,107	\$752,863
Personnel					
Full Time Pos (FTE)	64.00	67.00	70.00	72.00	2.00
Overtime \$	10,563	29,499	0	0	0
Seasonal/Hourly/Pool	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 also builds 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 (DHR) consists of seven (7) service areas: the Director’s Office, including Diversity, Equity & Inclusion and Employee Engagement; Compensation & HR Information Systems; Employee/Labor Relations; Talent Acquisition & HR Operations; Learning & Development; Benefits and Retirement Plan Services.

Major Changes

- 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, diversifying the workforce, and creating and nurturing an inclusive workplace culture. The 2024 budget includes continued efforts to elevate 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 brand recruitment, advertising, marketing and racial equity training and support for the workforce. DHR will also continue important work related to fully migrating all jobs into the new salary structure and consolidating and streamlining position titles.

- In 2024 Human resources will add a Diversity, Equity, and Inclusion (DEI) Director and a Retirement Plan Services (RPS) Deputy Director. Furthering the Counties commitment to diversity and inclusion the Director is added to manage and increase the momentum already created by helping to bring in new diverse talent as well as ensure there are equitable decision when it comes to talent acquisition and career ladders specific to minorities. The RPS deputy Director is added to help manage the RPS system. Given a new sales tax implemented with Wisconsin Act 12 starting in 2025, the County is required to close its pension system and move all new employees as of January 1, 2025, to the Wisconsin Retirement System. In order to help manage the array of different tasks including, different IRS filings, legacy pensioners, ordinance updates, the RPS Deputy Director is added to help close the Milwaukee County Pension system.

The following contracts are included in the 2024 Budget in lieu of separate review and approval from the County Board during the fiscal year:

Vendor	Contract Description	Contract Amount
Aurora Medical Group	2022-2024 PSC for medical screening and assessment services for Human Resources administration for Milwaukee County.	\$765,000

Strategic Program Area: Director’s Office

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	433,851	669,304	427,562	798,449	370,887
Revenues	1,561	6,000	6,000	6,000	0
Tax Levy	432,290	663,304	421,562	792,449	370,887
Full Time Pos (FTE)	3.00	5.00	5.00	6.00	1.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
New Procedures Documented	2	4	4	4

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Employees Surveyed Biannually as Fully Engaged	N/A	55%	N/A	60%

Strategic Overview:

The Director’s Office develops and drives the overall long-term vision for the Department of Human Resources (DHR), while ensuring effective execution of all DHR service delivery areas. Functional duties include administering human resources programs, leading key Milwaukee County workforce 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, including overall workforce planning and talent management. In addition, the Director’s Office is responsible for the HR staff’s achievement of goals, professional development, and overall service to Milwaukee County.

Strategic Implementation:

Moving into 2024 and beyond, the Director’s Office continues the work to improve the overall employee experience and to make Milwaukee County an employer of choice. Milwaukee County has conducted a biennial all employee survey since 2016 and is planning to do so again in 2024. The Director’s Office remains committed to helping Milwaukee County become the healthiest county in Wisconsin by achieving racial equity. The Director’s Office is committed to strengthening diversity, equity and inclusion efforts with the establishment of the Network Resource Groups (NRGs), led by Milwaukee County employees. These resource groups 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. The focus of 2024 will be the Employee Engagement and Access portion of the "Diversity, Equity, and Inclusion Roadmap" (DEI). This work will include the growth of the NRGs and rolling out of engagement activities with NRG’s including educational opportunities, speakers, and volunteer opportunities. A focus area includes increasing volunteerism within Milwaukee County’s entire workforce by connecting employees to the organizations within our region. There are also plans to develop career exploration and pipelining planning to help create equitable opportunities for existing employees to explore career advancement and the paths within Milwaukee County.

The Director’s Office will continue efforts to transform the Talent Acquisition Team. There is continued work to implement a formal process for interviewing diverse candidates and continue training for working with diverse teams.

Additional Program Details:

In 2024, the Director's Office adds a Diversity, Equity, and Inclusion Director. As the County continues to focus on areas of improvement relating to diversity, equity, and inclusion, Human Resources will do the same and double down by creating this position for 2024.

The 2024 Director's Office budget also includes \$170,000 for various initiatives that will help the County meet its strategic goals. \$100,000 is for an Employee Engagement survey. This survey has taken place for the last eight years and allows County leaders to not only engage employees, but also to gauge the overall moral. Results from the survey are then tied into policy and decisions that would then increase or decrease various performance indicators. An additional \$70,000 is added for Diversity, Equity, and Inclusion initiatives. As Milwaukee County strives to be an employer of choice and works towards its goals of becoming the healthiest County in the state by achieving racial equity, diversity, equity and inclusion are critical. These dollars would further enhance such initiatives and help reach the goal.

*The Employee Engagement Survey is a biannual survey, and no data is available in odd numbered years.

Strategic Program Area: Compensation & HRIS

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	266,999	281,151	456,827	614,483	157,656
Tax Levy	266,999	281,151	456,827	614,483	157,656
Full Time Pos (FTE)	5.00	5.00	5.00	5.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Position Action Forms Approved	3,579	2,465	3,000	3,000
Positions Reclassed/Reallocated	579	355	2,000	175

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Unique Position Titles	988	1,000	350	700
Unique Salary Ranges	259	221	100	65

Strategic Overview:

In support of Human Resources Total Rewards strategy, the Compensation 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.

Strategic Implementation:

In 2024, the Compensation Division will continue a compensation study. This study will identify a new pay structure, introduced in 2023, and continue the migration of all non-represented positions into the new structure, which consist of broader pay ranges. To simplify the County’s compensation structure and provide more clear guidance to customers, the Compensation Division will further work to consolidate job titles, which currently exceeds 1,000 unique job titles. The goal of this work is to create a compensation structure that is easy to manage, easy to understand and reduces the number of unique job titles within Milwaukee County.

Strategic Program Area: Employee Relations

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	1,160,059	1,249,691	1,196,838	1,459,035	262,197
Tax Levy	1,160,059	1,249,691	1,196,838	1,459,035	262,197
Full Time Pos (FTE)	20.00	19.00	21.00	21.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Number of Workplace Investigations completed by DHR staff	11	18	20	20

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Turnover Rate - Non Retirement Separations divided by Full-Time FTE Count	19%	21%	20%	20%

Strategic Overview:

The Employee Relations Division is committed to partnering with people leaders to create and support a productive workplace 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: 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:

Over the last year, the Employee Relations Division supported and collaborated with the Director’s Office to configure, launch and implement electronic 2023 performance evaluations in Dayforce. This approach to recording and tracking performance evaluations is more efficient and creates greater alignment across Milwaukee County in evaluating employee performance. This transition from a paper-based performance evaluation system to an electronic one, provides leaders a snapshot of their employees’ performance across division and/or department.

In 2024, the Employee Relations Division will have a greater focus on updating policies and documenting its processes. They have begun reviewing the roles within the Employee Relations Division to ensure clarity, avoid function duplication and support alignment with Milwaukee County business needs and areas of strategic focus. 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 workplace productivity and business performance.

Additional Program Details:

*For Turnover, the percentage is non-retirement separations divided by employee count of full/part-time staff not including contingent (hourly, temporary, seasonal, intern) staff. The 2022 Actual percentage is as of June 1, 2023. It is based on a 12-month look back to June 1, 2022 (Dayforce).

Strategic Program Area: Talent Acquisition and HR Operations

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	740,965	891,478	1,392,449	1,333,363	(59,086)
Revenues	0	0	0	0	0
Tax Levy	740,965	891,478	1,392,449	1,333,363	(59,086)
Full Time Pos (FTE)	9.00	10.00	11.00	11.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Applications Processed	35,218	41,682	45,000	43,000
Background Checks	1,233	1,381	1,400	1,400
Job Requisitions	598	1,875	400	500
New Employees Oriented	612	925	805	1,000
Open Records Request	284	284	300	300
Pre-Employment Health Screens/Drug Tests	974	1,136	975	1,200

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Cycle Time (in Days)	81	153	75	125
Racial Diversity in Manager Applicant Pools (Minimum Percentage of Target Numbers)	29.8%	42.6%	35.0%	45.0%

Strategic Overview:

Through strategic partnerships and collaborations 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, 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 preemployment activities, managing public inquiries, and processing and responding to open records requests.

Strategic Implementation:

In 2024 Talent Acquisition will continue to help the County and community reach its goal of "becoming the healthiest County in Wisconsin, by achieving racial equity" by focusing on finding and hiring a wide and diverse population of individuals. 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 ordinances/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.

Additional Program Details:

In 2024 \$25,000 in one-time short-term expense is added in order to help the Sheriff's office with hiring Correctional Officers (COs). The dollars aim to increase the hiring practices in order to bolster staffing. As of September of 2023, the Sheriff's office had a 40% vacancy rate for COs. It is the intent to increase CO staffing in the Sheriff's office so not only the employees, but the occupants can stay safe.

Strategic Program Area: Learning & Development and Diversity

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	374,166	475,575	703,879	714,648	10,769
Tax Levy	374,166	475,575	703,879	714,648	10,769
Full Time Pos (FTE)	4.00	5.00	5.00	5.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Racial Diversity – Leadership Excellence / Management Development Programs (MDP) - Female	51%	63%	51%	65%
Racial Diversity – Leadership Excellence / Management Development Programs (MDP) - Minority	40%	37%	40%	40%
Training Participants – Instructor Led	1,170	1,143	1,500	1,223
Training Participants – Online	44,812	46,266	82,500	49,504
Training Sessions Completed - Online - Mandatory	23,497	43,291	31,000	34,500
Training Sessions Completed – Instructor Led	65	61	92	65
Training Sessions Completed – Online - Non-Mandatory	3,097	2,026	2,000	2,168

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Mandatory Training Compliance (minimum Percentage of Target Numbers)	95%	90%	94%	92%
Overall Program Satisfaction Management Development Program - Course (Minimum Percentage of Target Numbers)	94%	90%	94%	94%
Overall Program Satisfaction Management Development Program - Instructor	90%	93%	94%	94%

Strategic Overview:

Through strategic partnerships and collaboration, Learning & Development and Diversity (LDD) identifies, develops, supports, and delivers high-quality learning while fostering a work environment of employee engagement, equity, and excellence. LDD 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 LDD 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, certificate programs, and ad hoc training opportunities. This team administers the Learning Management System (LMS), which maintains hundreds of learning sessions available to employees.

Strategic Implementation:

L&D will work with each department's leadership team throughout 2024 to suggest/build out specific upskill/developmental programs for their staff predicated on modules that comprise the Management Development Program (MDP) and Leadership Excellence (LEx) programs. 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, transparency, and support for Milwaukee County managers and employees.

Strategic Program Area: Benefits and HR Metrics

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	507,724	554,099	534,501	546,518	12,017
Tax Levy	507,724	554,099	534,501	546,518	12,017
Full Time Pos (FTE)	6.00	6.00	6.00	6.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Customer Service Calls	5,122	4,074	4,500	4,000
Customer Service Emails	6,021	7,087	3,900	4,500
Life Status Events Processed	2,518	2,388	1,700	1,800

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Response to Initial Benefit Inquiries within 1 Business Day	99%	99%	98%	98%
Wellness Participation	64%	62%	60%	65%

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 is in the process of adding three (3) on-site health clinics which are scheduled to open January 1, 2024. These new clinics will help add a no-cost option to employees seeking additional health care services. In addition to the clinics, the Benefits Team will be transitioning to Dayforce for benefits administration and adding a new wellness provider, WebMD. All of these services are scheduled to go live on January 1, 2024. These additional benefits help further the goal of being the healthiest county in Wisconsin.

Strategic Implementation:

Milwaukee 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 for its employees and residents.

Strategic Program Area: Retirement Plan Services

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	1,019,703	1,052,453	1,243,188	1,241,611	(1,577)
Tax Levy	1,019,703	1,052,453	1,243,188	1,241,611	(1,577)
Full Time Pos (FTE)	17.00	17.00	17.00	18.00	1.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Group Education Events & Sessions	13	23	12	25
Individual Member Counseling	227	287	250	300
Member Contacts	15,235	17,839	15,000	20,000
New Retirees Receiving Benefits	216	212	300	250
Number of Retirees Receiving Benefits	7,891	7,906	8,125	8,000
Percent of Active Members Attending a Presentation	14.6%	22.5%	18.0%	25.0%

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Percent of Calls Answered and Completed (Peer average = 96.3%)	91.1%	91.6%	98.0%	98.0%
Turnaround Time for Pension Estimates (in Days) Peer average = 12 days	90	201	15	15

Strategic Overview:

Retirement Plan Services (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.

The team has the following responsibilities:

- Pension plan recordkeeping and administration.
- Issue payments: pension contribution withdrawals and monthly pension payments.
- Member communication and education (ie retirement counseling)
- 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
- Maintain a member self-service site for active and retired members
- Pension Board trustee and meeting support.

- Engage technical experts to provide actuarial and investment consulting services

Strategic Implementation:

RPS is completing a 2023-2024 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 2023-2024 two-year strategic plan include finalizing the full complement of team policies and procedures, streamlining operations through automation and self-service enhancements, improving reporting to stakeholders and the Pension Board, and increasing the accessibility of information for our members to encourage positive retirement outcomes.

Additional Program Details:

The 2024 budget adds a Deputy Retirement Plan Services Director. Due to approved Wisconsin Act 12 which adds significant sales tax resources and requires Milwaukee County to close its pension system. Based on the legislation Milwaukee County, as of January 1 2025, will transition all new employees to the Wisconsin Retirement System, thus closing the Milwaukee County pension. Due to the increased workload, IRS filings, legacy pensioners, and required ordinance changes, Human Resources adds this position for 2024.

BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Expenditures					
Personnel Costs	19,074,118	19,825,519	22,301,131	24,545,551	2,244,420
Operations Costs	39,551,588	40,436,987	40,621,370	43,231,931	2,610,561
Debt & Depreciation	12,411,863	2,048,869	2,076,989	2,076,989	0
Capital Outlay	946,376	685,786	1,118,172	1,013,920	(104,252)
Interdepartmental Charges	(2,215,517)	(2,252,062)	(2,498,011)	285,215	2,783,226
Total Expenditures	\$69,768,427	\$60,745,100	\$63,619,651	\$71,153,606	\$7,533,955
Revenues					
Other Direct Revenue	7,864,947	7,732,974	5,885,699	5,632,308	(253,391)
State & Federal Revenue	578,132	643,420	284,000	214,000	(70,000)
Indirect Revenue	4,596,391	4,135,043	5,160,665	5,086,031	(74,634)
Total Revenues	\$13,039,470	\$12,511,436	\$11,330,364	\$10,932,339	(\$398,025)
Tax Levy	\$56,728,957	\$48,233,663	\$52,289,287	\$60,221,267	\$7,931,980
Personnel					
Full Time Pos (FTE)	255.00	259.50	264.00	283.00	19.00
Overtime \$	309,294	305,325	297,408	304,643	7,235
Seasonal/Hourly/Pool	41,241	105,634	109,321	111,465	2,144

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 while working to achieve racial equity.

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 and 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 providing 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.

Major Changes

- \$1.6 million in revenue and expense including ~\$973K in tax levy previously held in Fire Protection and Non-Departmental Revenues is transferred into DAS.
- Additional levy of \$2.3 million previously held in Non-Departmental Expenditures for BHS Central Spend needs is transferred due to a county-wide change in the Central Service Allocation methodology.
- Additional tax levy of \$2 million is included to expedite the payoff of the Water Distribution System to the City of Wauwatosa.
- The Land Information Office is moved from Facilities to Information Management Services Division (IMSD).
- FTEs in DAS are increased by 19 due to the addition of 1.0 FTE Contract Compliance Manager for Procurement, 1.0 FTE Engineering Project Manager for Architecture and Engineering, 1.0 Telecom Analyst for IMSD, the increase of 1.0 FTE in Network and Telecomm and 1.0 FTE Security Analyst from 2023 Board actions, the conversion of IT contractors to 8.0 FTEs, the addition of 5.0 FTE Data Analytics positions, the reduction of 1.0 FTE in Architecture and Engineering due to several position changes, the elimination of 1.0 FTE Project Manager in IMSD Project Management, the addition of 1.0 FTE Analyst Applications System IT I in Business Applications, the conversion of a contractor to 1.0 FTE Systems Security Engineer in Data Center Services, and the addition of 1.0 FTE Subrogation Specialist in Risk Management.
- Additional tax levy of \$281,000 is included for Technology Purchase Management for the continuation of costs related to implemented Capital Projects.
- \$103,584 is included in the 2024 budget for specialized audio-visual support for the County Board to manage hybrid and public meetings, and updated smart conference rooms.
- The Department of Administrative Services (DAS) and the Office of the Corporation Counsel (OCC) shall review current standards for Targeted Business Enterprise (TBE) non-compliance in Milwaukee County agreements with the goal of developing and implementing a more stringent standard. Staff is requested to furnish a report to the County Board of Supervisors no later than the March 2024 meeting cycle with recommendations that can be implemented which reflect Milwaukee County's commitment to TBE contracting efforts.
- The Department of Administrative Services (DAS), working in conjunction with the Office of the Corporation Counsel (OCC), will review the existing agreement between Milwaukee County and the Charles Allis Art Museum and explore opportunities to terminate the County's on-going operational and capital support to the museum. Staff is requested to furnish a report to the County Board of Supervisors no later than the May 2024 meeting cycle with recommendations on phasing out taxpayer support for the property.
- Youth in Our Care Dashboard: 1.0 FTE Business Intelligence Analyst I is created in the Department of Health and Human Services to assist in the development and implementation of a Youth in Our Care dashboard. DAS-IMSD shall provide technical support to the project as needed. The dashboard is to include, among other metrics, the number of youths: Housed at Vel. R. Phillips Youth Detention Center, enrolled in the Milwaukee County Accountability Program (MCAP) and waitlisted for the MCAP, housed outside of Milwaukee County at Lincoln Hill and Copper Lake Schools, Mendota Mental Health Institute, Racine Youthful Offender Correctional Facility, and other facilities, testing positive for COVID-19.

The following contracts are included in the 2024 Budget in lieu of separate review and approval from the County Board during the fiscal year:

Vendor	Contract Description	Contract Amount
Concord Consulting Group	Project Management Support Services	\$150,000
Allied Universal Security Services	Security services for the Coggs Building	\$450,000
Honeywell International	Building Automation PM Services	\$250,000

Strategic Program Area: DAS Management

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	485,396	450,171	115,502	121,940	6,438
Revenues	161	0	0	0	0
Tax Levy	485,235	450,171	115,502	121,940	6,438
Full Time Pos (FTE)	4.00	4.00	3.00	3.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Employee Engagement Mean - Survey Conducted in Even Numbered Years	3	4	3	4

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Percent of DAS Performance Measures Achieved	N/A	N/A	85%	90%

Strategic Overview:

The management team works to guide and hold the six 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 included in the 2024 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.

Strategic Program Area: DAS Central Business Office

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	794,834	673,411	755,740	793,480	37,740
Tax Levy	794,834	673,411	755,740	793,480	37,740
Full Time Pos (FTE)	12.00	10.00	10.00	10.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Number of Departments Supported	5	7	7	8

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Percent Accuracy of Forecasted Budget to Actual	N/A	N/A	N/A	70%
Percent of Invoices Processed Timely per Service Level Agreement	93%	92%	94%	95%

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 the 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 (GAAP) which allow customer departments to focus on their core mission and business responsibilities.

In 2024, a new performance metric related to forecasting budget accuracy was added to improve the quality of great public service, enhance customer service and increase customer retention.

There are no major changes to this program area.

Strategic Program Area: DAS Procurement

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	765,099	846,713	1,017,572	1,180,832	163,260
Revenues	0	0	0	0	0
Tax Levy	765,099	846,713	1,017,572	1,180,832	163,260
Full Time Pos (FTE)	10.00	11.00	11.00	12.00	1.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Price Agreements – With Budget Year Start Date	150	67	120	150
Request for Proposals – Procurement Administered	45	32	50	65
Requisitions Processed to Purchase Order Annually	28,500	18,025	20,000	25,000
Sealed Public Bids	60	41	80	100

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
MarketPlace Central Use – Unique Users/ Month Peak	120	N/A	N/A	N/A
Procurement Cycle Time - Request to Contract Execution (in Days)	N/A	275	180	170
Procurement Cycle Time - Requisition to Purchase Order (in Days)	40	55	60	60
Sealed Bid Responses (Average Responses/Bids)	5	6	9	15

Strategic Overview:

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

Strategic Implementation:

Procurement continues to incorporate process improvement solutions within its daily activities to achieve higher levels of customer satisfaction to internal and external stakeholders. During 2023, Milwaukee County’s Enterprise Resource Planning (ERP) system Infor reached its second year of implementation. The ERP team, with support from Procurement’s business success manager, has incorporated interface enhancements that provide greater resources and training to end-users. Additionally, enhancements focused on increasing visibility of supplier partners within the ERP system through updating profile indicators identifying ethnically diverse businesses and gender, where applicable. This feature brings awareness and measurable capabilities to certified and non-certified ethnically diverse business enterprises engaged in purchasing activities county-wide. Furthermore, this data will lend itself to county-wide purchasing behaviors where discretionary spending occurs. Procurement will share these data points with its clients to bring attention to purchasing trends and provide recommendations on how to leverage buying power to support the strategic goal of increasing contracting opportunities for minority and women businesses. Adding these supplier profile indicators will further educate stakeholders on accurate spending with ethnically diverse businesses and woman owned businesses on non-competitive solicitations. It will also provide anecdotal data as to the value add of race and gender conscious certifications compared to race and gender-neutral certifications, such as Disadvantaged Business Enterprise, that the County has been reliant on to achieve supplier diversity goals.

Another example of continuous improvement Procurement demonstrated during 2023 includes leveraging an internal workgroup’s efforts focused on streamlining the contracting process. The team contracted with Civic Initiatives, a procurement consultant specializing in government purchasing policies and procedures, to build upon the workgroup’s efforts. The anticipated outcomes include optimizing Milwaukee County’s procurement model, development of a key performance indicator scorecard for procurement, and analyses of procurement automation systems to identify departmental needs to drive efficiencies and support a 6-month procurement cycle time when releasing Requests for Proposals (RFPs). Procurement is confident future reports will identify where current ordinance is not aligned to today’s economy, which may be contributing to an inability to leverage economies of scale given low response rates to competitive opportunities. For example, typical thresholds for formal procurements arise when the budget is greater than \$150,000. This comparison continues to support the theory that Milwaukee County can leverage its purchasing power to increase contracting opportunities with minority and women business enterprises through discretionary spending, which may result in ordinance revisions.

The strategic alignment the Procurement team is committed to supports its performance measure framework where efficiency, quality, and stewardship are represented within the work inputs/outputs and impacts/outcomes. Through the efficiency lens, Procurement will capture year-over-year data representative of purchasing cycle times and distribution of work outputs to staffing capabilities. The quality measure will capture year-over-year volume, procurement operation costs, cost avoidance instances, and customer service survey feedback. Lastly, through a measured stewardship metric, the Procurement Division will provide spend analysis tied to socially responsive contracting efforts, including but not limited to: Target Business Enterprise (TBE) efforts, local impacts, percentages of solicitations without protests upheld, and reductions to exceptions and exemptions to the purchasing ordinance. Through these approaches, Procurement will possess the necessary data to advance Milwaukee County’s goal to achieve racial equity.

Procurement strives to ensure the County’s contracting process is fair, open, and transparent. Upon a review of 2022 data (and early 2023), purchasing related activities have been captured and are aiding in capturing baseline data to incorporate into performance measures. Further staffing support is ideal to advance and sustain the process improvement efforts underway.

Additional Program Details:

The 2024 budget includes the addition of 1.0 FTE Compliance Contract Manager. This position will build upon efforts achieved by a Continuous Improvement Workgroup. Responsibilities includes the creation of Administrative Manual Operating Procedures (AMOPs), a code of conduct for contractors and a debarment process.

The cycle time performance measure has been changed from a percentage to days.

Strategic Program Area: Office of Economic Inclusion

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	470,373	495,410	585,826	632,250	46,424
Tax Levy	470,373	495,410	585,826	632,250	46,424
Full Time Pos (FTE)	7.00	7.00	7.00	7.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Total Number of DBE Firms Certified	600	539	640	600

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Total Number of DBE Firms Newly Certified	36	55	18	60

Strategic Overview:

The Office of Economic Inclusion (OEI) is responsible for implementing, monitoring and enforcing Milwaukee County Targeted Business Enterprise (TBE) and Small (SBE) and Disadvantaged Business Enterprise (DBE) programs in compliance with County Ordinances and Federal Regulations.

The Office of Economic Inclusion is responsible for the certification of socially and economically disadvantaged individual’s businesses under the DBE program, along with small business enterprises (SBE) for the County’s TBE program. Maintaining an active directory of certified firms is a function of the Office. In addition, the division is responsible for monitoring 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.

The division promotes utilization of small businesses through community outreach efforts and participates in small business development, 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 Milwaukee County departments and Disadvantaged/Targeted businesses. The division consists of three business units: Contract Compliance, Certification, and Strategy and Analysis. The Contract Compliance business unit is responsible for monitoring and reviewing the performance of certified businesses on County contracts. The Certification area is responsible for certifying eligible firms and ensuring the proper work areas are attached to approved firms. 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 will continue to expand its efforts in overall outreach and communication to certified and non-certified firms regarding contract opportunities with Milwaukee County and other work throughout the region. The office 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 DBE and TBE programs. By further establishing benchmark and baseline data, the office will assist departments in developing an overall departmental participation plan by 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 and non-car rental concessions.

Additional Program Details:

\$25,000 in one-time funding is included in the 2024 budget to create a training program to educate (utilizing local subject matter experts), prepare and grow minority owned businesses.

The program will meet firms where they are and not lump all businesses into a "one size fits all" space. Having the capability to assist firms regardless of where they are on their business journey will be both ideal and impactful.

The goals of the training program are that firms will continuously receive education on how to start, improve and grow their business, and encourage businesses to provide feedback on what they need from the program to reduce and remove barriers to contracting with the County.

Strategic Program Area: DAS Economic Development

Service Provision: Discretionary

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	1,316,306	1,674,188	1,863,062	1,901,989	38,927
Revenues	1,785,589	1,655,268	1,744,889	1,805,321	60,432
Tax Levy	(469,283)	18,920	118,173	96,668	(21,505)
Full Time Pos (FTE)	5.00	5.00	5.00	5.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Maximize Available Income from Real Estate Transactions including Leasing, Land Sales, Contracts through Collaboration on Projects with Other County Departments and External Partners including Municipalities and Developers	\$1,785,589	\$1,897,400	\$1,744,889	\$1,855,157

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Execute and Manage Contracts that Include Community Benefits Compliance	Yes	Yes	Yes	Yes
Execute and Manage Leases Leveraging County Assets Including Cell Phone Towers, Parking Lots, Airspaces and Facilities	\$1,385,589	\$1,497,400	\$1,344,889	\$1,455,157
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

Strategic Overview:

DAS-ED serves as Milwaukee County’s real estate division while also leveraging the County’s functions for economic growth. In serving the 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 2023, DAS-ED has advanced in the maturity of lease administration and property disposition. In 2024, DAS-ED will strengthen its focus on more traditional economic development initiatives with a specific focus on those that will advance racial equity. Special efforts to strengthen the regional economy include:

Support the development of the new Cogg building by determining the future of the current structure and by accommodating DHHS parking and move needs.

Continue to negotiate for the Medical Examiner's Office and the Office of Emergency Management in their search for new facilities while leveraging the County's functions for the creation of a Center for Forensic Science and Protective Medicine.

Monitor partnership programs - Small Business Loan Program (MEDC) and look to leverage economic support programs made available through federal stimulus packages, Community Development Block Grants and other available grants.

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 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

Strategic Program Area: Technology Purchase Management

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	5,357,418	6,385,090	6,166,223	8,633,455	2,467,232
Tax Levy	5,357,418	6,385,090	6,166,223	8,633,455	2,467,232

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Number of County Departments Supported	43	43	43	43

Strategic Overview:

The Technology Purchase Management Program Area provides the 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 Milwaukee County departments and divisions. This allows Milwaukee County to:

- Avoid IT efforts outside of IMSD which results 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 to 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.

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; and
 - Equip the County for the digital future.

There are no dedicated full-time resources in this program area. The IT Governance and Business Solutions strategic program area manages this program in conjunction with the Department of Administrative Services’ Central Business Office (DAS-CBO).

Additional Program Details:

In 2024, tax levy in the amount of \$2.3 million was moved from Non-Departmental Expenditures to DAS Technology Purchase Management due to the county-wide change in the methodology for the Central Service Allocation.

Additional funding in the amount of \$281,000 is included in the 2024 budget for increased costs related to 2023 capital project implementations. The capital projects implemented include:

New security camera deployments at multiple locations.

Fleet fuel system expansion to Parks (23 Sites).

Office of Emergency Management priority dispatch software licenses.

ERP add-on applications for the Comptroller's Office (eCivis, Debtbook, and Brainware).

Office of Strategy, Budget and Performance (Sherpa Budgeting System License Expansion and Support, and PADS Automated Budget Book software).

Strategic Program Area: Network and Telecom Services

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	2,053,588	1,980,951	2,115,657	2,425,924	310,267
Revenues	54,608	49,333	0	0	0
Tax Levy	1,998,980	1,931,618	2,115,657	2,425,924	310,267
Full Time Pos (FTE)	6.00	6.00	7.00	9.00	2.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Number of Call Managers	4	4	4	4
Number of Firewalls Maintained	4	4	4	6
Number of Phones	4,854	5,394	5,200	5,400
Number of Routers Maintained	205	165	195	200
Number of Switches Maintained	445	481	455	520
Number of Voicemail Servers	1	1	1	1
Number of Wireless Access Points	475	545	525	650
Switch Port Utilization	47%	45%	45%	45%

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Firewall Uptime	100%	100%	100%	100%
Network Core Uptime	100%	100%	100%	100%
Router Uptime	99.9%	99.9%	100.0%	100.0%
Switch Uptime	99.9%	99.9%	99.9%	99.9%

Strategic Overview:

The Network and Telecom Services Program Area provides research, acquisition, installation, maintenance, and support services for the Milwaukee 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 Milwaukee County’s wide-area network to/from the County’s private hosted cloud vendor.

Continued integration support for Cloud Platforms.

Provision and maintenance of core network infrastructure hardware/software.

Administration of Milwaukee County’s voice and telephonic communications systems.

Manage vendors that provide cabling, hardware, software, and technical support for Milwaukee County’s voice and data networks.

Control and oversight of the architecture, design, planning, configuration, and provisioning of Milwaukee 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 2024, the Network and Telecom Services Strategic Program Area will continue to strive to become a sustainable IT services organization through maturity and continuous improvement.

A key component of the goal for the Network and Telecom Services Team is to build out a robust wired and wireless network. In 2024, Network and Telecom will continue to improve the wireless footprint in Milwaukee County.

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

The Telecom team will work towards more efficient support structure for the Avaya system and strive to understand how the Avaya system can integrate with Microsoft Teams to further enhance its usability. The Telecom team will look to slim down analog voice services to realize the cost savings that moving to Session Initiation Protocol/voice Over Internet Protocol (SIP/VOIP) can provide.

The Telecom team will be building a support structure for Enhanced 911 (E911) services.

The Network team will focus on creating the source of truth and provide enhanced visibility into the network that is digestible across Information Management Services Division (IMSD) and Milwaukee County as a whole.

The Network team will take responsibility for two new core firewalls at the data center service provider (OneNeck).

In conjunction with the Department of Administrative Services Facility Management Division Security Director, the Network team will solidify a video strategy for Milwaukee County's extensive camera network.

Improve wireless accessibility and signal strength within Milwaukee County occupied buildings which provide core Milwaukee County operations.

Ongoing support to the Milwaukee Mitchell International Airport through additional discovery and detection.

Continue efforts towards cloud functionality and integrations.

Additional Program Details:

In 2023, 1.0 FTE Senior Network Engineer was abolished to create 2.0 FTE Jr. Network Engineer positions as a current year action. The 2024 budget includes the addition of 1.0 FTE Telecom Analyst.

Strategic Program Area: End User and Device Support Services

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	1,121,716	1,150,547	883,616	1,105,453	221,837
Tax Levy	1,121,716	1,150,547	883,616	1,105,453	221,837
Full Time Pos (FTE)	9.00	9.00	10.00	18.00	8.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Mobile Devices Managed (Laptops, Mobile Phones, Pagers)	4,183	4,728	4,100	4,500
Number of Service Desk Technicians	4	3	3	3
Service Tickets Opened	26,880	24,673	28,000	26,500
Unique End Users Served	4,065	4,178	4,050	4,950
Windows Computing Devices Managed (PCs, Laptops, Tablets)	4,074	4,217	3,950	4,300

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Mean Time to Resolve (Hours)	30	26	28	22
Number of Change Tickets Implemented	1,107	982	1,200	1,150
Percent of Calls Resolved on First Contact	26.8%	26.8%	30.0%	30.0%
Percent of Service Desk Tickets Resolved within Service Level Agreement (SLA)	94%	91%	95%	95%

Strategic Overview:

The End User and Device Support Services 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 Milwaukee 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 2024, With the current plan of relaunching the Service Desk tool, this program area will be introducing the following measures that affect reportable metrics:

Utilizing the FCR option with the current tool, currently an optional check box. Moving forward, it will be required so an accurate FCR assessment will be available.

Escalation measures will be put in place to ensure tickets close to SLA violation are followed up on by a supervisor, manager or director, depending on severity.

Continued implementation of the ITIL framework, an industry standard, as well as adopting portions of the new ITIL V4 library. Managers who have completed the course will work to get all members of the team certified.

Continuous improvement of the asset management program allows IMSD to better manage Milwaukee County's computing devices. 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 day-to-day operation of the division.

Continuous improvement of governance of end user devices.

Continuous improvement of Identity & Access Management (IAM). IMSD will continue to evolve the IAM workgroup to provide better oversight and governance of the approximately 5,000 accounts in the County's directory.

Additional Program Details:

The information below provides more detail for activities and performance measures as reported in the above tables.

The 2024 Target for Windows computing devices and mobile devices managed includes the Airport's devices as part of their integration with IMSD.

The 2024 Target for Unique End Users Serviced includes the following users: Milwaukee County, Airport, Courts, District Attorney and vendors and agencies.

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.

The 2024 budget includes the addition of 8.0 FTE due to contracted staffing being converted to employees.

Overall expenditures increase due to a 2% salary increase effective in January of 2024, an increase to interdepartmental charges due to a countywide change in the Central Service Allocation methodology, and additional funding in the amount of \$103,584 for specialized audio-visual support for the County Board to manage hybrid and public meetings and updated smart conference rooms.

Strategic Program Area: Managed Printing

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	232,866	300,134	360,281	295,781	(64,500)
Tax Levy	232,866	300,134	360,281	295,781	(64,500)

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Average Monthly Black & White Prints	910,341	886,254	950,000	900,000
Average Monthly Color Prints	172,793	139,916	125,000	116,666
Average Monthly Prints	1,083,134	1,026,170	1,150,000	1,065,000
Number of Copiers and Printers Managed	619	560	500	650

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Percent of Change in Black and White Prints	-2.5%	-2.6%	7.2%	-5.2%
Percent of Page Reduction	-41%	-5%	12%	-7%

Strategic Overview:

The Managed Print Service (MPS) Program Area will continue with the goal of maximizing cost savings and improving workflow by:

- Fleet optimization/right-sizing by way of enterprise assessment and optimization.
- Increasing security compliance.
- Continued deployment of print management software.
- Emphasis on digitalization and paperless processes.
- Enhanced remote management capabilities.
- Safeguarding information.
- Job tracking to control costs.
- Development of formal metric reporting systems with corrective actions.
- Increased focus on sustainability.
- The adoption of remote work has affected printing output and the County’s costs to print.

From the high point of printing in 2019, monthly average number of prints were 2.4M. With the current output holding close to half of that number, the goal is to continue working with departments to reduce the number of devices within the enterprise.

Additionally, in 2022, the MPS Team completed the implementation of badge release printing, which requires authentication to retrieve a print job. If a print job is not retrieved in 72 hours, the job is deleted before it is printed. This process may result in a reduction to print outputs and monthly costs. At the start of 2023, IMSD began servicing the District Attorney’s office print devices, resulting in the addition of 100 devices to the program and additional monthly costs.

Additional Program Details:

Additional information related to Average Monthly Prints Activity

Costs per page for PaperCut printing are as follows:

Stand-alone copiers are .0035 cents per black and white printed page and .039 cents per color printed page.

Desktop multifunctional devices or printers are .0075 cents per black and white printed page and .039 cents per color printed page.

The annual program budget covers costs for service and hardware. (PaperCut, hardware and software).

Strategic Program Area: IT Security

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	1,075,406	961,436	980,800	1,194,611	213,811
Revenues	0	382	0	0	0
Tax Levy	1,075,406	961,054	980,800	1,194,611	213,811
Full Time Pos (FTE)	3.00	3.00	3.00	4.00	1.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Number of Cyber Security Tickets per Month	46	74	35	35
Number of Devices Monitored for Suspicious Activity & Cyber Threats	9,500	10,000	10,000	10,000
Percent of Cyber Security Tickets Resolved	100%	100%	100%	100%
Quarterly Average Number of Vulnerabilities Detected	200	225	100	250

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Mean Time to Resolve Security Incident Tickets (in Hours)	7.00	3.54	5.00	4.00

Strategic Overview:

The IT Security Strategic Program Area is responsible for protecting Milwaukee 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. This 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 National Institutes of Standards and Technology (NIST) and the Center for Internet Security (CIS) cybersecurity frameworks and security publications. In support of the ISMP goals, the program area will strive to attain the following objectives:

Engage security, 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 Milwaukee County employees and services.

Document and educate decision makers on the link between security solutions and business requirements.

Provide risk assessments of systems, data and human behavior.

Formulate security baseline data and measurement criteria based on risk.

Implement a layered security approach to reduce attack surface and prevent roaming.

Protect against ransomware, other malicious malware and Denial of Service (DOS, DDOS) attacks.

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 Milwaukee County-wide security program with standardized security practices, data protection requirements and improved employee awareness and education.

Develop and deliver cyber security training to Milwaukee 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.

Additional Program Details:

1.0 new FTE Security Analyst due to 2023 Board action.

Strategic Program Area: IMSD Project Management

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	1,012,182	344,584	660,580	517,114	(143,466)
Tax Levy	1,012,182	344,584	660,580	517,114	(143,466)
Full Time Pos (FTE)	13.00	4.50	6.00	5.00	(1.00)

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Number of IT Projects Managed	53	N/A	N/A	N/A

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Percent of Projects Completed per Approved Schedule	89%	53%	85%	85%
Project Business Satisfaction and Importance	68%	84%	70%	70%
Project Business Satisfaction and Importance – Benchmark to Industry Average	-2	3	N/A	N/A
Project Manager Ratio - Number of Contractors	17	N/A	N/A	N/A
Project Manager Ratio - Number of FTEs	12	N/A	N/A	N/A
Project Manager: contractor ratio – Number of Contractors (C) vs. County Workforce (FTE) Ratio	58%	N/A	N/A	N/A

Strategic Overview:

The Information Management Services Division (IMSD) Project Management program area is responsible for portfolio and project management of countywide Information Technology projects. This area provides the framework and expertise to manage IT projects and initiatives. 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, consistent processes and best practices.

Promoting delivery of quality products, closing projects on time and within budget, and delivering objectives identified during project initiation.

When capacity allows, IMSD Project Management works to train non-IMSD Milwaukee County employees on project management principles and modern technology. Additionally, the team is coordinating with Strategy, Performance and Budget on countywide project management capabilities.

Strategic Implementation:

IMSD Project Management will continue to manage the portfolio of Information Technology projects. During 2023, key projects and initiatives included:

ARPA Funded Projects

Human Resources – Ceridian Dayforce’s Benefits Module

IMSD – End User Device Lifecycle and initial Windows 11 deployment.

IMSD – Enterprise Data Services data governance and improved business intelligence reporting capabilities.

IMSD – Wireless Network Expansion.

Zoo – Fiber Network Upgrade.

Department Projects.

Enterprise Resource Planning (ERP) – Continued expansion and enhancement of the ERP program to eliminate manual processes.

Facilities – IT Infrastructure (e.g., network, end user device capabilities, audio / visual, etc.) for new buildings and remodels.

IMSD – Ongoing remediation of security vulnerabilities.

Milwaukee Mitchell International Airport – Begin discovery activities to support future Airport integration with core County IT infrastructure.

No Wrong Door – Ongoing digitization of process improvements supporting Department of Health and Human Services' No Wrong Door initiative.

Office of Emergency Management (OEM) – Automation of Computer Aided Dispatch emergency dispatch for Milwaukee County and its municipalities.

Office of Emergency Management (OEM) – Compliance with E911 laws necessitating more stringent location information within County facilities for emergency calls placed.

Parks – Expansion of Milwaukee County's fuel systems for Parks.

Strategy, Budget and Performance – Implementation of software to further automate the budget narrative process.

Treasury – Completion of Treasury's property tax collection system for municipalities.

In 2024, IMSD Project Management will continue to deliver IT project management services for departments' projects and those identified from the ARPA Digital Transformation Assessment.

The 2024 budget includes the abolishment of one (1) FTE Project Manager.

Additional Program Details:

2022 actuals and 2023 and 2024 targets for the number of IT projects managed are discontinued due to being moved into two different strategic program areas.

The percent of projects completed per approved schedule is calculated between project initiation and go-live with a 2-week grace period. Project dates can be changed if a project change request is approved.

Gartner IT benchmark to industry average was discontinued in 2022 due to reprioritizing budget needs. New performance measures are from Info-Tech's CIO Vision Survey across County departments.

2022 actuals and 2023 and 2024 targets for project manager to contractor ratio are discontinued due to being moved into two different strategic program areas.

Strategic Program Area: IT Governance and Business Solutions

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	711,276	1,343,911	1,508,697	1,826,549	317,852
Revenues	547	194	500	500	0
Tax Levy	710,729	1,343,718	1,508,197	1,826,049	317,852
Full Time Pos (FTE)	5.00	14.00	14.00	14.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Number of IT Contracts Managed	172	185	210	210
Number of IT Contracts Negotiated	70	100	135	135

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
IT Satisfaction	72%	76%	80%	82%
IT Satisfaction – Benchmark to Industry Average	-4	1	2	2
IT Value	72%	76%	80%	82%
IT value – Benchmark to Industry Average	-3	2	2	4
Percent of IMSD Negotiated IT Contracts Conformance to County Contract Standards and Ordinances	100%	100%	100%	100%

Strategic Overview:

IT Governance and Business Solutions 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 the technology purchase management program area.

Strategic Implementation:

IT Governance and Business Solutions will continue IT maturity and digital transformation initiatives to optimize IMSD's and client departments' business and technical processes resulting in consistent, efficient, quality and value-driven IT services.

The Governance Team will continue to work with the Office of Corporation Counsel, Risk Management, Office of Economic Inclusion and Procurement to develop, document and deploy sound strategies for IT vendor management and contract development, negotiation, and execution. The overall goal is to comply with Milwaukee County standards and ordinances while also reducing contract costs, increasing business value and mitigating risks.

The Business Solutions Team will continue to collaborate with Milwaukee 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 2023 and into 2024, the Business Solutions Team, using the 2023 digital transformation assessment results, will coordinate digital transformation projects for client departments utilizing ARPA funds.

Strategic Program Area: Business Applications

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	11,801,911	3,108,598	3,138,721	3,000,246	(138,475)
Revenues	0	0	108,000	108,000	0
Tax Levy	11,801,911	3,108,598	3,030,721	2,892,246	(138,475)
Full Time Pos (FTE)	31.00	33.00	31.00	33.00	2.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Applications Supported	475	301	300	298
New Documents Managed – (Electronic Content Management)	757,039	411,810	453,064	475,000
Number of Service Hours Performed (Project and Support)	70,495	82,020	87,648	82,400

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Application Contractor Ratio – Number of Contractors	10	7	5	4
Application Contractor Ratio – Number of Contractors (C) vs County Workforce (FTE) Ratio (Filled FTEs Only)	27%	20%	14%	10%
Application Contractor Ratio – Number of County Workforce (Filled FTEs Only)	27	28	32	35
Applications Development Team Service Hours - Percent of Project Time by Contractors Only	74%	72%	70%	68%
Applications Development Team Service Hours - Percent of Project Time by Employees and Contractors	46%	40%	48%	49%
Applications Development Team Service Hours - Percent of Project Time by Employees Only	26%	28%	30%	32%
Applications Development Team Service Hours - Percent of Support Time by Employees and Contractors	54%	60%	52%	51%
Business Applications Scorecard - InfoTech	72%	74%	75%	75%
Tier III (application-related) Support Tickets Received and Addressed	4,023	4,311	4,300	4,300

Strategic Overview:

Business Applications 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 2023. The implementation of the Department of Health and Human Services (DHHS) No Wrong Door strategy initiative extending the application suite of solutions first adopted by Behavioral Health Services (BHS), a division of DHHS, to other DHHS divisions throughout 2024 and 2025. 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.

Emergency Medical Services (EMS) require lifesaving health information crucial to the effective delivery of their services. Many times, this information is housed by neighboring EMS and hospitals and is not readily available for access by the EMS. The deployment of Imagetrend allows county-wide EMS teams to pass critical information to a central hub. The information is then distributed to each EMS team allowing them to efficiently provide services critical to saving each patient's life.

The Enterprise Applications team has helped drive the adoption of Azure as the preferred public cloud for Milwaukee County, leveraging serverless technologies like Platform-as-a-Service (PaaS) and Functions-as-a-Service (FaaS) offerings to modernize the infrastructure architecture capabilities and reduce ongoing maintenance. Additionally, Cloudflare was implemented which is a service that protects against Distributed Denial of Service (DDoS) attacks and improves performance across the highest risk public-facing websites.

Strategic Implementation:

Business Applications will:

Work to achieve N-1 versioning for the most important applications to ensure the latest security updates as well as the latest vendor-supported functionality, including Hyland OnBase, TitanCMS, Cityworks, SendGrid and MOVEit Automation,

Increase development and support capacity by improving administrative processes, implement proven frameworks and best practices in delivering IT services and applications. This increased capacity will enable the area to provide more project implementation 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.

Decrease the County's technology application footprint where practical and transition from legacy, non-supported technology applications to modern technology applications.

Continue to support 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.

Support the integration efforts of DHHS through provisioning software solutions to support the No Wrong Door initiative.

Additional Program Details:

The following changes to position counts are included in the 2024 budget:

1.0 FTE unfunded Business Intelligence Analyst II was abolished to create 1.0 FTE funded Analyst Applications System IT I.

1.0 FTE Analyst GIS is transferred into Business Applications from DAS Facilities as part of moving the Land Information Office to IMSD.

Strategic Program Area: Enterprise Data Service

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	0	0	434,788	994,468	559,680
Tax Levy	0	0	434,788	994,468	559,680
Full Time Pos (FTE)	0.00	0.00	4.00	9.00	5.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
New PowerBI Workspace (Data Subject Areas)	9	10	5	6
Number of Service Hours Performed (Project and Support)	12,554	14,631	17,000	23,000

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Analytical Capability & Reports Scorecard – InfoTech	66%	73%	73%	74%
Application Contractor Ratio – Number of Contractors	3	3	5	0
Application Contractor Ratio – Number of Contractors (C) vs County Workforce (FTE) Ratio	43%	43%	56%	0%
Application Contractor Ratio – Number of FTEs	4	4	4	12
Data Quality Scorecard – InfoTech	72%	75%	75%	76%
New PowerBI Reports	50	65	69	80
Service Hours - Percent of Project Time by Employees and Contractors	88%	86%	85%	83%
Service Hours - Percent of Support Time by Employees and Contractors	12%	14%	15%	17%
Support Tickets Received and Addressed	31	32	40	45

Strategic Overview:

Enterprise Data Services (EDS) is responsible for the data management and analytics services for Milwaukee County in line with the following vision and mission statements defined by a cross-departmental enterprise data strategy planning group:

Vision: Empower effective decision-making with timely and credible data.

Mission: Establish trusted data sources with defined ownership in an integrated and accessible framework through a culture of interdepartmental collaboration.

In achieving that vision and mission, EDS is responsible for the following:

- Enterprise data governance framework.
- Data architecture development and management.
- Data engineering.
- Enterprise data strategy development and implementation.
- Data quality management methodology.

Metadata management.
Business intelligence and analytics.

To advance 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, reporting, dashboarding and analytics for key decision-making, policy creation and communication.

Enterprise Data Services provides data expertise for Milwaukee County in building the program to support the developing needs for strategic initiatives and departments while guiding the technology for best practice and sustainability. The EDS team provides direct support to Milwaukee County departments through reports, dashboards, data cleansing and quality management, data storage, and developing and maintaining custom self-serve data environments. Key areas and initiatives currently being served include public safety, emergency management, Human Resources, public health, Milwaukee County Strategy initiatives and finance.

In 2023, Enterprise Data Services, in conjunction with Milwaukee County departments, has accomplished the following key items along with the ongoing data initiatives carried over from 2022:

Launched a Data and Analytics Community of Practice to build relationships and best practices across departmental data professionals, reduced silos in work, and identified areas for strategic alignment and collaboration.

With the larger County strategy team, won a NaCo award for the County Strategy Dashboard initiative.

Deployed a public-facing housing dashboard that influenced policy within months of launch, bringing new awareness to housing issues in each municipality in Milwaukee County and identifying the major racial disparities in homeownership.

Re-launched the Open Data Portal framework and made public Milwaukee County Workforce Demographics data.

Developed and made public an Emergency Medical Services surveillance dashboard.

Implemented the new enterprise data architecture and transitioned to the Microsoft Azure Cloud setting the stage for sustainable data engineering and storage as well as self-service business intelligence and analytics for the organization.

Developed and launched the first data literacy training (of a series) to Milwaukee County employees in conjunction with the Human Resources Learning and Development team.

Also in 2023, an internal audit was conducted by the Comptroller's Audit team related to data governance and its relationship to good enterprise data management and bringing value to the data. Given the directive to create the framework for implementation, IMSD, EDS and Strategy team leadership will mobilize in 2023 to create a program charter. This program charter will facilitate the outline for a data governance workshop to be held in 2024 for Milwaukee County departments. The outcome of the workshop will include the creation of a data governance steering committee and departmental roles and responsibilities to support the broader framework.

Strategic Implementation:

Enterprise Data Services will:

Continue to maintain current data processes, dashboards, and reports for production.

Increase development and support capacity by improving administrative processes, implement proven frameworks and best practices in delivering data analytics and data warehousing services.

Deliver a data governance framework for Milwaukee County leadership for implementation and participate in/support data governance activities and decisions.

Continue to develop and support the County's Strategy Dashboard initiative.

Leverage the new data architecture in Microsoft Azure Cloud to advance self-service business intelligence and analytics.

Maintain and enhance the Open Data initiative as a county program, as Milwaukee County leadership sets expectations for departments.

Use InfoTech's IT Satisfaction scorecard to assess EDS service delivery and continuously improve/develop the data program to best serve the County.

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 County department. The result is self-service data analytics, trusted data and enhanced data analysis capabilities.

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 allowing a group of people in the same space.

Additional Program Details:

The 2024 budget includes the addition of 5.0 FTEs funded with tax levy to continue County Data Analytics and Data Governance, which were funded through American Rescue Plan Act funding through the end of 2023.

The positions added include:

- 1.0 FTE Analyst Business Development IT
- 1.0 FTE Business Intelligence Analyst III
- 1.0 FTE Business Intelligence Analyst II
- 1.0 FTE Data Engineer III
- 1.0 FTE Data Delivery Manager III

Strategic Program Area: Data Center Services

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	4,775,388	4,630,043	4,445,378	4,280,451	(164,927)
Revenues	0	0	0	0	0
Tax Levy	4,775,388	4,630,043	4,445,378	4,280,451	(164,927)
Full Time Pos (FTE)	6.00	6.00	6.00	7.00	1.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Amount of Server Infrastructures Virtualized	92.3%	91.8%	95.0%	95.0%
Number of Servers in Operation	284	280	295	290
Physical Server Infrastructure	22	23	20	23
Servers Managed by Private Cloud Vendor	216	225	245	250
Servers Managed in the County	67	55	50	45
Total Number of Terabytes of Data in All Environments	0	225	225	230

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Backup Success	99.9%	99.9%	99.9%	99.9%
Datacenter Uptime	100%	100%	100%	100%
Office 365 Uptime	99.9%	99.9%	99.9%	99.9%
Server Patching Compliance Including Antivirus	99%	99%	99%	99%
Web Services Availability	100%	100%	100%	100%
Workstation Patching Compliance Including Antivirus	93%	97%	95%	99%

Strategic Overview:

Data Center Services 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 Milwaukee County servers, storage and backup infrastructure.

- Management of the vendor that hosts servers in Milwaukee County’s private cloud data center.

- Control and oversight of the architecture, design, planning, configuration and provisioning of Milwaukee County’s wide-area network to/from the county’s private hosted cloud vendor.

- Provision and maintenance of core infrastructure hardware and software.

- Oversight of backup and disaster recovery programs within Milwaukee County.

- Management and responsibility for Office 365 cloud environment for email, Microsoft Office products, SharePoint and OneDrive.

Strategic Implementation:

In 2024, Data Center Services will continue to strive to become a sustainable IT service organization through maturity and continuous improvement to include:

Redundancy and security will continue to be focus areas of the Data Center Services team to ensure Milwaukee 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 Milwaukee 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.

Additional Program Details:

The 2024 Budget includes the conversion of one (1) contractor to 1.0 FTE Systems Security Engineer.

Professional services expenses are reduced in the 2024 budget.

Strategic Program Area: Mainframe

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	1,181,245	119,551	0	0	0
Revenues	110,600	123,800	0	0	0
Tax Levy	1,070,645	(4,249)	0	0	0

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Applications on Mainframe - Decommissioned in 2021	1	0	0	0
Mainframe IDs Maintained - Decommissioned in 2021	150	0	0	0

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Advantage Availability - Decommissioned in 2021	99%	0%	0%	0%

Strategic Overview:

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

Strategic Implementation:

In 2022, the mainframe retirement, archival of historical data and contractual obligations were completed. No activities occurred in 2023 and nothing is scheduled for 2024.

Strategic Program Area: Facilities Management Director's Office

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	(50,465)	51,690	0	188,922	188,922
Tax Levy	(50,465)	51,690	0	188,922	188,922
Full Time Pos (FTE)	1.00	1.00	1.00	1.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
County-wide Building Footprint (Gross Square Feet)	12,441,909	12,456,034	12,456,034	12,484,188
County-wide Building Plant Replacement Value (in Billions of Dollars)	\$2.30	\$2.40	\$2.40	\$2.55

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
County-wide Facility Condition Index (FCI) - Higher the FCI, Poorer the Condition of Facility	0.12	0.13	0.13	0.12
Days Since Last OSHA Recordable Safety Incident	N/A	N/A	N/A	365

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:

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 2024 with programs to improve recruitment/retention, leadership development, succession planning, racial equity and employee engagement. The Director's Office will be 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 preventative maintenance, deliver superior customer service, and establish career ladders that build the bench, increase diversity and retain institutional knowledge.

Additional Program Details:

Performance measure for days since last OSHA recordable safety incident is new for 2024.

Strategic Program Area: Architecture & Engineering

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	3,725,772	3,697,719	4,333,895	4,536,136	202,241
Revenues	4,206,559	3,621,755	4,625,749	4,659,556	33,807
Tax Levy	(480,787)	75,964	(291,854)	(123,420)	168,434
Full Time Pos (FTE)	41.00	42.00	43.00	42.00	(1.00)

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Number of Capital Projects Managed - Carried Over from Previous Year	124	128	115	150
Number of Capital Projects Managed - New Projects from Adopted Budget and Current Year Action	29	50	25	50

Strategic Overview:

The Architecture & Engineering (A&E) program area provides professional and technical services related to the maintenance, construction and rehabilitation of 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 utilize existing space(s) and plan for future needs.

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 to 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 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:

The goal of A&E remains to complete projects on time and within budget, with a focus on superior customer service and engagement. In 2024, A&E will continue to develop alternative means and methods to improve project delivery services and continue with a strategic emphasis on the implementation of the section's reorganization, supplementation, training, and implementing the recommendations and ideas developed in the 2022 and 2023 reorganization efforts. Additionally, A&E will continue to implement and execute projects approved under the America Rescue Plan Act (ARPA), with oversight by the established ARPA Capital Program Management Office.

The number of projects A&E will carry over to 2024 is expected to increase from past years. This increase is due to the removal of 2022 projects from hold status in 2023 and the addition of projects from ARPA and the Bipartisan Infrastructure Legislation (BIL) funding. In 2023, A&E and Planning and Development began developing new KPIs to address and measure core functions. The data is currently being compiled and will be implemented in the next budget cycle.

Additional Program Details:

The following changes to FTEs are included in the 2024 budget:

1.0 FTE Principal Facilities Ca position is changed from funded in 2023 to unfunded in the 2024.

1.0 FTE Analyst GIS is transferred into Business Applications from DAS Facilities as part of moving the Land Information Office to IMSD.

1.0 FTE Engineering Project Manager position is added. AE & ES is working through the first major reorganization in over 20 years. This effort has goals of improving all aspects of project delivery and customer service and creating plans for succession planning and career paths and workload balance. To meet these needs, AE & ES has created a new unit focused on project management excellence.

Strategic Program Area: Facilities Operations & Maintenance

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	18,255,981	18,391,464	19,588,851	23,842,318	4,253,467
Revenues	4,633,670	4,975,431	1,775,798	2,835,596	1,059,798
Tax Levy	13,622,310	13,416,033	17,813,053	21,006,722	3,193,669
Full Time Pos (FTE)	83.00	85.00	84.00	84.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Building Footprint Managed (Sq. Feet)	2,300,378	2,295,787	2,323,122	2,335,040
Building Plant Replacement Value	\$683,573,076	\$712,037,541	\$734,253,457	\$660,350,701

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Facilities Operations and Maintenance Cost Per Square Foot	\$10.55	\$10.55	\$10.99	\$9.87
FMD-O&M Facility Condition Index (FCI) - Higher the FCI, the Poorer the Condition of Facility	0.08	0.08	0.11	0.12
Maintenance Work Order Lifecycle Average Age (in Days)	N/A	N/A	N/A	4.5

Strategic Overview:

Facilities Operations & Maintenance (Facilities) provides a full suite of facility services to County-owned properties including: The Court-house, Safety Building, Criminal Justice Facility, Medical Examiner, Marcia P. Cogg's 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, to name a few.

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 drive overall performance and creating action to drive successful outcomes) and the transition from a Reactive 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, expanding the use of the enterprise-wide computerized maintenance management system, Cityworks, and holding vendors accountable for contracts including continued monitoring of Targeted Business Enterprises (TBE) and residency contract requirements.

Additional Program Details:

The 2024 budget includes the following position changes:

1.0 FTE Maintenance Technician is included in the 2024 budget. This position offers a training and advancement opportunity for those interested in pursuing a career in the building trades. Under the direction of the Building Trades Supervisor, the Maintenance Technician works across all County trades and departments, including HVAC Technician, Electrician, Carpenter, Painter, Plumber and Locksmith, providing comprehensive building maintenance and trades support, including repairs and installation of increasing complexity.

1.0 FTE Refrigeration Mechanic is abolished.

1.0 FTE Electrical Lead is included in the 2024 budget and is created by abolishing 1.0 FTE Electrical Mechanic DOT position. This position will be responsible for performing and leading journeyman-level work to ensure all existing electrical systems and assets are maintained to serviceable condition. The position will also oversee the install of new or replacement electrical systems and/or components as needed.

1.0 FTE Locksmith Supervisor is included in the 2024 budget as a result of retitling from a Machinist Lead. This position will be responsible for managing and assigning work schedules and assignments and be accountable for the Locksmith Team's day-to-day operations. The Locksmith Supervisor will manage the maintenance of all department locking mechanism assets and control systems. When needed, the position will directly support and/or perform Locksmith level work as well as maintain and supervise the utilization of a key card access system and its records.

1.0 FTE Heating and Ventilating Specialist position is created by abolishing 1.0 FTE Park Maintenance Worker Mudmix.

Effective with the 2024 budget, the Water Distribution System is moved from Strategic Program Area Water Distribution System to Strategic Program Area Facilities Operations and Maintenance.

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 Facilities Operations & Maintenance.

The County is accelerating the payments to the City of Wauwatosa related to Fire Protection expenses to retire the liability in 2025. ARPA funding in 2023 in the amount of \$1.9 million and additional tax levy of \$2 million in the 2024 budget will facilitate the early payoff.

Fire Charge-Uncollectable: The Fire protection charge will continue to be budgeted but was transferred into DAS 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, based on the accelerated payments scheduled in 2024, the uncollectable revenue of \$2,973,887 is budgeted to account for potential uncollectable revenues. Approximately \$973,000 of the uncollectable revenue was transferred from Non- Departmental Revenue to DAS in the 2024 budget.

The performance measure for Maintenance Work Order Lifecycle Average Age is new in 2024.

Strategic Program Area: Environmental Services

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	473,906	548,938	712,489	722,242	9,753
Revenues	439,186	522,419	508,428	421,828	(86,600)
Tax Levy	34,720	26,519	204,061	300,414	96,353
Full Time Pos (FTE)	5.00	5.00	5.00	5.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Number of Mandated County Environmental Plans and Reports in Compliance	23	32	39	43

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Ensure 100% of Mandated County Environmental Plans and Reports Submitted in Compliance with Established Due Date	100%	100%	100%	100%

Strategic Overview:

The Environmental Services 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, PCB’s, 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 for compliance with local, state and federal regulations. Environmental Service also serves as the Milwaukee County Land Conservation agent, working with grants from the WI State Department of Agriculture, Trade and Consumer Protection to reduce soil erosion, improve management of nutrients and minimize pollution of surface and ground water.

Strategic Implementation:

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 established due dates. In 2024, this environmental compliance initiative continues.

Additional Program Details:

Tax levy is increased in 2024 to account for the Sewer direct crosscharge being moved to the Central Service Allocation.

Strategic Program Area: Office of Sustainability

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	143,408	140,109	197,055	202,563	5,508
Tax Levy	143,408	140,109	197,055	202,563	5,508
Full Time Pos (FTE)	2.00	2.00	2.00	2.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Countywide Energy Use Normalized for Weather (Million BTU)	980,089	1,009,012	893,747	893,747

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Countywide Energy Use Reduction vs 2014 Baseline	18%	15%	25%	25%

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:

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 and 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. OS produced the Framework for Climate Action outlining 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 2024, OS will continue to 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 driven by co-benefits to advance equity, justice, and resilience. OS will launch a lighting upgrade program to 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.

Strategic Program Area: GIS & Land Information

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	774,613	979,262	941,000	1,101,538	160,538
Revenues	1,207,718	907,920	941,000	1,101,538	160,538
Tax Levy	(433,105)	71,342	0	0	0
Full Time Pos (FTE)	5.00	5.00	5.00	5.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
MCLIO Web Site Visits	83,500,000	86,800,000	85,000,000	88,500,000

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
GIS Ad Hoc Project Requests	33	32	30	30

Strategic Overview:

The Land Information Office (LIO) manages the County’s Geographical 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 the dissemination of data related to real property. The LIO administers the GIS backbone to the County asset management system, City-Works, which is the County’s work order management system. The LIO will continue to support GIS-based County initiatives in 2024 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.

Additional Program Details:

Annual Agreement

The LIO will enter into a 2024 contract with the Southeastern Wisconsin Regional Planning Commission (SWRPC) for the purpose of providing professional staff services for county surveyor services during 2024 pursuant to Wis. Stats. 59.74. Some of these services include maintaining a file of all land survey plats prepared by land surveyors for parcels in Milwaukee County, perpetuating the corners of the U.S Public Land Survey System throughout Milwaukee County, and providing guidance and technical support during the year to the Milwaukee County Land Information Office.

The 2024 budget moves the Land Information Office into DAS - Information Management Services Division (IMSD) from DAS - Facilities. This program is more appropriately aligned with IMSD than Facilities due to the shared technology around geospatial information systems. This further enhances both IMSD and LIO through better informed decision making, service sharing, and data analytics to improve outcomes for Milwaukee County.

Strategic Program Area: Water Distribution System

Service Provision: Discretionary

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	3,405,051	1,537,723	1,600,000	0	(1,600,000)
Revenues	600,833	654,935	1,626,000	0	(1,626,000)
Tax Levy	2,804,218	882,788	(26,000)	0	26,000

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Cubic Feet of Sewer Service - Consumption by Volume	34,110,900	N/A	N/A	N/A
Cubic Feet of Water Service - Consumption by Volume	34,110,900	N/A	N/A	N/A

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
None Due to Sale	34,110,900	N/A	N/A	N/A

Strategic Overview:

Fire Charge-Uncollectable: The Fire protection charge will continue to be budgeted but was transferred into Agency 115 (DAS) and charged out to all County Grounds users of the water system.

Additional Program Details:

This Strategic Program Area is deactivated in 2024 with all remaining activity moved to DAS-FMD Strategic Program Area Operations and Maintenance.

Strategic Program Area: DAS Risk Management

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	9,885,160	10,933,456	11,213,918	11,655,344	441,426
Revenues	0	0	0	0	0
Tax Levy	9,885,160	10,933,456	11,213,918	11,655,344	441,426
Full Time Pos (FTE)	7.00	7.00	7.00	8.00	1.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Number of Contracts Reviewed per MCO 56.30(6)(f) Indemnity and Insurance Requirements	1,300	1,300	N/A	N/A
Total Hours of Documented Risk Management Training	15,000	15,000	N/A	N/A
Total Number of Employees Identified and Enrolled in Occupational Health Program	1,533	955	1,000	1,000
Total Number of Tracked Lost Days due to Incidents and Workers Compensation Claims	2,958	2,077	2,000	2,000
Total Tracked Incidents and Claims Administered (Including Workers' Compensation and Property and Casualty)	470	391	500	500

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Maintain an Experience Modification Number Below 1 for Frequency and Severity of Workers Compensation Claims –	Yes	Yes	Yes	Yes

Strategic Overview:

Over the last five years, Milwaukee County experienced a significant reduction in the frequency and severity of new workers' compensation claims. The reduction is attributed to the implementation of initiatives such as the reintroduction of annual risk reviews with all relevant department leaders, a nurse triage line, the Vehicle Accident Review Committee, job safety and OSHA training, as well as a focus on a transitional duty program and other 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. This number 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 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. The 2021 experience modification number is based on 2018, 2019, and 2020 claim years, while the 2022 experience modification number is based on 2019, 2020, and 2021 claim years.

In the activity data, Risk Management will no longer be reporting on total hours of documented Risk Management training and the number of contracts reviewed per MCO 56.30(6)(f) indemnity and insurance requirements.

Strategic Implementation:

In 2024, 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 that has been fully implemented.

Risk's safety team will focus on increasing participation in the annual Hearing Conservation and Respiratory Protection programs for departments and divisions with exposures.

Risk Management utilizes the Safety and Health Committee, the Vehicle Accident Review Committee (VARC), as well as Departmental Annual Risk Reviews to collaborate and disseminate risk mitigation initiatives among departments and divisions based on loss data and pressing safety issues brought forward by committee members. This effort, along with the rollout of the Safety Ambassador Program in 2024, 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 identifies barriers and is working to implement strategies to increase spend to minority and women-owned businesses interested in partnering with the County. One identified potential barrier is the County's minimum insurance requirements set by Risk Management. With additional support and services in this area, a reduction to these challenges is being sought in 2024.

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 Management will continue to monitor this program to confirm that 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 and eliminate exposure gaps in the insurance program, including the addition of Workers' Compensation Excess coverage, where fiscally feasible to do so.

Additional Program Details:

Increases to the 2024 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 a variety of market factors. 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.

The 2024 budget includes the addition of 1.0 FTE Subrogation Specialist. This position will work to recover losses to County that fall below insurance deductibles. The position is being charged to departments that will utilize the service.

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BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Expenditures					
Personnel Costs	1,066,983	1,663,841	2,048,400	2,200,348	151,948
Operations Costs	23,773	148,943	175,000	597,972	422,972
Capital Outlay	1,351	2,795	6,000	6,000	0
Interdepartmental Charges	0	(96,183)	0	0	0
Total Expenditures	\$1,092,107	\$1,719,397	\$2,229,400	\$2,804,320	\$574,920
Revenues					
Other Direct Revenue	0	0	0	0	0
State & Federal Revenue	0	0	95,733	0	(95,733)
Total Revenues	\$0	\$0	\$95,733	\$0	(\$95,733)
Tax Levy	\$1,092,107	\$1,719,397	\$2,133,667	\$2,804,320	\$670,653
Personnel					
Full Time Pos (FTE)	13.00	19.00	21.00	22.00	1.00
Overtime \$	2,633	7,820	21,103	0	(21,103)
Seasonal/Hourly/Pool	0	0	0	22,149	22,149

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 Division, Budget Division, and Project Management Office.

Major Changes

- As part of the continued effort to connect strategy and budget, SBP was created in the 2022 budget. Funded FTEs in the department increase by 1.0 FTE compared to the 2023 Adopted Budget. Two new positions are created and one existing position that is supported by ARPA revenue is changed from funded to unfunded.
- The 2024 budget continues 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. In conjunction with the Office of Government Affairs and the Wisconsin Counties Association (WCA), the Project Management Office will coordinate additional community engagement opportunities, including a Day of Advocacy at the Wisconsin State Capitol for Youth Commissioners.
- A one-time allocation of \$400,000 is included for contract support for a future state analysis project. The deliverables include an external analysis of County services, developing a shared framework for prioritizing County services, and recommending a future state of Milwaukee County.
- Overtime funding is decreased by \$21,103 to reflect that all department positions are now FLSA exempt and accrue overtime instead of paying out overtime.

Strategic Program Area: Strategy Division

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	0	74,526	194,958	607,237	412,279
Tax Levy	0	74,526	194,958	607,237	412,279
Full Time Pos (FTE)	0.00	1.00	2.00	2.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Number of Dashboards added to the Strategy Dashboard	1	2	7	10

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Number of Departments and Offices with Strategic Plans	1	1	14	18

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 2023, the Strategy Division facilitated the advancement of the county’s strategic plan in the following ways by coordinating activities of the County’s seven Strategy Teams which are aimed to advance strategic plan priorities, and serving as an executive sponsor for the service alignment and integration team.

The division also led the advancement of the Strategy Dashboard, briefed internal and external stakeholders on the county’s strategic plan, and provided customized technical assistance to county leaders by helping to develop nested strategic plans and key performance indicators for departments and divisions.

To help break down internal and external silos, the division planned and facilitated the County’s Leadership Forums, cabinet meetings, SBP leadership meetings, and other countywide leadership meetings and coordinated with local partners to align stakeholders around housing the key issue around which local stakeholders will coordinate to make advances.

Strategic Implementation:

In 2024, the Strategy Division will continue the activities listed above, as well include additional KPIs on the Strategy Dashboard for as many services as possible and establish strategic plans and key performance indicators for as many departments and offices as possible.

Other goals for 2024 include securing and supporting implementation of contract support to provide training and assistance to departments and offices in the creation and implementation of their strategic plans and collaborating with other services areas in SBP to better integrate services across the department.

A one-time allocation of \$400,000 is included for contract support for a future state analysis project. The deliverables include an external analysis of County services, developing a shared framework for prioritizing County services, and recommending a future state of Milwaukee County.

Strategic Program Area: Budget Office

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	799,264	804,163	897,817	946,270	48,453
Revenues	0	0	0	0	0
Tax Levy	799,264	804,163	897,817	946,270	48,453
Full Time Pos (FTE)	10.00	8.00	9.00	9.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Number of Budgets Documents Produced	2	2	2	2
Organizational Budgets	82	82	82	82

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Fitch	AA Stable	AA Stable	AA Stable	AA Stable
GFOA Distinguished Budget Presentation Award Achieved	Yes	Yes	Yes	Yes
Moody's	Aa2 Stable	Aa2 Stable	Aa2 Stable	Aa2 Stable
Standard & Poor's	AA Stable	AA Stable	AA Stable	AA Stable

Strategic Overview:

The Budget Division support 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.

Strategic Program Area: Project Management Office

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	292,843	840,708	1,136,625	1,250,813	114,188
Revenues	0	0	95,733	0	(95,733)
Tax Levy	292,843	840,708	1,040,892	1,250,813	209,921
Full Time Pos (FTE)	3.00	10.00	10.00	11.00	1.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Amount of Grant Funds Requested through Competitive Grant Proposals (in Millions of Dollars)	123	144	40	100
Number of Countywide Administrative Manual of Operating Procedures (AMOPs) Revised and Created	16	11	15	15
Number of Federal Reports Submitted on Use of American Rescue Plan Act State and Local Fiscal Recovery Funds	2	5	5	5
Number of Grant Applications Submitted within the Grant System of Support (AMOP 11.02)	51	38	35	35
Number of Internal Communication Outlets or Standards Developed and/or Maintained	N/A	N/A	3	5
Number of Project Management, Grant Development, and Communications Tools, Templates, and Resources Developed and Maintained for Capacity Building	N/A	36	58	65
Number of Projects Undertaken to Identify and Apply a Solution to an Enterprise Challenge	9	17	8	12

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Amount of Competitive Grant Funds Awarded (in Millions of Dollars)	41.7	47.5	15.0	25.0
Number of Projects Successfully Concluded that Impact County Operations and/or Strategy Advancement	7	12	6	10
Percent of Competitive Grant Applications Awarded	67%	58%	35%	35%
Total Number of Procedures in the AMOP Library	44	57	65	75

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 also increases County capacity across service 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 Communication: Projects that develop and distribute countywide information and effectively reach target groups including digital programs, branding and graphic design.

Priority Projects: Projects that cross multiple departments and advance programs and countywide initiatives.

Strategy and Performance: Projects that create or align processes to deliver and report on strategic objective key performance indicators and department strategy.

The PMO also facilitates allocation and monitoring of American Rescue Plan Act (ARPA) and Opioid Settlement funds in addition to leading the Youth Commission, Administrative Manual of Operating Procedures, and the "What's Up in Milwaukee County" weekly newsletter. 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 service functions of Milwaukee County.

Strategic Implementation:

In 2024, funded FTEs increase by 1.0 FTE from 10.0 FTE to 11.0 FTE. 1.0 FTE Grant & Project Analyst is created to provide direct grant development support to Milwaukee County departments to help increase revenue in support of departmental strategic goals. 1.0 FTE Administrative Coordinator is created to support coordination of the Milwaukee County Youth Commission, including commissioner outreach, application activities, events, commission meetings, and other administrative tasks. The position will also be responsible for administrative and project support, and responding to constituent inquiries.

The budget for the Milwaukee County Youth Commission increases by \$50,000 in funding for programming, networking activities, and microgrants. An allocation of \$23,726 is included for Youth Commissioner stipends.

SBP developed a five-year strategic plan and reviews key performance indicators in the form of a scorecard to ensure progress on annual goals and quarterly milestones align to the strategic plan. The PMO team adopted annual strategies in alignment with this plan to direct the annual activities of staff. As a new office, this approach allows PMO staff to build a strong foundation for each service areas while actively providing direct support to address needs within the organization.

The PMO facilitates hundreds of projects annually through a tiered system of support that accounts for the needs of each department and elements of each request to best assign staff resources. Projects are tracked through a project management platform that enables the PMO to assign, record, and present project data strategically.

Adjacent to project implementation, the PMO made strides throughout 2022 and 2023 in refining and implementing model project management, grant development, and internal communication systems and practices in Milwaukee County. Through this work, County departments increased their capacity to compete for grant revenue, identify and implement solutions to enterprise challenges, and develop effective internal communications.

The PMO adopted the Project Management Institute's Project Body of Knowledge (PMBOK) as its set of standard terminology and guidelines for project management. Project managers developed tools and templates customized from PMBOK for use in Milwaukee County. The team will continue to develop this library and use consistent practices as it supports customer departments through project implementation.

The PMO continuous improvement unit continues to implement the Define, Measure, Analyze, Improve, and Control (DMAIC) model for operational projects. The intent is to increase efficiency of County operations by streamlining key processes and eliminating waste that impacts time and effort.

Lastly, the PMO drives Milwaukee County's strategic focus areas in a variety of ways. Specifically, the PMO is positioned to "Bridge the Gap" by breaking down silos through cross-departmental project team facilitation and capacity building offerings. Grant development efforts support the County's ability to fund upstream strategies and those that determine what, where and how we deliver services, though external revenue. By cultivating project management practices across departments, the County will be better positioned to reach organizational racial and health equity goals.

American Rescue Plan Act (ARPA) grant funding must be encumbered by the end of 2024. The Office of Strategy, Budget, and Performance will provide a report by the January 2024 meeting cycle recommending how unallocated or unexpended ARPA funds shall be expended to benefit the community. The recommendations shall have an equity focus and include, but not be limited to, projects such as affordable housing and collaborations with partners including legal resources for immigrant and other vulnerable populations accessing the court system.

The Department of Human Resources and Office of Strategy, Budget and Performance will work with the Office of the Sheriff and Community Reintegration Center to examine current processes for recruiting, hiring, and retaining correctional officer staff. Process improvements will be explored and, if feasible, implemented to reduce the time to hire/fill correctional officer positions given background check and training requirements. Strategies for developing a system to improve correctional officer engagement rates shall also be developed to increase retention rates, while reducing mandatory overtime hours and excessive turnover and vacancies.

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DEPARTMENT NARRATIVES

COURTS & JUDICIARY
FUNCTION

200 - Combined Court Related Operations

290 - Courts - Pretrial Services



**MILWAUKEE
COUNTY**

2024 ADOPTED OPERATING BUDGET

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BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Expenditures					
Personnel Costs	15,721,356	16,515,121	18,351,718	17,945,043	(406,675)
Operations Costs	10,402,792	11,894,434	11,555,844	11,752,414	196,570
Debt & Depreciation	0	0	0	0	0
Capital Outlay	1,594	6,998	6,200	6,200	0
Interdepartmental Charges	(122,528)	(127,629)	(149,167)	50,471	199,638
Total Expenditures	\$26,003,214	\$28,288,924	\$29,764,595	\$29,754,128	(\$10,467)
Revenues					
Other Direct Revenue	3,111,807	3,824,929	3,812,095	3,529,828	(282,267)
State & Federal Revenue	8,761,492	8,970,046	8,513,215	8,953,926	440,711
Indirect Revenue	0	0	0	0	0
Total Revenues	\$11,873,299	\$12,794,975	\$12,325,310	\$12,483,754	\$158,444
Tax Levy	\$14,129,915	\$15,493,949	\$17,439,285	\$17,270,374	(\$168,911)
Personnel					
Full Time Pos (FTE)	293.50	297.50	304.50	284.00	(20.50)
Overtime \$	32,166	54,459	0	0	0
Seasonal/Hourly/Pool	0	0	0	0	0

Department Mission:

Milwaukee County’s Combined Court Related Operations advance the constitutional principle of an impartial and independent judiciary by providing administrative, operational, and record-keeping services efficiently and in a manner that maximizes the public’s access to justice.

The use of virtual court hearings for non-criminal cases was used during the COVID-19 pandemic. Combined Court Related Operations staff, working in conjunction with the Chief Judge and other departmental staff as needed, are encouraged to explore opportunities to expand virtual court opportunities. The goal is to increase court participant accessibility and promote the efficiency of court staff (perhaps reducing the need for bailiffs) while ensuring full access to the Justice System.

Department Vision:

Milwaukee County’s Combined Court Related Operations envision a court system where all litigants, regardless of demographic identity or representation status, are afforded equal access to a justice system grounded in procedural fairness.

Department Description:

Combined Court Related Operations encompasses the administrative, support, and record-keeping operations to support the Milwaukee County Circuit Court. The department includes the Office of the Clerk of Circuit Court and its constituent divisions, the Office of the Register in Probate, the Office of the Family Court Commissioner, and two coordination offices supporting the county’s Chief Judge in oversight of adult and juvenile court operations, respectively. The majority of personnel assigned to the department work in the Clerk of Circuit Court’s Office. The Clerk of Circuit Court’s Office is responsible for administrative and fiscal services supporting the entire court system, record-keeping and case management in court, case filing and processing, and public-facing customer service. In addition, Combined Court Related Operations encompasses the Milwaukee Justice Center, its Mobile Legal Clinic, and associated self-help services assisting unrepresented litigants in attaining access to justice.

For budgetary planning purposes, the functions of Combined Court Related Operations are grouped as follows:

- Family Court encompasses the Office of the Family Court Commissioner, supporting Deputy and Assistant Commissioners, clerical support staff, and associated revenues and operating costs.
- Probate encompasses the Office of the Register in Probate, support staff, and associated revenues and operating costs.
- Self Help encompasses the county-funded components of the Milwaukee Justice Center public-private partnership, which provides services helping unrepresented litigants to navigate the court system.
- Administration encompasses the executive offices of the Clerk of Circuit Court, administrative support staff in the Clerk of Circuit Court’s Office, the executive Office of the Chief Judge, court improvement grants, and court staff attorneys.
- Criminal Court encompasses record-keeping and administrative operations supporting felony and misdemeanor courts, as well as associated support operations, revenues and costs.
- Children’s Court encompasses record-keeping and administrative operations supporting juvenile courts, as well as associated support operations, revenue and costs.
- Permanency Plan Review reimbursable funding associated with the administration of permanency plans in juvenile court.
- Family Drug Treatment Court funding associated with the operation of an innovative family-centric judicial approach in juvenile court.

Major Changes

- Adjustments reflecting changes in certain projected costs and revenues in the Family, Civil, and Self-Help program areas are included in the 2024 budget; these are anticipated to be reimbursed through Title IV-D funding. A similar adjustment is made to projected guardian ad litem reimbursements under Title IV-E in Children's Court.
- Salary adjustments are included to reflect within-grade pay increases and a reclassification effectuated in the Administration and Civil program areas in 2023.
- Several positions are moved between program areas to reflect their actual location, helping align budgetary documentation with practical realities within the Combined Courts.
- Under new leadership, Combined Courts is moving toward the implementation of activity data benchmarks and performance measurements in the 2024-2025 budget process. To support this movement, which will require in-depth internal analysis to identify the metrics most representative of departmental activity and performance outcomes, case activity measures have been provided as supplemental details to the Family, Probate, Civil, Criminal, and Children's program areas in this budget.
- In 2024, the total FTE count decreases by 20.5. The following positions are created: 1.0 FTE Assistant Accounting, 0.5 FTE Commissioner Circuit Court, 1.0 FTE Coordinator Court, 1.0 FTE Court Coordinator Eviction Diversion, and 1.0 FTE Supervisor Operations Court. The following positions are abolished in the 2024 budget: 1.0 FTE Assistant Administrative, 2.0 FTE Clerk Cash, 1.0 FTE Clerk Court Services 7.0 FTE Specialist Clerical Courts, and 15.0 FTE Sr. Assistant Clerical. Additionally, 1.0 FTE unfunded Register in Probate is funded in 2024.

The following contracts are included in the 2024 Budget in lieu of separate review and approval from the County Board during the fiscal year:

Vendor	Contract Description	Contract Amount
Wisconsin Supreme Court	County financial support for the operation of the State Law Library in the Milwaukee County Courthouse	\$234,829

Strategic Program Area: Administration

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	3,299,379	3,755,945	3,578,409	3,837,197	258,788
Revenues	61,408	222,277	136,913	188,424	51,511
Tax Levy	3,237,971	3,533,668	3,441,496	3,648,773	207,277
Full Time Pos (FTE)	31.00	31.00	36.00	35.00	(1.00)

Strategic Overview:

The Administration program area houses the executive offices of the Clerk of Circuit Court and supporting administrative personnel. This program area is responsible for the executive management and policy direction of the Clerk of Circuit Court’s Office (encompassing the Civil, Criminal, Self-Help, and Children’s strategic program areas) as well as critical support operations including information technology services, central accounting, invoice processing, budget preparation, contract management, and grant administration. The office is also responsible for providing fiscal support to those functions of the Combined Courts under the auspices of the Chief Judge and Judicial Operations Managers.

The Administration program area also houses several distinct organizational units associated with general court administration. These include the jury management section of the Clerk of Circuit Court’s Office, the county-employed support personnel in the Chief Judge’s executive office, the administration of court improvement grants, and the staff attorney program supporting the judges of the Circuit Court.

Strategic Implementation:

The Administration program area provides financial support to the Milwaukee County Law Library (MCLL), a vital resource in the Court-house 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 Administration, Civil 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 individuals who need assistance obtaining proof they receive public assistance to request a fee waiver. 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 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.

Additional Program Details:

The 2024 budget includes the following position changes: Abolish 2.0 FTE Specialist Clerical Courts.

The following position transfers in/out are included to accurately reflect the strategic program area in which positions are assigned:

- Transfer out 1.0 FTE Assistant Accounting
- Transfer in 1.0 FTE Counsel Legal
- Transfer in 1.0 FTE Deputy Administrator Division

Strategic Program Area: Criminal Court

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	4,691,423	5,454,833	5,531,494	5,615,498	84,004
Revenues	3,009,666	3,070,716	3,227,337	3,020,202	(207,135)
Tax Levy	1,681,757	2,384,117	2,304,157	2,595,296	291,139
Full Time Pos (FTE)	81.00	82.00	79.00	78.00	(1.00)

Strategic Overview:

The Criminal Court program area is responsible for the creation, processing, and management 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, sentencing 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 and traffic court totaling twenty-four court rooms staffed by thirty-eight Deputy Court Clerks. Expansion courts as are authorized under State ARPA (American Recovery Plan Act) allocations from the State of Wisconsin.

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 in person and over the telephone to attorneys and the public. Additionally, this program area provides case searches, open record requests, certification of court documents, and processes payments for court costs, fines and surcharges.

Strategic Implementation:

The entirety of the Criminal Division is working to address the backlog of cases in the Criminal Courts while ensuring procedural fairness in the management of the criminal court process. 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.

Additional Program Details:

The 2024 budget includes the following position changes:

- Create 1.0 FTE Assistant Accounting
- Abolish 2.0 FTE Clerk Cash
- Abolish 9.0 FTE Sr. Assistant Clerical

The following position transfers in/out are included to accurately reflect the strategic program area in which positions are assigned:

- Transfer in 2.0 FTE Assistant Accounting
- Transfer in 1.0 FTE Assistant Administrative P
- Transfer out 1.0 FTE Clerk Cash
- Transfer out 4.0 FTE Deputy Court Clerk
- Transfer in 11.0 FTE Specialist Clerical Courts

In 2022, 43,467 cases were filed in the Criminal Division (including non-criminal traffic cases), a 6.3% decrease over the 46,386 cases filed in 2021. In 2022, 45,449 cases reached disposition in the Criminal Division, a 2.8% increase over the 44,212 cases disposed of in 2021.

Strategic Program Area: Children’s Court

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	7,038,724	7,326,138	7,191,263	7,337,094	145,831
Revenues	2,306,887	2,559,203	2,231,006	2,691,790	460,784
Tax Levy	4,731,837	4,766,935	4,960,257	4,645,304	(314,953)
Full Time Pos (FTE)	32.00	33.00	36.00	30.00	(6.00)

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 courts and the staff needed to support them.

Strategic Implementation:

The Children’s Division works diligently to facilitate record management, case processing, and courtroom support. No major changes have occurred within this strategic program area in the 2024 budget as existing resource allocations are sufficient to meet divisional needs.

Additional Program Details:

The 2024 budget includes the following position changes:

Abolish 4.0 FTE Specialist Clerical Courts.

The following position transfers in/out are included to accurately reflect the strategic program area in which positions are assigned:

Transfer in 1.0 FTE Assistant Chief Deputy Clerk Division

Transfer out 1.0 FTE Assistant Chief Deputy Clerk Probate

Transfer out 2.0 FTE Chief Deputy Clerk

In 2022, 4,609 cases were filed in the Children’s Division, a 34.9% increase over the 3,416 cases filed in 2021. In 2022, 4,763 cases reached disposition in the Children’s Division, a 62.4% increase over the 2,932 cases disposed of in 2021.

Strategic Program Area: Civil Court

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	4,647,881	5,274,684	5,780,304	6,535,499	755,195
Revenues	2,816,927	3,207,041	3,097,848	2,973,457	(124,391)
Tax Levy	1,830,953	2,067,644	2,682,456	3,562,042	879,586
Full Time Pos (FTE)	90.00	97.00	95.00	98.00	3.00

Strategic Overview:

The Civil Court program area is responsible for small claims, large claims, replevin, and eviction actions, as well as the provision of deputy court clerks to the five (5) Circuit Court branches hearing family cases. This program area provides services in sixteen (16) total civil courtrooms, including nine (9) large claims courtrooms, five (5) small claims courtrooms and two (2) probate courtrooms.

This program area also encompasses court coordinator services, including those supporting the Chief Judge in the administrative management of court operations. The majority of the positions report to the Judicial Operations Managers for Pretrial Services and Children’s Court.

Strategic Implementation:

The Civil Division is responsible for managing Milwaukee County’s small claims filing and scheduling process. This process has come under considerable strain in 2023 as small claims filings, particularly evictions, have increased significantly post-pandemic, often in concentrated volumes over short periods of time. Although internal staffing is currently sufficient to manage this challenge, many Civil Division clerical personnel are new to Milwaukee County service and would benefit extensively from additional front-line supervision and continuous training. As such, Civil Court is creating 1.0 FTE Court Operations Supervisor, funded by the abolishment of 2.0 FTE elsewhere in the department.

Additional Program Details:

The 2024 budget includes the following position changes:

- Abolish 1.0 FTE Assistant Administrative
- Abolish 1.0 FTE Clerk Court Services
- Abolish 4.0 FTE Sr. Assistant Clerical
- Create 1.0 FTE Coordinator Court
- Create 1.0 FTE Court Coordinator Eviction Diversion
- Create 1.0 FTE Supervisor Operations Court

The following position transfers in/out are included to accurately reflect the strategic program area in which positions are assigned:

- Transfer in 3.0 FTE Coordinator Court
- Transfer out 10.0 FTE Specialist Clerical Courts
- Transfer in 12.0 FTE Deputy Court Clerk
- Transfer in 1.0 FTE Assistant Chief Deputy Clerk Probate
- Transfer in 1.0 FTE Commissioner Circuit Court
- Transfer in 1.0 FTE Manager Operations Judicial
- Transfer out 1.0 FTE Assistant Chief Deputy Clerk Division
- Transfer out 1.0 FTE Specialist Court Services

In 2022, 13,452 cases were filed in the Civil Division, a 37.5% increase over the 9,786 cases filed in 2021 (largely reflecting the significant increase in eviction filings following the conclusion of pandemic-era moratoriums). Also in 2022, 28,882 cases reached disposition in the Civil Division, a 26.2% decrease from the 39,110 cases disposed in 2021.

Strategic Program Area: Family Court

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	3,464,583	3,475,832	4,001,883	3,402,126	(599,757)
Revenues	2,302,809	2,267,965	2,318,452	2,374,868	56,416
Tax Levy	1,161,773	1,207,867	1,683,431	1,027,258	(656,173)
Full Time Pos (FTE)	30.00	25.00	24.00	18.00	(6.00)

Strategic Overview:

Chapters 767, 769, and 822 of Wisconsin State Statutes apply to all case filings related to family matters. Milwaukee County’s family courts are responsible for 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 goal of Milwaukee County’s Family Court 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 Child Support Services (CSS), 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 related accounting services for the Family Division, Clerk of Courts Office and Office of the Sheriff).

Strategic Implementation:

The mission is implemented through various activities and resources which include the following:

The Family Division supports five (5) judges and ten (10) commissioners attending to 13.5 courts and 1.5 FTE Court Commissioners attending to division management functions.

By means of a cooperative agreement with Child Support Services, the Family Court Commissioner’s Office (FCC) provides support to Child Support 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. This division also provides custody study investigators to parties and courts 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 are 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 and 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 all mediators and custody study service providers are in compliance with educational and training requirements.

Additional Program Details:

The following position transfers in/out are included to accurately reflect the strategic program area in which positions are assigned:

Transfer out 1.0 FTE Paralegal Courts

Transfer out 5.0 FTE Deputy Court Clerk

In 2022, 7,167 cases were filed in the Family Division, a 2.3% increase over the 7,006 cases filed in 2021. Also in 2022, 6,262 cases reached disposition in the Family Division, a 14.6% decrease from the 7,331 cases disposed in 2021.

Strategic Program Area: Probate

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	1,873,692	1,818,030	2,319,716	2,084,744	(234,972)
Revenues	362,044	399,857	346,485	344,977	(1,508)
Tax Levy	1,511,649	1,418,173	1,973,231	1,739,767	(233,464)
Full Time Pos (FTE)	19.00	19.00	19.00	15.00	(4.00)

Strategic Overview:

This strategic program area houses the Office of the Register in Probate, an appointed official responsible for the management of probate records and the procedural administration of Probate Court. The office is responsible for extensive record management functions, day-to-day customer service interactions, and operational and logistical support to the two Probate Court judges and one Probate Court Commissioner. Additionally, the office houses three quasi-judicial officer positions (the Register in Probate and two deputies) responsible for direct case management functions. In 2022, this office was separated from the Office of the Clerk of Circuit Court by order of the Chief Judge and is now an autonomous entity within Combined Court Related Operations, responsible for the management of its own personnel and services.

Strategic Implementation:

The Register in Probate supervises personnel responsible for the following key services: office administration, customer service, record management, and the procedural stewardship of Milwaukee County’s probate filing and hearing processes. Proceedings related to estate administration, mental health commitments, and adult guardianships are heard by the Probate Court and supported by the Office of the Register in Probate.

In the 2024 budget, several changes have been made to reflect the separation of the Office of the Register in Probate from the Office of the Clerk of Circuit Court. These include the movement of one Deputy Division Administrator position to Clerk of Circuit Court Administration, by agreement of both offices, and the funding of both Deputy Register in Probate positions to reflect the distribution of administrative and case management functions under the new management structure. Additionally, one Accounting Assistant position physically located in and supporting the Office of the Register in Probate has been formally moved to this program area from Clerk of Circuit Court Administration.

Additional Program Details:

The 2024 budget includes the following position changes:

- Abolish 1.0 FTE Specialist Clerical Courts
- Abolish 2.0 FTE Sr. Assistant Clerical
- Fund 1.0 FTE Register in Probate (unfunded in 2023)

The following position transfers in/out are included to accurately reflect the strategic program area in which positions are assigned:

- Transfer out 1.0 FTE Specialist Clerical Courts
- Transfer out 1.0 FTE Deputy Court Clerk
- Transfer in 1.0 FTE Deputy Administrator Division
- Transfer out 1.0 FTE Deputy Court Clerk

In 2022, 3,933 (-1.5%) cases were filed in the Probate Division, largely consistent with the 3,996 cases filed in 2021. Also in 2022, 3,316 cases reached disposition in the Probate Division, a 22.5% decrease from the 4,277 cases disposed in 2021.

Strategic Program Area: Family Drug Treatment Court

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	851	72,999	423,195	(66,670)	(489,865)
Revenues	72,896	267,011	75,000	75,000	0
Tax Levy	(72,045)	(194,012)	348,195	(141,670)	(489,865)
Full Time Pos (FTE)	0.00	0.00	6.00	0.00	(6.00)

Strategic Overview:

The Family Drug Treatment Court is an innovation in family-centric justice that supports the global welfare of the family unit when it comes under strain. Children and families that enter the child welfare and 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 to expedite 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 its family-centric 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 ensure 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 family court orders are in place, the Children in Need of Protection and Services (CHIPS) case is dismissed allowing permanency to be achieved.

Healthy Infant Court (HIC) puts infants at the center of the court process by engaging parents and other collaborative partners to focus on early child development, and social and emotional health. The Healthy Infant Court accomplishes this by 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 permanency 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 Milwaukee County Child Protective Services (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.

Additional Program Details:

The following position transfers in/out are included to accurately reflect the strategic program area in which positions are assigned:

Transfer out 1.0 FTE Assistant Administrative P

Transfer out 3.0 FTE Coordinator Court

Transfer out 1.0 FTE Counsel Legal

Transfer out 1.0 FTE Manager Operations Judicial-

The Family Drug Treatment Court strategic program area is a grant-funded initiative. The personnel who carry out these duties are assigned to other Strategic Program Areas within Combined Court Operations.

Strategic Program Area: Permanency Plan Review

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	793,422	817,017	715,972	699,913	(16,059)
Revenues	809,321	611,753	809,321	699,913	(109,408)
Tax Levy	(15,899)	205,264	(93,349)	0	93,349
Full Time Pos (FTE)	6.50	6.50	6.50	6.00	(0.50)

Strategic Overview:

The Permanency Plan Review program area is responsible for administrative and operational services supporting the judicial oversight of permanency plans supervised by the Milwaukee County Circuit Court, Children’s Division. 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 6.0 FTEs.

Additional Program Details:

In 2024, 0.5 FTE Commission Circuit Court is abolished.

Strategic Program Area: Self Help

Service Provision: Discretionary

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	193,260	293,444	222,359	308,727	86,368
Revenues	131,340	189,151	82,948	115,123	32,175
Tax Levy	61,920	104,293	139,411	193,604	54,193
Full Time Pos (FTE)	4.00	4.00	3.00	4.00	1.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Civil Legal Helpline Calls Received	11,102	14,712	14,712	14,712
Client Visits to the MJC Total Including In Person, Remote, and Hybrid	5,767	1,460	1,460	1,460
Family Forms Clinic Only	2,328	3,460	3,460	3,460
Marquette Volunteer Legal Clinics Only	3,206	0	0	0
Mobile Legal Clinic Only (Includes Expungement/Pardon Clinics)	233	224	224	224
Number of Parenting Conferences Held	0	19	19	19

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 cost 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 of Milwaukee.

Strategic Implementation:

In 2024, 1.0 FTE Paralegal Courts is transferred into Self-Help to reflect where the position is assigned.

BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Expenditures					
Personnel Costs	204,560	248,263	239,156	318,274	79,118
Operations Costs	5,211,690	5,467,820	5,085,009	6,811,364	1,726,355
Interdepartmental Charges	74,000	105,688	74,000	104,556	30,556
Total Expenditures	\$5,490,249	\$5,821,771	\$5,398,165	\$7,234,194	\$1,836,029
Revenues					
Other Direct Revenue	73,890	1,046,300	0	150,000	150,000
State & Federal Revenue	380,981	380,981	513,446	519,356	5,910
Total Revenues	\$454,871	\$1,427,281	\$513,446	\$669,356	\$155,910
Tax Levy	\$5,035,378	\$4,394,490	\$4,884,719	\$6,564,838	\$1,680,119
Personnel					
Full Time Pos (FTE)	3.00	3.00	3.00	4.00	1.00
Overtime \$	1	0	0	0	0
Seasonal/Hourly/Pool	0	0	0	0	0

Department Mission:

The mission of Milwaukee County Pretrial Services is to reduce pretrial failure to appear and re-arrest rates, enhance public safety, reduce overcrowding at the Milwaukee County Criminal Justice Facility, and enhance the processing and adjudication of criminal cases.

Department Description:

The Chief Judge and Judicial Operations Manager-Pretrial are responsible for operation, fiscal management, and monitoring of all pre-trial contracts, programs, and program outcomes. In addition, the Pretrial Services Advisory Board meetings to review program activity, outcomes, and recommendations regarding program development and annual budgets.

Major Changes

- Revenue for 2024 increases due to the MacArthur Safety and Justice Challenge award amount of \$150,000 and the increase in the Treatment Alternatives and Diversion award amount by \$19,801.
- Pretrial Services went through a request for proposal (RFP) process in 2023 for the following 2024 services: Universal Screening, Drug Testing and Secure Continuous Remote Alcohol Monitoring (SCRAM), Pretrial Supervision, Early Interventions, Supportive Programming, Drug Testing, Data Support, and Drug Treatment Court (DTC) and Veteran Treatment Court (VTC) Evaluation. The RFP process also included services for a Safety and Justice Challenge Project Manager and case management support for the Mental Health Treatment and Veterans Treatment Courts. The programs had not gone through a competitive bid process since 2019.
- 1.0 FTE in 2024 Mental Health Treatment Court Coordinator position is changed from unfunded to funded.

The following contracts are included in the 2024 Budget in lieu of separate review and approval from the County Board during the fiscal year:

Vendor	Contract Description	Contract Amount
JusticePoint	Universal Screening	\$1,568,248
Wisconsin Community Services	Drug Testing and SCRAM (BJA Grant Funded)	\$86,574
JusticePoint	Pretrial Supervision	\$2,779,012
JusticePoint	Early Interventions	\$1,600,386
JusticePoint	Supportive Programming	\$408,862
Wisconsin Community Services	Drug Testing	\$198,046
Wisconsin Community Services	Secure Continuous Remote Alcohol Monitoring (SCRAM)	\$80,010
Medical College of Wisconsin	Data Support (Safety and Justice Challenge Grant Dollars)	\$6,790
Wisconsin Policy Forum	Safety and Justice Challenge Project Manager (grant dollars)	\$60,661
University of Wisconsin-Milwaukee	DTC and VTC Evaluation - BJA Grant Funded	\$32,000

Strategic Program Area: Pre-Trial Services

Service Provision: Discretionary

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	5,490,249	5,821,771	5,398,165	7,234,194	1,836,029
Revenues	454,871	1,427,281	513,446	669,356	155,910
Tax Levy	5,035,378	4,394,490	4,884,719	6,564,838	1,680,119
Full Time Pos (FTE)	3.00	3.00	3.00	4.00	1.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Central Liaison Unit - Div Demographics - Percent African American	49%	58%	N/A	N/A
Central Liaison Unit - Div Demographics - Percent Male	60%	58%	N/A	N/A
Central Liaison Unit - Div Demographics - Percent White	39%	35%	N/A	N/A
Central Liaison Unit - Div Individuals Served	410	344	200	200
Central Liaison Unit - DPA Demographics - Percent African American	46%	55%	N/A	N/A
Central Liaison Unit - DPA Demographics - Percent Male	67%	60%	N/A	N/A
Central Liaison Unit - DPA Demographics - Percent White	53%	44%	N/A	N/A
Central Liaison Unit - DPA Individuals Served	139	146	90	90
Court Reminders - Demographics - Percent African American	70%	70%	N/A	N/A
Court Reminders - Demographics - Percent Male	78%	77%	N/A	N/A
Court Reminders - Demographics - Percent White	28%	28%	N/A	N/A
Court Reminders - Individuals Served	3,222	2,841	1,500	1,500
Drug Treatment Court - Demographics - Percent African American	27%	32%	N/A	N/A
Drug Treatment Court - Demographics - Percent Male	68%	71%	N/A	N/A
Drug Treatment Court - Demographics - Percent White	70%	66%	N/A	N/A
Drug Treatment Court - Individuals Served	108	79	80	80
GPS Supervision - Demographics - Percent African American	84%	75%	N/A	N/A
GPS Supervision - Demographics - Percent Male	95%	93%	N/A	N/A
GPS Supervision - Demographics - Percent White	15%	23%	N/A	N/A
GPS Supervision - Individuals Served	218	276	275	275
Mental Health Treatment Court - Number of Individuals Served	N/A	4	12	25
Mental Health Treatment Court - Percent African American	N/A	100%	N/A	N/A
Mental Health Treatment Court - Percent Male	N/A	75%	N/A	N/A
Mental Health Treatment Court - Percent White	N/A	0%	N/A	N/A

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Pre-Trial Supervision - Demographics - Percent African American	75	75	N/A	N/A
Pre-Trial Supervision - Demographics - Percent Male	86%	86%	N/A	N/A
Pre-Trial Supervision - Demographics - Percent White	23%	22%	N/A	N/A
Pre-Trial Supervision - Individuals Served	4,585	4,542	1,500	1,500
Repeat Intoxicated Driver - Demographics - Percent African American	35%	36%	N/A	N/A
Repeat Intoxicated Driver - Demographics - Percent Male	83%	80%	N/A	N/A
Repeat Intoxicated Driver - Demographics - Percent White	61%	59%	N/A	N/A
Repeat Intoxicated Driver - Individuals Served	410	336	320	320
Treatment Alternatives - Demographics - Percent African American	41%	41%	N/A	N/A
Treatment Alternatives - Demographics - Percent Male	67%	73%	N/A	N/A
Treatment Alternatives - Demographics - Percent White	54%	55%	N/A	N/A
Treatment Alternatives - Individuals Served	149	145	90	90
Universal Screening - Demographics - Percent African American	71%	70%	N/A	N/A
Universal Screening - Demographics - Percent Male	80%	79%	N/A	N/A
Universal Screening - Demographics - Percent White	27%	26%	N/A	N/A
Universal Screening - Interviewed	24%	53%	90%	90%
Universal Screening - Risk Assessments	11,122	9,072	100	100
Veterans Treatment Court - Demographics - Percent African American	27%	35%	N/A	N/A
Veterans Treatment Court - Demographics - Percent Male	93%	92%	N/A	N/A
Veterans Treatment Court - Demographics - Percent White	73%	65%	N/A	N/A
Veterans Treatment Court - Individuals Served	51	51	40	40

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Central Liaison Unit - Div Graduation	81%	84%	80%	80%
Central Liaison Unit - Div Jail Days Saved	15,345	14,715	N/A	N/A
Central Liaison Unit - DPA Graduation	70%	70%	70%	70%
Central Liaison Unit - DPA Jail/Prison Days Saved	7,830	6,595	N/A	N/A
Court Reminders - Appearance	0%	0%	95%	95%
Court Reminders - Public Safety	0%	0%	90%	90%
Drug Treatment Court - Est Jail/Prison Days Saved	9,355	2,200	N/A	N/A
Drug Treatment Court - Graduation	40%	44%	50%	50%
Mental Health Treatment Court - Est Jail Days Saved	N/A	N/A	N/A	N/A
Mental Health Treatment Court - Graduation	N/A	0	80	80
Pre-Trial, GPS, Repeat Intoxicated Driver Supervision - Appearance	0%	0%	95%	95%

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Pre-Trial, GPS, Repeat Intoxicated Driver Supervision - Public Safety	0%	0%	90%	90%
Treatment Alternatives and Diversion - Est Jail Days Saved	7,215	6,765	N/A	N/A
Treatment Alternatives and Diversion - Graduation	54%	46%	70%	70%
Universal Screening - Overall Release	74%	73%	N/A	N/A
Universal Screening - Percent High Risk	18%	20%	N/A	N/A
Universal Screening - Percent High Risk Release	70%	62%	N/A	N/A
Universal Screening - Percent Low Risk	53%	54%	N/A	N/A
Universal Screening - Percent Low Risk Release	162%	162%	N/A	N/A
Veterans Treatment Court - Est Jail Days Saved	1,789	2,920	N/A	N/A
Veterans Treatment Court - Graduation	0%	86%	70%	70%

Strategic Overview:

Pre-Trial Services is responsible for universal screening, pretrial services, and early interventions which are funded to reduce the unnecessary and costly jail bed utilization, reduce pretrial misconduct, and enhance the efficient operation of the Court System. The program area’s goal is to develop appropriate evidence-based methods to effectively monitor individuals so that they may safely remain in the community. This allows individuals to maintain employment, provide childcare, access treatment, and more effectively help in the defense of their own case(s). Additionally, a more manageable jail population is maintained.

Universal Screening provides information to stakeholders regarding the likelihood of failure to appear as well as new criminal activity during the pendency of case(s). This allows stakeholders to make informed decisions regarding release/supervision and county resources.

Pretrial supervision helps individuals stay in compliance with court orders and may assist individuals with employment, education, budgeting, insurance, etc. 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 use.

Strategic Implementation:

Operating costs for 2024 are increased from 2023 due to the request for proposal process, the increase in programmatic structure to better meet the needs of the participants, and personnel costs and residual pandemic expenses along with inflation.

The program expansions include case management for the Veterans Treatment Court and Mental Health Treatment Court. The pretrial services programs went through a competitive RFP process in quarter 1 of 2023. Annual contracts are awarded contingent upon annual approval by the County Board.

An appropriation of \$150,000 is provided to help support the Mental Health Treatment Court and to provide other resources for immigrant and other vulnerable populations accessing the court system.

The Pre-Trial Services strategic program area was awarded a Bureau of Justice Assistance Adult Drug Court and Veterans Treatment Court Discretionary Grant (2020-MU-BX-00149) (File No. 20-914). In 2024 that includes \$118,574 which is contracted to Wisconsin Community Services, Inc. (\$86,574) and the University of Wisconsin-Milwaukee (\$32,000).

Additional Program Details:

GPS Supervision services are provided by JusticePoint. The total cost of GPS services in 2024 are estimated at \$612,251. Of this amount, \$156,159 is funded from a previously approved ARPA allocation. Milwaukee County will allocate tax levy of \$456,092 in the 2024 budget in order to cover the full cost. The variance of \$156,159 is expected to be requested for tax levy funding in 2025.

DEPARTMENT 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**

2024 ADOPTED OPERATING BUDGET

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BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Expenditures					
Personnel Costs	50,773,892	53,661,444	52,903,890	56,951,682	4,047,792
Operations Costs	4,836,754	5,395,631	7,331,308	7,740,812	409,504
Debt & Depreciation	645	16	0	0	0
Capital Outlay	76,425	12,504	93,000	79,000	(14,000)
Interdepartmental Charges	(9,266,065)	(9,760,793)	(10,093,234)	(4,982,196)	5,111,038
Total Expenditures	\$46,421,652	\$49,308,802	\$50,234,964	\$59,789,298	\$9,554,334
Revenues					
Other Direct Revenue	5,457,124	5,709,517	5,084,974	3,601,000	(1,483,974)
State & Federal Revenue	6,160,889	5,974,963	6,745,654	5,812,957	(932,697)
Indirect Revenue	0	0	0	0	0
Total Revenues	\$11,618,013	\$11,684,480	\$11,830,628	\$9,413,957	(\$2,416,671)
Tax Levy	\$34,803,640	\$37,624,322	\$38,404,336	\$50,375,341	\$11,971,005
Personnel					
Full Time Pos (FTE)	718.00	730.00	707.00	703.00	(4.00)
Overtime \$	8,016,217	10,479,612	4,223,225	4,582,544	359,319
Seasonal/Hourly/Pool	296,604	568,028	769,936	872,720	102,784

Department Mission:

Milwaukee County Sheriff’s Office (MCSO) mission is to serve and protect everyone within Milwaukee County with fairness, integrity, and respect. The goal and purpose of The MCSO is to serve, support innovative programs/technology. enhance its relationships with the community and restore the quality of life for those who live throughout the county. MCSO continues to develop a community understanding where service builds trust, promotes accountability, and increases transparency. Evaluating organizational performance and making changes to enhance professional development throughout the agency is crucial and as such MCSO aims to promote professionalism, fairness, integrity, and respect.

Department Vision:

To be a model Public Safety Agency based on service and trust.

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 County owned assets, 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; 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, and oversees the central repository for all evidence related to criminal arrests throughout the agency.

An organization of MCSO's mission and size requires supporting strategic, administrative, and regulatory compliance infrastructure. These services are located within the Administration Strategic Program Area, 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 Professional Standards Division, the Training Academy, Human Resources function, and Public Records Unit.

Major Changes

- \$5.4 million was placed into the MCSO budget to accommodate for a shift in the Cross-Charge policy methodology. Fleet, Radio, IMSD, and laundry support will no longer be paid out of the Central Service Allocation and instead live within the MCSO budget.
- Approximately \$1.3 million was added to the budget to accommodate the contractual yearly step increase for Deputy Sheriff I and Deputy Sheriff Sergeant as well as the estimated yearly MDSA pay percentage merit increase.
- An additional \$1,089,365 was placed in the budget for the Correctional Officer \$1.50 and Public Safety Officer \$.50 pay increase in accordance with Amendment 78 of the 2023 adopted budget. As stated in Amendment 78 the funds were placed in non-departmental Org. 194-1972 Central Salary Adjustment in the 2023 adopted budget. In the 2024 budget the funds live in the MCSO budget.
- Phone Revenue has been reduced entirely to offer free phone calls to inmates within the County Jail. As a result tax levy expenditures have increased by \$975,000. This change is estimated to provide residents with 390 minutes of free phone calls per month and 60 free video visitation minutes per month.
- Beginning in 2024, American Rescue Plan Act (ARPA) funds are no longer utilized for a \$3 per hour Correction Officer pay increase that was initiated in 2021. This cost is fully shifted to tax levy in 2024, at an additional amount of \$713,356 compared to 2023.
- Correction Officer staff are scheduled to receive a 13.51% raise in 2024 at a cost of \$2.63 million. In addition, \$169,000 is provided for Correction Officer advancements and increases within the range and/or longevity pay, and for Correction Officer managerial pay increases to avoid pay compression issues caused by previous Correction Officer pay adjustments.
- The Department of Human Resources and Office of Strategy, Budget and Performance will work with the Office of the Sheriff and Community Reintegration Center to examine current processes for recruiting, hiring, and retaining correctional officer staff. Process improvements will be explored and, if feasible, implemented to reduce the time to hire/fill correctional officer positions given background check and training requirements. Strategies for developing a system to improve correctional officer engagement rates shall also be developed to increase retention rates, will reducing mandatory overtime hours and excessive turnover and vacancies.
- The Community Reintegration Center and Office of the Sheriff are requested to provide a report to the County Board no later than the March 2024 meeting cycle outlining their plans to expedite the hiring cycle and improve the culture in their respective organizations as measured in biennial employee engagement surveys. The report should provide specific strategies that can help the facilities direct resources to better attract and retain correctional officer staff.

The following contracts are included in the 2024 Budget in lieu of separate review and approval from the County Board during the fiscal year:

Vendor	Contract Description	Contract Amount
Allied Universal Inc.	Secured Transportation	\$2,765,197
State of Wisconsin, DOT	OWI Grant	\$85,000
State of Wisconsin, DOT	BOTS Seatbelt Grant	\$35,000
State of Wisconsin, DOT	BOTS Speed Grant	\$45,000
Federal Government National HIDTA	HIDTA	\$45,000
United States Marshall's Office	USM Fugitive Task Force	\$18,649
FBI	FBI Gang Task Force	\$36,000
FBI	Joint Task Force	\$18,000
ATF	Bureau of Alcohol, Tobacco, Firearms & Explosives	\$5,000
FBI	Milwaukee Child Exploitation Human Trafficking Task Force	\$2,000
Axon Enterprise Inc.	Body Cameras, Tasers, Arbitrators and Storage	\$527,916
Axon Enterprise Inc.	Body Cameras and Storage	\$300,000
State Process Inc.	Service of Legal papers	\$235,000
House of Harley	Lease of Motorcycles	\$60,000
ICS Solutions	Occupant Communications	\$975,000
State of Wisconsin, DOT	Traffic Mitigation Contract	\$800,000
TSA	TSA Certified Explosives Detection Canine Team	\$202,000

Strategic Program Area: Administration

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	3,816,838	3,487,790	1,313,303	2,879,496	1,566,193
Revenues	189,755	(75,765)	245,000	235,000	(10,000)
Tax Levy	3,627,083	3,563,555	1,068,303	2,644,496	1,576,193
Full Time Pos (FTE)	37.00	40.00	39.00	39.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Community Events	214	134	225	225
Internal Affairs Referrals	273	309	345	345
Public Records Requests	2,405	2,676	3,600	3,600
Sheriff Sale Transactions	650	0	1,400	1,400

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Citizen Complaints	38	50	75	75

Strategic Overview:

The Administrative 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:

Aside from the \$135,000 in general merit increases amongst the Administration staff, there is a \$1.4 million increase due to the cross charge of fleet, radio, technical support, and laundry no longer being centralized and now living within the department’s budget.

Additional Program Details:

Position Changes

1.0 FTE Administrative Assistant transfers to Expressway Patrol from Administration.

1.0 FTE Sheriffs Dept Captain - transferred from Civil Process/Warrants strategic area to Administration.

Strategic Program Area: Park/TEU

Service Provision: Discretionary

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	421,179	373,212	0	0	0
Revenues	8,752	1,270	0	0	0
Tax Levy	412,427	371,942	0	0	0

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 sub-urban parks, parkways, golf courses, and aquatic centers.

Strategic Implementation:

In 2021, in order to align resources with command responsibilities, Park/TEU positions were transferred to other program areas including Criminal Investigations and Police Services.

Strategic Program Area: Specialized Units

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	206,124	184,250	629,142	798,101	168,959
Revenues	6,178	31,148	36,885	36,885	0
Tax Levy	199,946	153,102	592,257	761,216	168,959
Full Time Pos (FTE)	0.00	0.00	0.00	0.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
EOD Calls for Service	30	18	25	25

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Explosives Recovered	11	11	15	15
Maritime Citations Issued	3	14	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 program area in the 2024 budget.

Strategic Program Area: High Intensity Drug Trafficking Area (HIDTA)

Service Provision: Committed

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	19,328	0	0	0	0
Revenues	56,153	0	0	0	0
Tax Levy	(36,826)	0	0	0	0
Full Time Pos (FTE)	0.00	0.00	0.00	0.00	0.00

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:

N/A

Strategic Program Area: Building Security

Service Provision: Committed

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	(16,511)	13,928	0	0	0
Revenues	0	999	0	0	0
Tax Levy	(16,511)	12,928	0	0	0
Full Time Pos (FTE)	32.00	32.00	32.00	36.00	4.00

Strategic Overview:

This program area includes 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 Building Security expenses are completely allocated out to DAS - Facilities. The Sheriff is requested to examine the need of Public Safety Officers (PSO) staff to be deployed bulletproof vests either as standard issue or at the request of individual staff. A report on the findings and recommendations on needed resources will be provided to the County Board of Supervisors no later than the March 2024 meeting cycle.

Additional Program Details:

Position Changes

In accordance with the facility security assessment completed by Milwaukee County in 2020, there will be screening of employees who come into the Courthouse Complex and the Vel R. Phillips Youth and Family Justice Center. 4.0 FTE Public Safety Officers have been added in the 2024 operating budget to assist with the opening of an additional entrance that will be specific to employees.

Strategic Program Area: Training Academy

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	397,583	(327,838)	438,500	311,543	(126,957)
Revenues	424,932	179,704	438,500	294,080	(144,420)
Tax Levy	(27,349)	(507,542)	0	17,463	17,463
Full Time Pos (FTE)	12.00	22.00	12.00	11.00	(1.00)

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Completed In-Service Training Hours	25,536	0	15,104	15,104
Corrections Officer Recruits Hired	61	94	90	90
Deputy Sheriff Recruits Hired	38	27	60	60
LMS Courses Assigned Agencywide	18	17	20	20

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Corrections Officer Recruits Certified	69	13	24	40
Deputy Sheriff Recruits Certified	50	21	60	35

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:

Training Academy expenditures that do not get offset by revenue generated within the program are charged out to corresponding departments within the county. The actual value of expenditures within this area is \$3.4 million of which \$3.1 million is abated, thus leaving an expenditure total of \$294,080. Of this \$3.4 million in expenditures \$827,916 is spent on body cameras throughout the agency.

Additionally, the incorporation of innovative e-training curricula into the agency’s repertoire and in-service training opportunities is a key focus. \$23,785 to support the continued implementation of the highly regarded PoliceOne training curriculum.

Strategic Program Area: County Jail

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	21,197,485	23,166,347	24,133,736	28,803,867	4,670,131
Revenues	2,617,658	2,288,465	2,824,356	1,136,000	(1,688,356)
Tax Levy	18,579,827	20,877,881	21,309,380	27,667,867	6,358,487
Full Time Pos (FTE)	335.00	333.00	327.00	327.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Bookings	15,106	14,108	32,000	32,000
Daily Population	748	926	850	850

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Confirmed COVID-19 Cases	560	470	N/A	N/A
COVID-19 Vaccinations Administered	1,070	423	3,000	N/A
Officer Assaulted	29	47	N/A	N/A
Uses of Force	124	188	N/A	N/A

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:

In 2024, the County Jail’s tax levy impact increases by \$6.36 million for several reasons. First, all phone revenue in the amount of \$975,000 annually has been completely eliminated to offer residents a larger quantity of free minutes for both phone and video calling. This will make phone calls more accessible and allow residents to reach loved ones without the financial burden placed on those closest to them. Second, in 2021 a \$3 premium pay for correctional staff was funded with ARPA until 2023 where it was partially funded with ARPA in the amount of \$713,000. In the 2024 budget this additional \$713,000 shifts completely to tax levy from ARPA revenue. Third, Correctional Staff received an additional \$1.50/hour merit increase within Amendment 78 of the 2023 adopted budget. In the 2023 Adopted Budget, the funds lived in the County’s Central Salary Adjustment but have now been shifted entirely to the County Jail’s budget in an approximate amount of \$1 million. Forth, the 2024 budget has an increase of \$2.79 million, where \$2.63 million will go towards a 13.51% pay increase for Correctional Staff in January of 2024 and an additional \$169,000 has also been added for pay increases within the range and/or longevity pay or to combat Correctional Management pay discrepancies brought about by previous salary adjustments for Correctional Staff. Finally, the County Jail budget increases \$1 million due to cross-charge increases in laundry, technical support, fleet, and administrative services.

Additional Program Details:

Position Changes

Abolishment of 1.0 FTE Correctional Officer Lieutenant (from Training Academy) and created 1.0 FTE Correctional Manager in April of 2023.

Abolishment of 1.0 FTE Stores Clerk II in the 2024 budget.

Strategic Program Area: Expressway Patrol

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	8,113,039	8,236,205	9,262,920	11,920,145	2,657,225
Revenues	6,104,630	6,962,811	6,519,992	6,399,992	(120,000)
Tax Levy	2,008,409	1,273,394	2,742,928	5,520,153	2,777,225
Full Time Pos (FTE)	92.00	95.00	93.00	94.00	1.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Auto Accidents Reported/Investigated	3,985	4,248	5,000	5,000
Calls for Service	62,628	61,899	56,000	56,000
Traffic Citations	29,717	30,737	32,000	32,000

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, as well as other county facilities. Revenue 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 \$2,936,092. Milwaukee County is the only county in Wisconsin that is statutorily responsible for patrolling its expressways (ss59.84(10)(b)). The State Highway Patrol has primary responsibility for expressway enforcement in all other Wisconsin counties. The essential role of the deputies assigned to the Patrol Division is to take proper law enforcement actions to ensure the safe movement of motor vehicles and provide law enforcement services on the Milwaukee County Freeway system.

Strategic Implementation:

Aside from the \$550,000 tax levy increase due to the Milwaukee Deputy Sheriffs’ Association estimated contractual increase; an increase of \$2.15 million is due to cross charges that were previously centralized now living completely within the Expressway Patrol budget.

Additional Program Details:

Position Change

1.0 FTE Administrative Assistant transfers from Administration to the Expressway Patrol program area.

Strategic Program Area: Court Security

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	7,484,468	8,982,867	8,628,363	8,982,567	354,204
Revenues	0	269,812	0	0	0
Tax Levy	7,484,468	8,713,056	8,628,363	8,982,567	354,204
Full Time Pos (FTE)	97.00	105.00	94.00	94.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Arrests	719	1,128	1,727	1,727
Disturbance	68	118	55	55
High Risk Moves	342	500	1,357	1,357
Movement of Persons in Custody	720	4,023	11,372	11,372
Number of Bailiff Posts	60	94	91	91
Trouble with Subject	91	146	213	213

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Complex Lockdowns	0	0	0	2
Duress Alarm	70	74	60	85
Elevator Alarm	52	79	50	100

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, 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:

In addition to court posts, the court Division must also staff the Municipal Court located in the Milwaukee County Jail (MCJ). This court is staffed under a City-County agreement in which the City offered funds to help build the MCJ. The agreement was renewed in 2014 and the court continues to be staffed. As the MCJ phased out sworn officers, it became necessary for the Courts Division to assume the responsibility of Visiting Control Security. Sworn officers budgeted within the Courts Division are also required to staff both the DA liaison and Courts Liaison posts, and staff County Board and Committee meetings.

Strategic Program Area: Airport Security/K9

Service Provision: Committed

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	219,288	281,876	212,000	212,000	0
Revenues	203,461	203,216	212,000	212,000	0
Tax Levy	15,827	78,661	0	0	0
Full Time Pos (FTE)	55.00	55.00	55.00	55.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Calls for Service	63,401	73,526	65,000	75,000
County Ordinance Citations	206	208	170	215
Summary Arrests	89	65	125	125
Uniform Traffic Citations	1,154	460	1,000	1,000
Warrant Arrests	41	55	68	68

Strategic Overview:

This program area is responsible for providing overall security and law enforcement services for the General Mitchell International Airport (GMIA) to comply with the Federal Aviation Administration security requirements. Officers assigned to the airport work closely with other agencies, businesses located at GMIA, Airport operations, TSA, FAA, airlines, Milwaukee County Fire Department, and numerous independent businesses. All expenditures in this program area are cross-charged to DOT-Airport.

Strategic Implementation:

All expenditures in this program area are charged to DOT-Airport and supported by airline revenues.

Strategic Program Area: Criminal Investigations

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	2,916,881	3,293,412	3,204,199	3,798,670	594,471
Revenues	52,032	122,352	88,421	85,000	(3,421)
Tax Levy	2,864,849	3,171,060	3,115,778	3,713,670	597,892
Full Time Pos (FTE)	28.00	29.00	29.00	29.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Background Checks	365	549	500	550
Criminal Complaints Issued	3,320	3,454	4,000	4,000

Strategic Overview:

This program area is responsible for the diligent and comprehensive investigations of all criminal allegations with a nexus to Milwaukee County operations, properties, and criminal jurisdiction. This includes the investigations 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 perform duties related to MCSO and Milwaukee County employee recruitment.

Strategic Implementation:

An increase of \$286,894 for 10 Hourly Background Check Investigators. Investigators are the primary entity responsible for conducting employee background investigations for Deputy Sheriffs, Correctional Officers, and civilian staff for MCSO as well as other agencies throughout the County, upon special request. The Investigators also conduct special background investigations such as applicants for the City of Milwaukee’s Fire and Police Commission. Background checks can take 3-4 months to complete, which increases the importance that they are done promptly to secure candidates.

Strategic Program Area: Civil Process/Warrants

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	1,578,950	1,617,991	1,912,397	2,082,909	170,512
Revenues	632,026	1,017,622	915,000	1,015,000	100,000
Tax Levy	946,925	600,369	997,397	1,067,909	70,512
Full Time Pos (FTE)	19.00	19.00	20.00	18.00	(2.00)

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Civil Process Papers Served	8,114	9,517	9,600	9,600
Civil Process Unit Activity Data - Total Number of Replevins & Executions	81	85	0	0
Civil Process Unit Activity Data - Total Number of Temporary Restraining Orders - Removal	181	215	213	215
Temporary Restraining Orders Received	3,300	3,515	4,500	4,500
Total Extradition Trips	38	80	0	0
Total Number of Civil Process Papers Received	11,652	14,189	0	0
Total Number of Injunctions	1,185	1,279	0	0
Writs of Assistance (Foreclosures)	53	122	0	0
Writs of Restitution (Evictions)	1,902	3,741	3,900	3,900

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Major Incident Report Filed	3	3	0	0

Strategic Overview:

This program area executes the service of civil papers in Milwaukee County as required by Wisconsin State Statue 59.27(4). Civil process papers are time sensitive and need to be executed in accordance with State Statue 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 2024 budget.

Additional Program Details:

Position Changes:

Abolish 1 FTE Clerical Assistant I in this budget to accommodate the movement of the revenue share for park citations moving entirely over to the Parks Department in the amount of \$50,000. This revenue is housed in the Expressway Patrol program area.

1.0 FTE Sheriffs Dept Captain - transfers from Civil Process/Warrants to the Administration program area.

Strategic Program Area: County Grounds Security

Service Provision: Committed

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	67,000	(1,239)	500,404	0	(500,404)
Revenues	1,322,436	682,846	550,474	0	(550,474)
Tax Levy	(1,255,435)	(684,086)	(50,070)	0	50,070
Full Time Pos (FTE)	11.00	0.00	6.00	0.00	(6.00)

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Calls for Service	4,650	0	4,700	N/A

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:

Due to the non-renewal of the Froedtert Security Services contract, this program area’s security services ended as of June 1, 2023.

Additional Program Details:

Position Changes

6.0 FTE Deputy Sheriff I abolished to account for the \$550,474 loss of revenue to this program area. The 6 deputies were created specifically for this patrol. In the 2024 budget only 6.0 vacant Deputy Sheriff I positions were abolished; no staff layoffs needed as a result.

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BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Expenditures					
Personnel Costs	19,088,685	20,153,690	22,095,888	26,310,156	4,214,268
Operations Costs	27,768,723	29,698,493	32,019,552	33,153,770	1,134,218
Debt & Depreciation	14,898	0	0	0	0
Capital Outlay	24,869	60,264	225,000	260,000	35,000
Interdepartmental Charges	94,559	283,294	353,326	426,088	72,762
Total Expenditures	\$46,991,734	\$50,195,741	\$54,693,766	\$60,150,014	\$5,456,248
Revenues					
Other Direct Revenue	2,325,950	2,309,388	2,427,818	1,368,800	(1,059,018)
State & Federal Revenue	3,391,911	984,517	3,702,750	2,675,390	(1,027,360)
Total Revenues	\$5,717,862	\$3,293,905	\$6,130,568	\$4,044,190	(\$2,086,378)
Tax Levy	\$41,273,872	\$46,901,836	\$48,563,198	\$56,105,824	\$7,542,626
Personnel					
Full Time Pos (FTE)	385.00	392.00	368.00	366.00	(2.00)
Overtime \$	2,682,320	4,092,875	2,576,882	3,409,341	832,459
Seasonal/Hourly/Pool	2,497	0	0	0	0

Department Mission:

The mission of the Milwaukee County Community Reintegration Center (CRC) is to promote successful community reintegration by providing programming and resources, that comprehensively meet the needs of CRC residents, in which support opportunities for positive change.

Department Vision:

The vision of the Milwaukee County Community Reintegration Center (CRC) is to enhance public safety and quality of life through the successful reintegration of residents cared for.

Department Description:

The Community Reintegration Center is Milwaukee County’s house of correction as defined in Chapters 302, 303, 304, and 973 of the Wisconsin Statutes. The CRC 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. CRC 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.

Major Changes

- Operations costs increase \$634,218 primarily due to estimated increases to the Correctional Health Care Contract.
- Total Revenue decreases \$2.09 million of which \$820,257 of phone revenue is eliminated from the budget to increase the number of free phone and video calls for residents. This change is estimated to provide residents with 390 minutes of free phone calls per month and 60 free video visitation minutes per month. Additional various revenues decrease \$186,378 to reflect historical averages and ARPA revenue is decreased by \$1 million.
- Beginning in 2024, American Rescue Plan Act (ARPA) funds are no longer utilized for a \$3 per hour Correction Officer pay increase that was initiated in 2021. This cost is fully shifted to tax levy in 2024, at an additional amount of \$1 million compared to 2023.

- \$258,000 added to the budget for the food contract that serves not only the Community Reintegration Center, but also the Milwaukee County Jail. Due to the RFP that is currently out, it is estimated the contract will increase by at least this amount.
- Personnel costs increase \$2.02 million primarily due to the \$575,911 spike in overtime and \$1.50 Correctional Officer pay increase in accordance with amendment 78 of the 2023 adopted budget in the amount of \$963,384. Correction Officer staff are also scheduled to receive a 13.51% raise in 2024 at a cost of \$2,725,816. In addition, \$179,327 is provided for Correction Officer advancements and increases within the range and/or longevity pay, and for Correction Officer managerial pay increases to avoid pay compression issues caused by previous Correction Officer pay adjustments.
- In response to the critical need for stable housing to support the successful reintegration of residents upon screening and release from the facility, the 2024 Budget includes \$200,000 to provide housing vouchers for residents that are being released.
- The Department of Human Resources and Office of Strategy, Budget and Performance will work with the Office of the Sheriff and Community Reintegration Center to examine current processes for recruiting, hiring, and retaining correctional officer staff. Process improvements will be explored and, if feasible, implemented to reduce the time to hire/fill correctional officer positions given background check and training requirements. Strategies for developing a system to improve correctional officer engagement rates shall also be developed to increase retention rates, will reducing mandatory overtime hours and excessive turnover and vacancies.
- The Community Reintegration Center and Office of the Sheriff are requested to provide a report to the County Board no later than the March 2024 meeting cycle outlining their plans to expedite the hiring cycle and improve the culture in their respective organizations as measured in biennial employee engagement surveys. The report should provide specific strategies that can help the facilities direct resources to better attract and retain correctional officer staff.
- An appropriation of \$500,000 is included in an allocated contingency account in the department to develop a plan to enhance mental health and dental services for occupants of the County's detention centers. CRC staff will collaborate with staff from DHHS-BHS, MCSO, DAS-Procurement, Office of Corporation Counsel and the current healthcare provider to develop a plan to recommend to policymakers. Efforts should also be made to explore partnership opportunities, such as with the Marquette University School of Dentistry, to provide enhanced services to people in our care. A report shall be provided to the County Board as soon as practical, but not later than the March 2024 meeting cycle.

The following contracts are included in the 2024 Budget in lieu of separate review and approval from the County Board during the fiscal year:

Vendor	Contract Description	Contract Amount
Benedict Center Inc.	Programing for female residents	\$220,000
Employ Milwaukee, Inc.	Reentry services	\$100,000
Wisconsin Community Services, Inc.	Day Reporting Center	\$945,000
Wisconsin Community Services, Inc.	Electronic Monitoring Services	\$250,000

Strategic Program Area: Administration

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	2,743,234	3,576,632	4,794,194	5,703,302	909,108
Revenues	22,669	19,574	19,793	5,000	(14,793)
Tax Levy	2,720,565	3,557,058	4,774,401	5,698,302	923,901
Full Time Pos (FTE)	34.00	45.00	47.00	48.00	1.00

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Number of Overtime Hours Worked by Correction Officer per Pay Period	30	20	10	10

Strategic Overview:

The Administrative Program Area of the Community Reintegration Center (CRC) oversees the day-to-day operation and management of the facility including finance and budgeting for the CRC. This program area also includes the CRC’s Maintenance Department and Resident Accounting, which provides support services to those in custody.

Strategic Implementation:

Tax levy increases by \$923,901 in Administration largely due to a \$634,588 increase in personnel costs, due to new position creates, general salary increase, promotions, and a decrease in the vacancy and turnover rate.

Additional Program Details:

Position Change

1.0 FTE Administrator Contract position is created in this budget to help manage the CRC’s contracts which totals over \$29 million.

Strategic Program Area: Community Reintegration Center

Service Provision: Discretionary

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	18,476,175	19,424,644	16,832,865	19,678,802	2,845,937
Revenues	5,010,793	2,180,056	4,498,973	2,868,800	(1,630,173)
Tax Levy	13,465,382	17,244,587	12,333,892	16,810,002	4,476,110
Full Time Pos (FTE)	307.00	264.00	239.00	235.00	(4.00)

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Number of Correctional Officers/Sergeant Positions Filled	219	168	215	233

Strategic Overview:

This Program Area is responsible for running the day-to-day security operations of the CRC. This includes, but is not limited to; dormitories, segregation, training, and the K9 unit. The main focus in this area is to provide a safe and secure environment for residents, staff, and visitors.

In 2021, the CRC ended the year with 219 correctional officer/sergeant positions filled, resulting in a 15% vacancy rate. In 2022, the CRC ended the year with 168 correctional officer/sergeant positions filled, which is a 36% vacancy rate. The goal for 2023 is to end the year with 215 positions filled, or a 17% vacancy rate. The goal for 2024 is to reduce the vacancy rate to 10% and increase staffing levels to 233 correctional officer/sergeant positions filled. By increasing staffing levels, the CRC is able to provide a safe and secure environment for all residents and staff.

Strategic Implementation:

A number of factors play into the Community Reintegration Center program area’s \$4.47 million tax levy increase over the 2023 adopted budget. First, all phone revenue in the amount of \$820,257 annually has been eliminated to offer residents a larger quantity of free minutes for both phone and video calling. This will make phone calls more accessible and allow residents to reach loved ones without the financial burden placed on those closest to them. Second, a pay increase of \$191,815 is spread amongst the Power Plant Staff to help with job retention. Third, Correctional Officer Staff pay increases by \$2.47 million within this program area. Lastly, in 2021 a \$3 premium pay for correctional staff was funded with ARPA until 2023 where it was partially funded with ARPA in the amount of \$884,270 (of \$1 million Agency-wide). In the 2024 budget this additional \$884,270 shifts completely to tax levy from ARPA revenue.

Additional Program Details:

Position Changes

- 1.0 FTE Clerical Specialist position is abolished in 2023 to partially pay for the reallocation of Power Plant Staff (see File No. 23-363).
- 1.0 FTE Correctional Officer Lieutenant abolished in the 2024 budget.
- 2.0 FTE Correctional Officer I Nm transferred out of this program area to Community Reintegration Center Programming.

Strategic Program Area: Resident Medical & Mental Health

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	20,972,917	20,825,482	23,715,640	24,751,500	1,035,860
Revenues	39,581	23,751	61,630	24,000	(37,630)
Tax Levy	20,933,336	20,801,732	23,654,010	24,727,500	1,073,490

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Number of Patients that Received COVID Vaccinations	1,514	1,574	1,500	1,500

Strategic Overview:

The CRC is responsible under state statute for the medical and mental health of those in custody at the CRC. The Sheriff is responsible for those housed within the jail. The medical contract for both the CRC and the County Jail is in the CRC 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 \$37,630 to better reflect actual historical revenues received and expenditures increase by \$1.04 million 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 CRC and County Jail remains in the CRC budget.

Additional Program Details:

The 2024 budget continues a grant from the opioid settlement agreement which allows the CRC to increase services to CRC residents who suffer opioid addiction. The grant will increase the Wellpath staffing from .5 FTE Medically Assisted Treatment (MAT) Coordinator to 1.0 FTE as well as increase the MAT Registered Nurse from .5 to 1.0 FTE. Wellpath will also add 1.5 FTE Behavioral Health Counselor, 1.5 FTE Certified Peer Support Specialist and 1.0 FTE Licensed Practical Nurse. As a result of the increased staffing, Wellpath is planning on increasing the number of enrolled participants in MAT from approximately 25 to over 50 residents at any one time.

Strategic Program Area: CRC Programming

Service Provision: Discretionary

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	4,799,408	6,368,984	9,351,067	10,016,410	665,343
Revenues	644,819	1,070,525	1,550,172	1,146,390	(403,782)
Tax Levy	4,154,589	5,298,459	7,800,895	8,870,020	1,069,125
Full Time Pos (FTE)	44.00	83.00	82.00	83.00	1.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Number of Participants Out on Electronic Monitoring (EM & GPS)	656	721	750	700
Number of Participants Reporting to Day Reporting Center	166	179	150	150

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Number of Employed Huber	0	60	70	100
Number of Sentenced Residents Participating in at Least One Programming Activity	638	1,046	1,100	1,200

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 CRC’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:

Through a collaborative agreement between Milwaukee County and the State of Wisconsin DOC, individuals sentenced to State correctional facilities are afforded the opportunity to access treatment-oriented services offered by the Day Reporting Center, which is operated by CRC. The program comprises two distinct tracks: Track #1, which allocates spaces for up to 20 participants to engage in the Men’s Community Transition Services Center (MCTSC), and Track #2, which extends the same treatment-based services to a maximum of 24 participants residing in state transitional living programs. This agreement not only generates revenue for Milwaukee County but also provides invaluable reentry resources for individuals returning to Milwaukee County communities after serving sentences in state prisons. By strategically allocating resources to facilitate successful reentry, this initiative aligns with the overarching vision of making Milwaukee County the epitome of health and well-being within the State of Wisconsin.

In 2023, the CRC established a valuable partnership with the Milwaukee County Housing Division to address the housing needs of residents. As part of this collaboration, a dedicated Housing Navigator was introduced at the CRC to assist individuals in finding stable housing options upon their release. The initial implementation of the Housing Navigator program at the CRC showed promising results, facilitating successful housing transitions for several residents. Recognizing the ongoing importance of stable housing in reducing recidivism rates, the CRC is committed to further enhancing the program in 2024. As such the 2024 Budget includes \$200,000 to provide housing vouchers for residents upon final screening and release from the facility. This will address the critical need for stable housing.

Additional Program Details:

1.0 FTE Family Research Outreach Coordinator position created in the 2023 budget. Last Year's addition of the Family Resource Outreach Coordinator position exemplifies CRC's commitment to fostering a more inclusive, supportive, and transparent environment for the families affected by the incarceration of their loved ones. By addressing their needs and engaging in meaningful communication, the goal is to reduce stress, enhance family connections, and promote successful rehabilitation outcomes.

Position Changes

1.0 FTE Correctional Officer Truck Driver unfunded and transferred to program area Community Reintegration Center in the 2024 budget.

2.0 FTE Correctional Officer 1 Nm transferred in from program area Community Reintegration Center to CRC Programming.

1.0 FTE Laundry Plant Lead unfunded and 1.0 FTE Laundry Plant Manager created in the 2024 budget.

1.0 FTE Human Service Worker transferred in from program area Community Reintegration Center to CRC Programming.

1.0 FTE Laundry Supervisor abolished in the 2024 budget.

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BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Expenditures					
Personnel Costs	8,234,795	9,164,289	9,501,654	10,102,262	600,608
Operations Costs	3,520,699	3,615,192	3,286,828	3,843,416	556,588
Debt & Depreciation	23	0	0	0	0
Capital Outlay	0	0	3,000	5,000	2,000
Interdepartmental Charges	(419,475)	(229,003)	0	235,023	235,023
Total Expenditures	\$11,336,042	\$12,550,478	\$12,791,482	\$14,185,701	\$1,394,219
Revenues					
Other Direct Revenue	245,423	135,364	132,700	284,470	151,770
State & Federal Revenue	5,435,186	5,661,412	5,298,350	6,049,280	750,930
Total Revenues	\$5,680,609	\$5,796,775	\$5,431,050	\$6,333,750	\$902,700
Tax Levy	\$5,655,433	\$6,753,702	\$7,360,432	\$7,851,951	\$491,519
Personnel					
Full Time Pos (FTE)	164.00	167.00	166.00	165.00	(1.00)
Overtime \$	65,505	146,242	165,585	175,863	10,278
Seasonal/Hourly/Pool	165,619	322,394	333,649	308,138	(25,511)

Department Mission:

The mission of the Milwaukee County District Attorney's Office (DA's Office) is to promote public peace and safety by just prosecution of criminal cases; to seek and to do impartial justice; 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 with law enforcement and the criminal justice system by treating all persons with fairness, dignity, and respect.

Department Vision:

The goal of the DA's Office is to help create a safe and just community: one in which children have the stability and resources to learn and grow; in which neighborhoods can flourish; in which residents and culture can thrive.

Department objectives include:

Targeting investigating, and successfully prosecuting firearm and other violent offenders.

Reducing crime and recidivism and promoting offender accountability through dual paths of early intervention for non-violent offenders with serious substance abuse and mental health treatment needs, on one hand, and vigorous prosecution of violent offenders on the other. Maintaining a permanent witness protection unit to ensure that victims and witnesses are able to safely appear and testify in court. Maintaining a robust victim witness advocacy program to promote victim participation in the justice system, improve case outcomes, and ensure that statutory and constitutional mandates are met.

Enhancing the prosecution of felony drug cases through the Milwaukee High Intensity Drug Trafficking Area (HIDTA) program, the Milwaukee Metropolitan Drug Enforcement Group (MMDEG), the Violent Crimes Unit and the Community Partnership Unit by targeting, investigating, and prosecuting major drug traffickers and drug trafficking organizations (DTOs); ridding neighborhoods of drug dealers and nuisance properties; and continuing the successful operation of the Speedy Trial Drug Courts program, which aim to bring cases to trial within 120 days of initial appearance in court and continuing the successful operation of the state Division of Milwaukee Child Protective Services of Termination of Parental Rights (TPR) Speedy Resolution project at the Vel Phillips Juvenile Justice Center, to ensure that children do not languish in substitute care for years without realistic prospect of a return home or adoption by a loving family.

Department Description:

As the prosecuting office for Milwaukee County, the District Attorney's Office is responsible for representing the State in criminal matters, representing 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 (TPR) matters. The District Attorney's Office handles post-conviction and post-disposition litigation in the circuit courts, petitions for writs of habeas corpus, extradition matters, and appeals relating to Milwaukee County misdemeanor, child welfare, and delinquency matters. In addition, prosecutors are on call 24 hours per day to assist law enforcement with legal process. The responsibilities of District Attorney's Office are imposed by state statute and constitutional mandate. The DA Office's work is dedicated to public safety and serving victims in Milwaukee County.

The office is comprised of state-funded prosecutors (assistant district attorneys, or ADAs) and county-funded support staff, all of whom support the office's mission. Staff are located at two campuses: the courthouse complex in downtown Milwaukee and the Vel R. Phillips Youth and Family Justice Center in Wauwatosa. The office is composed of three areas: Administration, the Legal Division (comprised of state-funded attorneys), and the Support Division (composed of county staff).

Administration

The District Attorney is an elected constitutional officer, responsible for the planning and organization of prosecutions in all criminal offenses, juvenile matters, and applicable traffic and ordinance violations in Milwaukee County. The District Attorney oversees all department activities and sets all department policies. The District Attorney is supported by an assistant executive.

The Chief Deputy District Attorney (CDDA) supervises all department functions and oversees the implementation of departmental policies and procedures. The CDDA serves as a liaison with other county departments, city, state and federal officials and law enforcement agencies; works with the legislature in regard to legislative action related to criminal and juvenile law; and directly supervises the Deputy District Attorneys and the Homicide and Public Integrity units.

Deputy District Attorneys (DDAs) are senior attorneys who oversee the office's divisions and units. Depending on the assignment, they directly supervise legal and support staff; handle caseloads in court; assist in and direct high level criminal investigations such as TILIs; administer budget, personnel, and grant awards; represent the office in community and law enforcement initiatives; and assist the CDDA.

The Director of Victim Witness Services oversees the provision of constitutionally and statutorily mandated crime victim services in the DA's Victim Witness Services Division. Staff in the Division include victim witness advocates, assistant sensitive crimes advocates, subpoena clerks, and clerical support. Together, in 2022, they provided services to over 36,000 people, many of whom are part of underserved and vulnerable groups: abused and neglected children; sexually abused children and adults, domestic violence victims; families of homicide victims; victims of elder abuse; and thousands of victims of other violent, personal, and property crimes.

The Chief Investigator oversees the Investigations Division and supervises the Division's staff, which includes deputy chief investigators, investigators, process investigators and process servers, and intelligence analysts. The Investigations Division is divided into the Maurice V. Pulley Jr. Witness Protection Program, the Special Investigations Unit, and Process Service. 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, and provides for personal service of legal process in criminal cases as required. In addition, investigators provide post-charging investigation on major crimes for the prosecutors, respond to critical incidents, and maintain office security.

The Network Manager directs the District Attorney's Information Technology Division, which manages the DA's computer network, maintains the hardware, the software systems, and user accounts for all county and state staff. The Division manages the database and user accounts for Protect, the State DA case management system, the Pro-Phoenix law enforcement report management software and database, and the office's connections to county applications such as INFOR and Teams. 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. Most significantly, the IT Division is responsible for managing digital referrals for prosecution, and for the acquisition, storage, and dissemination of digital discovery in criminal cases.

Legal Division

Attorneys in the DA's Office's Legal Division are assigned to one of two prosecutorial unit: the Criminal Division, based primarily in the courthouse complex in downtown Milwaukee; and the Juvenile Division at the Vel R. Phillips Youth and Family Justice Center in Wauwatosa. Both are divided into smaller units and teams which focus on specific types of referrals.

Within the Criminal Division, attorneys are assigned to:

One, the General Crimes Division, which is comprised of the General Crimes teams (GCTs), Community Partnership Unit (CPU) and Early Intervention Team (EI). Two, the Violent Crimes Division, which is comprised of the Homicide Unit, the High Intensity Drug Trafficking Area (HIDTA) Unit, the Felony Gun Unit, and the Felony Drug Unit. Three, the Sensitive Crimes Division, which is composed of the Sensitive Crimes Unit; the Sexually Violent Persons (Ch. 980) Unit and also the Child Protection and Advocacy Unit (CPAU) and the Domestic Violence (DV) Unit. Lastly the Public Integrity Unit.

Within the Juvenile Division, attorneys are assigned to:

One, the Child Welfare Division, which is comprised of the Children in Need of Protection and Services (CHIPS) Unit and the Termination of Parental Rights Unit; and two, the Delinquency Unit, which handles juvenile delinquency matters.

Support Division

County staff in the DA's Office's Support Division work in the Victim Witness Services Division, the Investigative Division, the Administrative Division, the Information Technology Division, and the Clerical Division. They provide essential services to the office at both the downtown and Children's Court campuses.

Major Changes

- Revenue is increased in grants that reimburse the District Attorney's office for the costs of state prosecutor positions, due to changes in the pay scale as adopted in the State 2023-2025 biennium budget. Several grants were completed in 2023 and not renewed in 2024. Revenue is included from a new grant award, the DV High Risk Team grant, also the federal Victims of Crimes Act (VOCA) grant award is reduced, as the reimbursement rate is anticipated to be significantly lower than in previous years. The State has indicated that the Chapter 950 Victim Witness Program reimbursement rate may be increased from 49% to 60%.
- This budget abolishes two vacant 1.0 FTE clerical assistant 1 positions, a vacant 1.0 FTE office support assistant 1 positions, and two vacant hourly Process Server positions. The department has been unable to fill these positions; abolishing them permits the department to use the savings to restructure and realign certain staffing. The budget includes a December 2023 reclassification of one clerical assistant 1 position to a secretarial assistant position, reflecting additional responsibilities the position will take on in the department's IT Division.
- This budget recognizes additional revenue of \$178,421 from a one-year grant from the Sojourner Family Peace Center. The grant, the result of a contract between the Wisconsin Department of Children and Families (DCF) and Sojourner Family Peace Center, Inc., is for the creation of one prosecutor position and one victim witness advocate position to work with the Milwaukee County Domestic Violence High Risk Team. The one-year grant will be a pass through for the state prosecutor position, fund the county victim witness salary costs, and fund computer equipment for the new staff.
- This budget creates three new positions: the DV HRT victim witness advocate position for the DV HRT grant, above, a management assistant position in the Clerical Division, and a deputy chief investigator position. Like many county departments, the District Attorney's Office has experienced a high rate of turnover in clerical staff. Whether due to pay structure, life-style changes prompted by the pandemic, opportunities in the private sector, or some other reason, we have had particularly high turnover in the Clerical Division.

Because the department reviews cases seven days per week, the clerical staff must work weekends on a rotating basis: The new management assistant position will be instrumental in helping to ensure that new and existing staff have the training, and support, and oversight that they require. The new deputy chief investigator position is necessary to supervise the Outreach Unit, to manage the process service caseload, which has increased significantly as a result of court backlogs secondary to the pandemic, and to assist in managing and processing the Divisions digital evidence.

Strategic Program Area: Investigations & Criminal Prosecutions

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	11,336,042	12,550,478	12,791,482	14,185,701	1,394,219
Revenues	5,680,609	5,796,775	5,431,050	6,333,750	902,700
Tax Levy	5,655,433	6,753,702	7,360,432	7,851,951	491,519
Full Time Pos (FTE)	164.00	167.00	166.00	165.00	(1.00)

Strategic Overview:

As the prosecuting agency in Milwaukee County, the District Attorney’s Office represents the State in criminal matters and the County in non-criminal traffic and ordinance cases and handles all juvenile delinquency, Children in Need of Protection and Services (CHIPS), and termination of parental rights (TPR) cases in Milwaukee County. The District Attorney’s Office public safety mission requires dedicating resources to those offenders and offenses that have been demonstrated to be the greatest threat to health and safety, and to children who need protection and services to survive and to thrive. However, public safety and individualized justice also require dedicating resources to diverting individuals away from the criminal justice system when the activity which brings them into contact with law enforcement is driven by drug use, abuse, or addiction or by mental health needs, and when that can be accomplished safely.

The General Crimes Division handles the bulk of the criminal referrals to the DA’s Office. ADAs assigned to the GCTs review all referrals for prosecution which are not otherwise directed to a specialty unit (over 12,000 such referrals in 2022); prosecute all general felony, misdemeanor, and applicable ordinance violations in the five general felony and four misdemeanor criminal courts; and work with ADAs in EI to seek alternatives to prosecution and incarceration where such can be done consistent with public safety.

Community Prosecutors (CPs) in the CPU work from police districts and engage collaboratively with other government agencies, law enforcement, business, community groups, and the faith-based community to identify and abate neighborhood-specific crime and nuisance issues.

The EI unit bears primarily responsibility for identifying referrals of non-violent offenders whose criminal risk can be safely managed with community-based early intervention programs, which take the form of diversion agreements, deferred prosecution agreements, Drug Treatment Court agreements, and Veterans’ Treatment Court agreements, and for handling those matters pre-charging and in the circuit court.

Within the Violent Crimes Division, the Homicide Unit prosecutes homicides and related offenses in five homicide / sensitive crimes court. There are generally 120 to 140 homicide cases pending at any given time; in 2022, alone, the unit reviewed over 220 referrals for prosecution, involving over 300 suspects.

The Gun Unit handles all felony level non-fatal shootings and related offenses and offenders, except those which are domestic violence related, in two specialty gun courts.

ADAs in the HIDTA Unit, funded through a grant from the Office of National Drug Control Policy (ONDCP) to the North Central HIDTA, are responsible for disrupting and dismantling drug trafficking organizations and prosecuting high level drug traffickers and violent offenders.

The Drug Unit is responsible for drug trafficking and opioid / methamphetamine possession offenses, using a bifurcated strategy of enforcement and demand reduction. With EI ADAs, the ADAs screen all possession and low-level trafficking offenses for redirection into EI programming; they address higher level trafficking, violent, or armed offenders, and those who decline EI through traditional prosecution. The Drug Unit team captain reviews all Len Bias Homicides.

As part of the Sensitive Crimes Division, ADAs and victim advocates in the Sensitive Crimes Unit provide a coordinated response to the review and prosecution of sexual assaults, human trafficking, possession and distribution of child pornography, invasion of privacy, sex-tortion, and related offenses. Human trafficking cases are among the most complex and difficult to prosecute; significantly the unit has received a guilty verdict in every HT case it has tried.

Two ADAs and a paralegal in the Sexually Violent Persons Unit handle civil commitments of individuals who are deemed to be sexually violent persons under Wisconsin Statutes CH. 980. 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. Staff reviews and files petitions to civilly commit an individual under CH. 980 and handles petitions for discharge filed by individuals who previously have been civilly committed under those provisions.

CPAU is comprised of ADAs and victim witness advocates who are responsible for highly complex child abuse and neglect cases involving children who have suffered significant abuse and/or neglect, including abusive head trauma (formerly shaken baby syndrome), inflicted burn injuries, severe malnutrition, and serial child torture cases. All homicides resulting from child abuse and neglect are handled by the DDA who supervises the Unit.

The staff in the DV Unit provide a coordinated, victim-centered approach to the review and prosecution of intimate partner domestic violence referrals, and to prosecute those referrals in the specialized Domestic Violence speedy trial courts. The Domestic Violence Unit is collocated in both the Courthouse complex and the Sojourner Family Peace Center, which houses a shelter for women and child victims, and which provides a central location for victim service providers, MPD's Sensitive Crimes Unit, and Children's Hospital of Wisconsin's Child Advocacy Unit.

Handling Child in Need of Protection or Services (CHIPS) and Termination of Parental Rights (TPR) cases, the staff in the Child Welfare Division work with some of Milwaukee County's most vulnerable and at-risk citizens. This is a monumental task: approximately one-third of all child welfare cases in Wisconsin arise in Milwaukee County, and is the department's responsibility to assure that these children are kept safe, once the Division of Milwaukee Child Protective Services (DMCPS) refers the matter to the office. Child Welfare cases are time sensitive and involve complex and lengthy litigation. 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 and mailed, timelines are met, and cases are processed appropriately. A contract between the District Attorney's Office and the State of Wisconsin covers the cost of the entire TPR unit. As part of that contract, the State and County are required to match that cost with their own funds, through DA and support staff payroll that can be used only for child welfare purposes. Thus, every member of the child welfare teams—including the support staff and paralegals—is in either a contract funded or a "match" position.

Staff in the Delinquency Unit handle juvenile delinquency matters, cases which would be criminal in nature if committed by an adult. The Division also reviews all informal resolutions in delinquency cases, handles petitions for waiver into adult court and reverse waivers, and makes determinations as to the appropriateness of a serious juvenile offender (SJO) designation. These matters are extremely time sensitive: referrals for juveniles in custody must be reviewed within 24 hours.

Prosecutors in the District Attorney's Office are state-funded positions. County staff positions support the legal division in a variety of ways, but primarily through the provision of victim witness services; investigative support and witness protection; administrative support; network and discovery support; and clerical support.

Strategic Implementation:

Victim /Witness Services

Victim witness advocates and assistant sensitive crime advocates (referred to in the aggregate as VWs) provide services in-person, over the phone, and by correspondence. Victims often present with comprehensive problems—homelessness, mental illness, significant trauma, language barriers, and AODA issues, among them—and need extensive services. VWs educate victims and witnesses about the criminal justice process; inform them of their rights; assist with Crime Victim Compensation applications and forms for financial reimbursement or other support; keep them apprised of the status of cases; and accompany them to hearings. VWs provide crisis intervention, individualized case management, and safety planning. VWs and supervisors are also deeply engaged with system and community partners to enhance services to victims and witnesses in Milwaukee County, and actively participate in the Domestic Violence High Risk Team, the Sexual Assault Response Team, CRAY, and the Milwaukee Commission on Domestic Violence and Sexual Assault, among other initiatives.

This budget authorizes 45 VW positions: 33 victim witness advocates, a bilingual victim witness advocate, 6 assistant sensitive crimes advocates, 4 victim witness supervisors, and the division director. A management assistant and 18 clerical staff authorized in this budget provide essential support for the daily operation of the division, providing receptionist services in five units, processing subpoenas, and sending thousands of letters to victims and witnesses to keep them informed about their cases and available resources.

Investigations Division

The Maurice V. Pulley Jr. Witness Protection Program (WITSEC) was created in 2009 as a result of gang retaliation in homicide investigations, but in the ensuing years, domestic violence referrals have become a primary focus. WITSEC focuses both on security measures and on enforcement and prosecution of offenders. Investigators engage in safety planning for at-risk victims and investigate witness tampering, intimidation, and related offenses. The investigations have resulted in successful prosecutions for conspiracy to commit murder, intimidation, bribery, solicitation to commit perjury and other offenses. Without WITSEC, many prosecutions would become untenable.

The Special Investigations Unit (SIU) investigates critical incidents, public corruption, and major multi-jurisdictional crimes. SIU is a resource for local departments facing increases in violent criminal acts, supports multi-agency investigations, and provides investigative resources and support to law enforcement partners throughout the County. Investigators attend briefings with MPD's SID, and two SIU investigators are assigned to the F.B.I. Violent Crimes Taskforce, which targets serial armed robbery, bank robbery and carjacking suspects throughout Milwaukee County. Two SIU investigators specialize in the forensic analysis of devices such as cell phones and computers; their services are available to any law enforcement agency in the county. SIU also has the capability to perform criminal intelligence analysis.

In the Outreach Unit (ORU), sworn process investigators and unsworn process servers serve subpoenas on witnesses who are either unresponsive to service by mail or who are overtly uncooperative in the most aggravated cases. This work is essential to securing the presence of witnesses in court and to improving outcomes at trial.

This budget authorizes 28 positions in the Investigative Unit, in addition to the chief investigator: 3 deputy chiefs; 14 investigators; 3 crime analysts; 6 part-time process investigators; and an hourly, non-sworn process server.

Administrative Division

The Administrative Division manages the department's fiscal, personnel and record management functions. It develops the state and county budgets; develops and administers grants and revenues; controls the department's expenditure of funds; fulfills the procurement function, handles personnel matters for all county and state employees and is the chief point of contact with the County Departments of Administrative Services and Human Resources and with the State Department of Administration and the State Prosecutors Office. The administrative section supervises record management and generally is responsible for maintaining liaison with the administrative and fiscal personnel of other related governmental agencies, including the State of Wisconsin, Milwaukee County, and local law enforcement agencies.

This budget authorizes 8 positions in the Administrative Division: a financial manager, 2 assistant executives; 2 accountant 3s; a paralegal; a fiscal assistant 2; and a clerical assistant..

Information Technology (IT) Division

The District Attorney's Office is part of the statewide district attorney computer network. The IT Division manages the DA's computer network at the courthouse complex, the Vel Phillips Juvenile Justice Center and the Sojourner Family Peace Center. In the broadest sense, its responsibilities are divided two main areas: the IT hardware function and the IT applications function.

With respect to the hardware function, IT provides operational support for the office. Principally, this involves maintaining the network and computer hardware systems and supporting computer applications, such as Microsoft Office, Adobe Acrobat, and Outlook. IT Staff also manages IT inventory and employees' computer accounts and licenses.

With respect to the applications function, the IT Division is responsible for the management of PROTECT, the DA's case management system and the office's criminal discovery function. Discovery is a constitutionally mandated process, whereby investigative material is disseminated to the defense after a case has been brought. Without the timely acquisition and dissemination of discovery, cases cannot proceed in court. IT staff receives digitally transmitted evidence, identifies it, connects it to the proper case, unit, and team, and organizes it in folders they create on the DA network drive. Paralegals in the Legal Division review the discovery and, in consultation with the attorney assigned to the case, identify missing material. The paralegals request the additional material from law enforcement, monitor those requests, and organize it as it is received. When the discovery is assembled, the paralegals notify IT, which disseminates it to the defense attorney on the case.

This budget authorizes eleven positions in the IT Division, in addition to the network manager: 2 network technicians, a database assistant, 2 paralegals, a management assistant, and 5 clerical positions.

Clerical Division

The Clerical Division, supervised by the Office Manager in the criminal and the Office Manager – Juvenile in the juvenile division, support the legal staff in both divisions. Clerical staff intake new case referrals seven days per week, provide reception services in the units, help with discovery, and provide essential daily support for all office functions. Two secretaries provide direct support to the DDAs.

This budget authorizes 33 clerical support positions under the supervision of the Office Manager and Office Manager – Juvenile: 2 management assistants, 9 clerical assistant 2s, an office support assistant 1, an office support assistant 2, 18 secretarial assistants, and 2 secretaries.

Paralegals

This budget authorizes 27 full-time and 2 half time paralegal positions to assist in the review and issuance of juvenile and adult referrals, assist in the acquisition and dissemination discovery, and provide administrative and litigation support.

Other

This budget also authorizes 8 hourly administrative intern positions which provide support to the department as needed.

Additional Program Details:

The District Attorney's Office provides services which are mandated by the state constitution and state statute. The true cost of those services exceeds \$11,000,000, but the District Attorney reduces the tax levy impact on Milwaukee County by actively pursuing federal, state, local and private grants and through statutory reimbursement programs which underwrite those costs. In 2024, the budgeted expenditures are \$13,970,168. We project grant and statutory reimbursement revenue of \$6,240,450 which reduces the tax levy impact of operations to \$7,636,418. We have no control over the amount of reimbursement revenue we receive: the amount is set by statute and by grant funders. The level of reimbursement can fluctuate from year to year or with in a fiscal year. However, the true cost of services remains consistent, regardless of the level of reimbursement.

BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Expenditures					
Personnel Costs	3,866,086	4,395,721	4,717,625	5,171,848	454,223
Operations Costs	3,581,306	5,162,429	5,665,033	6,132,756	467,723
Debt & Depreciation	15,336	0	0	0	0
Interdepartmental Charges	39,896	47,441	(22,615)	43,624	66,239
Total Expenditures	\$7,502,625	\$9,605,591	\$10,360,043	\$11,348,228	\$988,185
Revenues					
Other Direct Revenue	543,230	882,441	879,427	906,403	26,976
State & Federal Revenue	605,304	804,023	573,000	584,830	11,830
Indirect Revenue	0	0	0	1,926,087	1,926,087
Total Revenues	\$1,148,534	\$1,686,463	\$1,452,427	\$3,417,320	\$1,964,893
Tax Levy	\$6,354,092	\$7,919,128	\$8,907,616	\$7,930,908	(\$976,708)
Personnel					
Full Time Pos (FTE)	57.00	59.25	60.00	61.00	1.00
Overtime \$	270,022	374,652	251,483	192,227	(59,256)
Seasonal/Hourly/Pool	260,676	403,601	293,354	561,397	268,043

Department Mission:

The mission of the Office of Emergency Management (OEM) is helping people in extraordinary times.

Department Vision:

By Achieving Racial Equity, Milwaukee Will Be the Healthiest County in Wisconsin

Department Description:

OEM includes five program areas: The Director's Office, Emergency Management, Emergency Medical Services (EMS), 911 Communications, and Radio Services. These program areas support public safety services through data, assets, monies, and staff to sustain healthy and effective localities within our County.

Major Changes

- Radio cross-charge will no longer post to the organization Central Cross-charges, instead the \$1,964,893 will post in OEM's Indirect Revenue. Also, all County radio users are now charged for radio costs even if they are not a revenue generating organization.
- Personnel Costs increase \$454,223 mainly due to the general merit increase, the 2.0 FTE creates within Emergency Medical Services, and the reallocation of the 911 Dispatchers to a higher paygrade.
- Operations costs increase \$467,723. This is due to EMS System Medical Direction contract increasing by \$83,000 to add on an additional Assistant Medical Director due to the expansion of multiple sections of the EMS Division and EMS System which requires additional physician oversight to adequately monitor and assure quality patient care. Also contributing to the \$467,723 increase is \$369,438 for radio equipment that will be used currently and in the new Forensic Science Center. The cost will move from the 2023 Capital Budget to the 2024 Operating Budget.

**The following contracts are included in the 2024 Budget in lieu of separate review
and approval from the County Board during the fiscal year:**

Vendor	Contract Description	Contract Amount
Motorola	Motorola - Critical Connect LTE & ISSI Yearly Contract	\$60,000
Motorola	Motorola - OASIS Core SUAll Yearly Contract	\$138,000
Motorola	Motorola - OASIS Repair Bank as directed by OASIS Governance Board	\$50,000
Motorola	Motorola - OASIS SUAll Yearly Contract	\$690,000
Motorola	Motorola - WAVE Dispatch Yearly Contract	\$10,000
Motorola	Motorola Cyber Security Yearly Contract	\$120,000
Zoll Medical	Zoll RescueNet Case Review Premium	\$49,316
Waukesha County	OASIS Core Site Lease - Yearly Contract MOU	\$100,000
NICE	Nice - Silver Maintenance Package Yearly Contract	\$13,000
Bieck Management	LST Radio Site Lease - Yearly Contracted Lease	\$34,728
Broadcast Services (BSI)	US Bank Radio Site Lease - Yearly Contracted Lease	\$59,544
Crown Castle C.C.A.T.T.	Greenfield Radio Site Lease - Yearly Contracted Lease	\$33,204
T10 Unison (Diamond)	Ch49 Oakwood Road Radio Site Lease - Yearly Contracted Lease	\$29,050
Medical College of Wisconsin	Chief Health Policy Advisor	\$117,000
Medical College of Wisconsin	EMS System Medical Direction	\$372,000
ImageTrend	Electronic Patient Care Record	\$343,995

Strategic Program Area: OEM Director’s Office

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	298,140	411,332	451,434	471,540	20,106
Tax Levy	298,140	411,332	451,434	471,540	20,106
Full Time Pos (FTE)	3.00	3.00	3.00	3.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
EMS Contracts for Paramedic Service	9	9	11	12
OASIS Intergovernmental Agreements	16	19	25	25
PD Naloxone Administration MOUs	27	27	27	27

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 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 since 2023 and into the 2024 budget.

Strategic Program Area: Emergency Management

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	617,939	675,116	818,256	675,850	(142,406)
Revenues	596,414	797,023	661,000	670,330	9,330
Tax Levy	21,525	(121,906)	157,256	5,520	(151,736)
Full Time Pos (FTE)	6.00	6.00	6.00	6.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
County Exercises	0	0	0	6
Outreach Contacts	0	2,859	3,000	3,500

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
County Depts with Business Continuity	0	48	48	48
Department Emergency Action Plans (EAP)	0	70	100	100
Full-Time Employee Alert Registration	0	0	3,000	3,000

Strategic Overview:

The Emergency Management Division is responsible for the emergency management framework within Milwaukee County, enabling communities to collaborate across government and private entities in order to mitigate, prepare for, respond to, and recover from critical incidents. This requires an in-depth exercise regimen and a continual planning process 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 inter-governmental coordination among its 19 cities and villages to promote resiliency countywide. Communities share plans and information through various knowledge management systems that allow for a consistent common operating picture.

Moving into 2024, the Emergency Management Division will focus on providing equitable services directly to our communities in Milwaukee County based on social vulnerability and the needs of the individual communities. We will also be exploring various technological platforms to help expand countywide collaboration in response to critical incidents and severe weather, which will aid in providing real-time support directly to our local partners.

The Emergency Management Division continues to develop and strengthen public-private partnerships via the Milwaukee County Community Organizations Active in Disaster (COAD). In 2024, the Emergency Management Division will look to increase the use of the COAD in more frequent events impacting the community to strengthen the viability of this group in higher acuity situations.

Strategic Program Area: 911 Communications

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	1,510,145	1,640,999	1,618,506	1,867,107	248,601
Revenues	7,000	7,000	7,000	4,500	(2,500)
Tax Levy	1,503,145	1,633,999	1,611,506	1,862,607	251,101
Full Time Pos (FTE)	26.00	26.00	22.00	21.00	(1.00)

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
911 Calls	88,880	88,204	88,000	88,000
911 CPR Calls Received	174	152	150	150
Abandoned Calls	7,887	5,774	5,000	5,000
Admin Calls	112,080	112,853	113,000	113,000
Calls Needing CPR	76	52	100	100
Calls Received CPR	54	52	100	100
Open Records Requests Fulfilled	360	378	400	400
Outgoing Calls	72,522	61,716	65,000	65,000
Total Call Volume	278,016	261,725	280,000	275,000
Victims Survived Discharge	7	15	30	50
Victims Survived to ED	26	28	30	50

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
911 Call Answering <10 seconds	93%	95%	95%	95%
911 Call Duration <90 seconds	75%	94%	75%	75%
911 Virtual Connections to Fire Depts	0	10	10	11
911 Virtual Connections to Police Depts	1	1	2	12
Abandoned Call Rate Less Than 10%	Yes	Yes	Yes	Yes
APCO-Credentialed Dispatchers	20	15	20	22

Strategic Overview:

The OEM 911 Communications Division serves as the Public Safety Answering Point (PSAP) for Milwaukee County, responsible for the prompt response and delivery of emergency services to 911 callers. Dispatchers take 911 calls, coordinate services with the Medical Examiner’s Office and Highway Department, and dispatch Sheriff Deputies, Park Rangers and District Attorney Investigators.

Command Duty Officers transfer data received from EMS field providers to receiving hospitals, including vital patient code alerting to ensure optimal care immediately upon patient entry to the emergency department. Additionally these staff provide CPR instructions to callers witnessing cardiac arrest and situational awareness and support incidents within Milwaukee County.

Strategic Implementation:

Of the 911 calls received by the 911 Communications Division, 44 percent require transfer to one of the other 11 PSAPs in the County. 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 2023, we will continue work to become the primary PSAP for Milwaukee County. This will be the first of many steps to create a consolidated emergency communication center designed to expedite call responses, maximize collaborations and honor fiduciary responsibility to public stakeholders.

The 911 Communications Division continues the 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 NextGen 911 technology may prove cost-prohibitive for smaller communities. This implementation for fire was completed in 2022 and in 2024, these connections will be completed.

The 911 Communications 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. These vital positions are also responsible for the critical role of relaying patient information between the EMS field provider and the receiving hospital, including county-wide triage capabilities, fire and medical dispatching capabilities.

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 2025.

Additional Program Details:

Position Change

Abolish 1.0 FTE Dispatcher-- in the 2024 Budget.

Expenditures increase \$248,601 partly to make the Dispatcher pay more competitive, but mostly cross-charges increase \$164,064. Of that amount a Tech Support cross-charge of \$127,236 from IMSD previously lived in the Emergency Management program area, but has now moved to 911 Communications in the 2024 budget.

Strategic Program Area: Radio Services

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	1,595,403	1,759,517	1,988,771	2,402,514	413,743
Revenues	268,156	646,452	476,427	2,402,514	1,926,087
Tax Levy	1,327,247	1,113,064	1,512,344	0	(1,512,344)
Full Time Pos (FTE)	3.00	4.00	4.00	4.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Radio System Usage (PTT)	21,114,174	22,825,669	23,000,000	23,500,000

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Radio Sytem Availability	100%	100%	100%	99%

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 189 public safety agencies and first responders in Milwaukee and Waukesha counties. This division is a zero-levy program area where any non-revenue offset expenditures are allocated out to the departments that use radios and whom also subsidize for the non-county users.

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.

To support the high call volume for both municipal partners and County departments, push-to-talks (defined as single radio transmissions) are enabled by the digital infrastructure of the Radio Services Division. This includes ten radio tower sites located throughout the County. Half of these sites are leased, and half are owned by the County with each at varying heights, up to 500 feet, and various supporting groundwork to include HVAC units, backup generators, batteries, fiber-optics, and microwave links.

Strategic Implementation:

Continuing to make incredible strides in interoperability and next-generation technology, the OASIS radio system is leading the state of WI in public safety technology. Projected projects include a complete OASIS core migration, console upgrades, dispatch center expansion, 911 call handling system upgrade, call recorder upgrade and full end-to-end cyber security package.

Implementation of these next-generation 911 technologies in a hosted off-premises environment increases efficiency, allows for additional expansion, and supports a countywide reduced-cost model for all PSAPs. Milwaukee County is planning to have full hosting capabilities for all 911 PSAPs by 2025, providing the most leading-edge technology, on a secure and reliable public safety platform. By providing these hosted services, the potential savings countywide could exceed \$12 million in the first year, for a minimal initial investment. Leveraging County hosted PSAP infrastructure also has the possibility of securing future grant funding for increased efficiencies and countywide cost savings.

Utilizing \$3.6 million of ARPA funding, the OASIS microwave backhaul and site infrastructure has been upgraded to address end-of-life components, further extending the useful life of the radio system and building equity within Milwaukee County.

Milwaukee County OASIS continues to be a leader in PSAP and radio technology. Through careful planning and accomplishing strategic goals, the useful life of the OASIS radio system has been extended far beyond its original proposed useful life. Technological advancements to both infrastructure and hardware have given the ability for advanced low-cost software upgrading capabilities, as opposed to a costly full system replacement.

Additional Program Details:

OASIS supports 189 public safety and first responder agencies system wide. The system also supports the Emergency Management emergency alert siren system (tornado siren system) for advanced warnings countywide. The County radio system also supports EMS first responders at events within Fiserv, major political events, and a wide variety of other events within the service area.

The OASIS system has also been called upon to support cross-border communications with the State of WI and the State of IL, due to its advanced interoperable infrastructure.

Strategic Program Area: Emergency Medical Services

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	3,480,998	5,118,627	5,483,076	5,931,217	448,141
Revenues	276,964	235,988	308,000	339,976	31,976
Tax Levy	3,204,034	4,882,639	5,175,076	5,591,241	416,165
Full Time Pos (FTE)	19.00	20.25	25.00	27.00	2.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
EMS Contracts for Paramedic Service	9	9	11	12
Licensed Paramedics in the System	535	520	530	540
OEM Special Events Patients	184	240	270	270
Patient Volume Systemwide	112,260	111,073	113,000	110,000
PD Naloxone Administration MOUs	34	34	35	35
Transport Volume Systemwide	51,683	43,168	44,000	40,000

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
ALS Onboarding	73	57	65	75
CQIP Cases	334	314	350	350
EMSDOC Field Responses	102	218	250	300
Municipalities Engaged in ET3	1	1	1	0

Strategic Overview:

The Emergency Medical Services Division is charged with providing administrative support and regulatory oversight of the EMS system in Milwaukee County as outlined in Milwaukee County Ordinance Chapter 97. Specifically, the following areas are covered and supported: Continuing Education, Continuous Quality Improvement, Data Analytics, Medical Direction, EMS Administration, Special Operations, and Research.

Strategic Implementation:

The mission of the EMS Division is to ensure the highest quality of patient care with a focus on equity, compassion, and innovation. We accomplish this mission by having each function guide and inform each other, for example, our quality assurance program informs educational needs, and data analytics is informed by our quality assurance and data collection from the field which guides strategy to better serve our community.

One major project that continues to be ongoing is the consolidation of the electronic patient care record from the field. Previously each fire department had their own instance and version of the reporting software. With an increase to the EMS budget, OEM-EMS was able to partner with the fire departments to get everyone to migrate over to one consolidated platform that had common reporting requirements, met various state and federal information requirements, and also created common nomenclature that eased quality assurance and data analytics processes to better understand what sorts of activity is occurring within our system.

Another project that is being initiated this year is the integration of data with dispatch centers and hospitals. By capturing the initial dispatch and screening process data, the care provided in the field including transport, and the outcome from the hospital can be better understood. By understanding the entire picture of the encounter, we can better allocate resources and design the EMS system to better serve patients and get them the right resource at the right time.

Additional Program Details:

The Milwaukee County EMS system is comprised of 15 EMS agencies that employ approximately 1,400 EMS providers to provide Advanced Life Support care to the county. Annually the EMS system encounters approximately 112,000 patients and approximately 43,000 of those are transported by Paramedic level units. In addition to providing the Staffing to support the functions of the EMS division and EMS system, there's an annual \$2.5 million subsidy that is allocated based upon an equitable formula to all EMS agencies performing paramedic transport capabilities.

Position Changes

1.0 FTE Quality Assurance Specialist is abolished to create 1.0 FTE Quality Assurance Coordinator in the 2024 budget.

1.0 FTE Command Duty Officer is created in the 2024 budget.

1.0 FTE Communications Coordinator is created in the 2024 budget.

BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Expenditures					
Personnel Costs	3,294,503	3,563,315	3,690,487	4,138,901	448,414
Operations Costs	1,542,337	1,615,060	1,708,216	1,666,330	(41,886)
Debt & Depreciation	0	0	0	0	0
Interdepartmental Charges	27,642	49,780	29,176	48,807	19,631
Total Expenditures	\$4,864,481	\$5,228,155	\$5,427,879	\$5,854,038	\$426,159
Revenues					
Other Direct Revenue	3,335,273	3,151,102	3,375,171	3,559,007	183,836
State & Federal Revenue	507,456	670,869	579,630	461,400	(118,230)
Total Revenues	\$3,842,729	\$3,821,971	\$3,954,801	\$4,020,407	\$65,606
Tax Levy	\$1,021,753	\$1,406,184	\$1,473,078	\$1,833,631	\$360,553
Personnel					
Full Time Pos (FTE)	33.00	35.00	36.00	37.00	1.00
Overtime \$	66,088	89,130	93,142	101,962	8,820
Seasonal/Hourly/Pool	0	0	0	0	0

Department Mission:

The mission of the Milwaukee County Medical Examiner’s Office (MCMEO) 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, suicide, deaths under unusual or suspicious circumstances, or when a person is not attended by a physician. Along with the medicolegal responsibility to determine cause and manner of death, the MCMEO serves a critical public health role by identifying injury trends or potential infectious diseases that may pose a risk to the public. The MCMEO also provides educational and training opportunities and offers a 2-day forensic science education program.

Major Changes

- The amount charged for referral autopsies increased 6.5 percent to \$1,800 per autopsy, resulting in an approximate increase of \$60,000 in referral revenue.
- A competitive federal grant that will cover the Forensic Fellowship Program (\$50,000) continues in the first six months of 2024.
- Personnel Costs Increase by \$448,414. This is due to 1.0 FTE 2023 create, vacancy and turnover reduction of \$129,181, and \$234,143 in general merit and increases as a result of the 2023 compensation study.

The following contracts are included in the 2024 Budget in lieu of separate review and approval from the County Board during the fiscal year:

Vendor	Contract Description	Contract Amount
Randal Schneider, PhD, LLC	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).	75,000
Medical College of Wisconsin	Contracted forensic pathology support due to increasing workload.	100,000
Medical College of Wisconsin	Oversight of the Milwaukee County Overdose and Public Health and Safety Team (OD-PHAST) which brings together key partners to review and analyze data and key metrics in order to identify data-driven strategies for addressing the changing dynamic of overdose and substance use trends.	300,000

Strategic Program Area: Medical Examiner

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	4,864,481	5,228,155	5,427,879	5,854,038	426,159
Revenues	3,842,729	3,821,971	3,954,801	4,020,407	65,606
Tax Levy	1,021,753	1,406,184	1,473,078	1,833,631	360,553
Full Time Pos (FTE)	33.00	35.00	36.00	37.00	1.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Autopsies	1,962	1,909	1,900	1,900
Cremation Permits	6,485	6,603	5,800	6,500
Death Certificates	3,252	2,614	2,000	2,200
Deaths Investigated	9,589	9,454	9,500	9,500
Referral Autopsies	510	494	550	550

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Accreditation by the Accreditation Council for Graduate Medical Education	Pass	Pass	Pass	Pass
Accreditation by the National Association of Medical Examiners	Provisional	Provisional	Provisional	Provisional
Pass Rate for Forensic Board Exam	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 consulting on medicolegal issues. It is the 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 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.

Additional Program Details:

Position Change

1.0 FTE Forensic Chemist created in January of 2023 (File No. 23-241)

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DEPARTMENT NARRATIVES

TRANSPORTATION FUNCTION

504 - Department of Transportation - Airport

509 - Department of Transportation - Transportation Services

510 - Department of Transportation - Highway Maintenance

530 - Department of Transportation - Fleet Management

560 - Transit/Paratransit System

580 - Department of Transportation - Director's Office



**MILWAUKEE
COUNTY**

2024 ADOPTED OPERATING BUDGET

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BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Expenditures					
Personnel Costs	23,497,550	24,070,065	27,351,009	26,089,398	(1,261,611)
Operations Costs	23,645,406	27,647,615	33,344,438	35,985,210	2,640,772
Debt & Depreciation	21,416,103	24,688,613	21,580,316	17,953,853	(3,626,463)
Capital Outlay	161,498	55,000	1,609,500	915,500	(694,000)
Interdepartmental Charges	14,355,155	15,206,599	15,169,092	18,197,914	3,028,822
Total Expenditures	\$83,075,712	\$91,667,893	\$99,054,355	\$99,141,875	\$87,520
Revenues					
Other Direct Revenue	81,767,703	77,187,204	83,154,751	93,455,770	10,301,019
State & Federal Revenue	1,016,279	14,169,629	15,563,564	5,325,295	(10,238,269)
Indirect Revenue	291,730	311,060	336,040	360,810	24,770
Total Revenues	\$83,075,712	\$91,667,893	\$99,054,355	\$99,141,875	\$87,520
Tax Levy	\$0	\$0	\$0	\$0	\$0
Personnel					
Full Time Pos (FTE)	241.00	246.00	234.00	234.00	0.00
Overtime \$	785,630	791,444	858,093	865,089	6,996
Seasonal/Hourly/Pool	10,763	297,880	308,279	314,325	6,046

Department Mission:

DOT - AIRPORT

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.

Major Changes

- The Airport expects to have a long-term Airline Use and Lease Agreement (AULA) and Capital Improvement Plan (CIP) in place with the signatory airlines for a January 1, 2024 effective date covering 2024-2028. The overall structure of the AULA remains the same as the prior agreement. The execution of this longer-term agreement follows a series of temporary extensions undertaken during the COVID-19 global health pandemic (COVID-19).
- The Airport continues to make recovery gains from 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 with passenger traffic dipping to 38 percent of pre-pandemic levels. For 2021 passenger traffic began to recover totaling 4,524,345 of 66 percent of pre-pandemic levels. For 2022 passenger traffic continued recovering totaling 5,439,055 or 79 percent of pre-pandemic. As stated in the prior budget, significant passenger demand has returned for air travel led by the leisure market with the business market segment continuing to lag.
- On the supply side, airlines have not yet returned to serving the number of destinations or frequencies flown pre-pandemic for many US airports. Nationally, airlines have cited factors such as staffing and equipment shortages due to older aircraft retirement and

delays in delivery of newly ordered aircraft. Despite the challenges, passenger traffic recovery at MKE is expected to continue. The passenger traffic forecast for 2023 and 2024 was updated in April 2023 utilizing actual activity levels for January and February of 2023 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 2023 are estimated at 5,956,271 or 86 percent of pre-pandemic levels. Annualized passenger levels for the 2024 Budget are estimated at 6,524,640 or 94 percent of pre-pandemic levels. The latest traffic forecast, subject to change, estimates full recovery to pre-pandemic levels on an annualized basis to occur in approximately 2026.

- With many of the Airport's costs being fixed in nature and as a facility that must remain open continuously, COVID-19 federal stimulus revenue has been used since the onset of the pandemic to supplement lower nonaeronautical revenues that are directly linked to levels of passenger traffic. The federal stimulus revenue has assisted the Airport to maintain attractive aeronautical rates charged to airlines serving the Airport's passengers as recovery has continued. The 2024 Budget includes \$4.9 million of federal stimulus funds geared toward mitigation/lowering of airline rates and charges. The remaining federal stimulus funds available for lowering airline rates and charges are expected to be exhausted during 2024. By comparison, the 2023 Budget included \$14.9 million toward lowering airline rates and charges. However, the exhaustion of federal stimulus funds causing higher aeronautical rates and charges is partially offset by the continued rebounding of passenger traffic which is directly linked to nonaeronautical revenue recovery. Furthermore, all airports either have already exhausted federal stimulus funds or will be in the same timeframe as the Airport. Even with the exhaustion of the federal stimulus funds the Airport is well within the competitive ranges for charges to the traveling public and airlines serving MKE.
- As stated in prior budgets, reduced passenger traffic levels due to COVID-19 have resulted in a corresponding reduction of revenue to undertake 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 revenue streams continue their recovery as passenger traffic recovery continues. Pre-pandemic PFC revenues totaled \$13.5 million annually. During 2020, PFC revenues totaled \$5.2 million. For 2021 PFC revenues totaled \$8.2 million. For 2022 PFC revenues totaled \$10.8 million. For 2023 PFC revenues are estimated at \$11.8 million. For 2024 PFC revenues are estimated at \$12.8 million.
- Even though PFC revenue collection levels are rebuilding over time, the overall amount that can be charged is set by federal regulation and has not been adjusted for inflation. Most airports like MKE collect a \$4.50 per enplanement fee less an \$0.11 handling charge that is retained by the airlines. When adjusted for inflation the purchasing power of the PFC revenue has substantially eroded over time. Looking at the time horizon of 2000 through 2022, the \$4.39 net collection per enplanement is estimated to be worth an inflation adjusted \$2.62. Per the agreement with the airlines, the ADF reserve revenue is 10 percent of revenue derived from parking, rental car, restaurant, retail, and other sources. Pre-pandemic ADF revenues totaled \$4.9 million annually. For 2020, ADF revenues totaled \$2.3 million. For 2021, ADF revenues totaled \$3.2 million. For 2022 ADF revenues totaled \$4.2 million. For 2023, ADF revenues are estimated at \$4.6 million.
- For 2024 ADF revenues are estimated at \$5.0 million. A substantial component of the ADF increase from 2023 to 2024 is based on the proposed increase to parking rates. The Airport's expenditures from the 2023 Budget to the 2024 Budget increased modestly due primarily to lower costs for Debt and Depreciation due to the Series 2019 B Revenue Bonds maturing in 2023. This reduction is only temporary as the Airport expects to issue new Revenue Bond debt over the next several years. The Airport has not issued new debt since 2013 and debt financing is a necessary component of long-term Airport capital infrastructure renewal. 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. MKE was awarded \$8.9 million in both federal fiscal year 2022 and 2023 and LJT was awarded \$0.3 million. Given the regulatory framework for BIL, these funds are typically eligible to only be used for airfield projects.
- Further, the BIL funds require a local matching contribution from the Airport's stretched local Airport discretionary dollars for capital infrastructure. In general, Airport local discretionary dollars are needed to cover not only the local share of federally eligible projects but also projects that are either partially or fully ineligible for federal or state dollars. Overall capital needs exceed local discretionary dollars available to handle all of these needs which could mean the Airport may not be able to match on drawing down all available BIL funds.
- The Airport like all other areas continues to experience upward cost pressures in general operating and maintenance expenditures due to a climate of both rising prices and inflation. According to the United States Department of Labor Federal Reserve Economic Database Consumer Price Index for all Urban Consumers: All Items (CPI) was 3.7 percent over the period August 2022 to August 2023. While inflation has fallen from the 40-year high of 9.1 percent in June 2022, it still remains elevated over the Federal Reserve Bank target of 2 percent. In addition, large and medium hub commercial service airports throughout the United States (MKE is a medium

hub as classified by the Federal Aviation Administration) are experiencing additional costs in the form of unfunded mandates being passed on to airports by federal agencies.

- In the area of security, recent unfunded mandates from for example the Transportation Security Administration (TSA) include additional employee security screening measures requiring an increase in the contractual staffing for unarmed security services. The TSA also introduced in March 2023 an unfunded emergency amendment with no advanced notice requiring airports provide plans and make additional investments aimed at increasing cybersecurity resilience of US critical infrastructure. To that end, the Airport partnered with IMSD for a mid year 2023 position create wherein the Airport is funding a dedicated cybersecurity resource within IMSD to further enhance the Airport's cybersecurity profile.
- Interdepartmental charges increase substantially in 2024 primarily due to increases in the Central Service Allocation crosscharged to the Airport.
- Personnel costs decrease due to enactment of the Act 12 sales tax which substantially reduced legacy pension costs that were previously included in the Airport budget.
- Staffing Changes: Create 1.0 Director of Project Management position at an average expected salary cost of \$130,000. This has no tax levy impact.
- For 2024 nonaeronautical revenues continue to make recovery gains in tandem with passenger recovery from COVID-19. The 2024 Budget includes an increase in parking rates for the parking structure and all surface lots. The last parking rate increase at the Airport was in 2018.

Strategic Program Area: General Mitchell International Airport

Service Provision: Discretionary

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	80,505,793	90,273,631	97,179,349	97,325,511	146,162
Revenues	82,092,390	90,761,085	98,361,736	98,437,212	75,476
Tax Levy	(1,586,597)	(487,454)	(1,182,387)	(1,111,701)	70,686
Full Time Pos (FTE)	238.00	242.00	230.00	231.00	1.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Airport Cost Per Enplanement	\$36	\$33	\$33	\$30
Enplanements	2,259,674	2,720,768	2,956,271	3,262,320
Landed Weight (total) 000 lb. unit	3,456,394	3,682,933	3,922,320	4,187,760
Total Passengers	4,524,345	5,439,055	5,912,542	6,524,640

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Customer Satisfaction Survey	4.5	4.5	4.5	4.5
Non-Airline Revenue as a Percent of Airport Revenue	55.70%	76.21%	72.60%	65.60%

Strategic Overview:

MKE is broken down into the following operating sections to fulfill its mission.

Administration is responsible for general administration, accounting, budget, debt service expense, purchasing, contracts, and business intelligence.

Airport Information Technology is responsible for maintaining the complex airport network, voice communications, fire protection system, stand-alone security system, and the security surveillance network on a 24/7 basis.

Air Service Development is responsible for both maintaining existing and attracting additional commercial air carrier service to the Airport.

Marketing and Public Relations is responsible for the branding and marketing of the Airport, including maintaining existing and attracting additional passengers to the Airport. This area is also responsible for community, media, and social media relations.

Airport Planning is responsible for developing the Airport’s long-term planning efforts, intergovernmental process coordination, certain required statistical reporting, and reviewing/forecasting passenger demand over the long term. This area also oversees noise compliance.

Parking Operations is responsible for operation of the public parking structure and all other parking locations. 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.

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 FAA, 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 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:

Revenue Changes:

The 2024 Budget includes \$4,907,091 of federal stimulus funds geared toward mitigation/lowering of airline rates and charges. This is down from \$14,833,221 million included in the 2023 Budget. The federal stimulus funds for lowering airline rates and charges are expected to be exhausted during 2024.

Federal stimulus funds aside, overall nonairline/nonaeronautical revenues continue to make recovery gains in tandem with passenger recovery from COVID-19.

Parking revenue increases \$3,133,468 from \$28,350,000 to \$31,483,468 due to a combination of the parking rate increase and continued passenger recovery.

The fee increase for parking is as follows:

Hourly Structure - \$24 to \$26 per day

Daily Structure - \$14 to \$17 per day

Surface Lot - \$15 to \$17 per day

Saver Lots - \$8 to \$10 per day

Rail Lot - \$8 to \$10 per day

Car Rental revenue increases \$1,738,182 from \$9,507,777 to \$11,245,959.

Food and Beverage Concession revenue decreases \$1,361,279 from \$4,461,108 to \$3,099,829. While Food and Beverage revenue continues to recover on an actual basis, the decrease from the 2023 to 2024 Budget is correcting a prior budget error.

Terminal Retail (Non-Food and Beverage) revenue increases \$133,960 from \$1,866,040 to \$2,000,000.

Expenditure 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.

Personnel Costs decrease \$1,261,611 from \$27,351,009 to \$26,089,398. The decrease is primarily the result of the enactment of the Act 12 sales tax which substantially reduced Airport legacy pension costs.

In the current labor market, the Airport continues to experience retention challenges as well as challenges around general compensation competitiveness. This decrease of personnel costs includes the addition in 2024 of 1.0 FTE Director of Project Management. This position will own the development, monitoring, and reporting of various operating and capital projects in order to keep them on time and within budget. Moreover, there is a need to assist in the development of projects and determine their priorities given the various needs and funding sources the airport has. This position does not add to the County levy as the airport as a whole does not require County levy support.

Operation Costs increase \$2,640,772 from \$33,344,438 to \$35,985,210 primarily due to the following:

Utilities increase \$1,090,507 from \$5,824,600 to \$6,915,107. This includes multiple utility related fees from the City of Milwaukee that began during 2022.

Housekeeping contractual costs increase \$552,561 from \$2,808,000 to \$3,360,561. The expense is based on the costs from the County-wide RFP and contract that began in 2023.

Costs for Unarmed Security Services increases \$900,181 from \$965,000 to \$1,865,181. This is primarily due to unfunded mandates being passed on from federal agencies to airports to conduct employee screening and staffing functions previously staffed by the Transportation Security Agency (TSA). The TSA also introduced an emergency amendment for cybersecurity in March 2023 with no advanced notice to airports that require additional investments aimed at increasing cybersecurity resilience of US critical infrastructure.

Crosscharges from other Milwaukee County departments for services provided to the Airport increase \$3,028,822 from \$15,169,092 to \$18,197,914. The Fleet Management crosscharge to the Airport increased \$868,151 from \$2,375,644 to \$3,243,795 based primarily on expected labor charges and significant increases in repair parts costs.

Strategic Program Area: MKE Regional Business Park

Service Provision: Committed

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	2,210,655	522,139	1,124,314	769,928	(354,386)
Revenues	665,265	597,807	429,641	423,192	(6,449)
Tax Levy	1,545,390	(75,668)	694,673	346,736	(347,937)
Full Time Pos (FTE)	1.00	1.00	1.00	0.00	(1.00)

Strategic Overview:

The MKE Regional Business Park (Business Park) is the former 440th Air Reserve Base. The Business Park is located in the City of Milwaukee adjacent to MKE at the intersection of South Howell Avenue and East College Avenue. The Business Park is responsible for the rental and maintenance of existing facilities for aviation, Airport use, and related business services.

Strategic Implementation:

There is a continued focus on removing aged buildings and structures within the Business Park and redeveloping the campus to ensure its highest and best aviation use. This includes a proposal to redevelop a substantial portion of the campus with direct airfield access into a new air cargo facility as announced in February 2023.

For 2024, the estimated airline subsidy for the Business Park decreases from \$694,673 to \$346,736.

The decrease in the estimated airline subsidy is primarily the result of expenditure decreases. As a substantial portion of the Business Park campus is proposed for redevelopment into an air cargo facility, Capital Outlay expense for demolition of existing buildings in the redevelopment footprint are eliminated as an operating budget expense as demolition is expected to occur as part of the broader redevelopment initiative.

In addition, Personnel Costs for the Business Park decrease as one position of Airport Business Manager was previously transferred from the Business Park to the Milwaukee Mitchell International Airport Strategic Program Area. The transfer of this existing position reflects broader responsibilities that are not confined solely to the Business Park.

Strategic Program Area: LJ Timmerman General Aviation

Service Provision: Committed

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	359,264	872,123	750,692	1,046,436	295,744
Revenues	318,056	309,001	262,978	281,471	18,493
Tax Levy	41,208	563,122	487,714	764,965	277,251
Full Time Pos (FTE)	2.00	3.00	3.00	3.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Number of Based Aircraft	105	105	105	101

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Aircraft Takeoffs/Landings	36,695	31,171	36,695	34,203

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. The Airline Use and Lease Agreement (AULA) governs the treatment of 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 2024 Budget results in a subsidy to operate LJT of \$764,965 from airlines serving MKE.

The increase in the subsidy to operate LJT from 2023 to 2024 results from higher expenditures with revenues remaining relatively constant. The higher expenditures are due to increased need for general repairs and maintenance and to more appropriately reflect the true cost of snow removal chemicals for LJT which in the past had been blended with MKE.

BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Expenditures					
Personnel Costs	1,382,454	1,556,085	1,733,741	1,633,786	(99,955)
Operations Costs	92,749	193,019	214,150	215,214	1,064
Debt & Depreciation	0	0	0	0	0
Capital Outlay	2,532	124,951	10,000	10,000	0
Interdepartmental Charges	457,381	536,035	223,879	417,969	194,090
Total Expenditures	\$1,935,116	\$2,410,090	\$2,181,770	\$2,276,969	\$95,199
Revenues					
Other Direct Revenue	238,561	249,120	185,860	295,000	109,140
State & Federal Revenue	331,938	560,020	91,000	0	(91,000)
Indirect Revenue	1,403,401	1,783,553	1,620,760	1,695,053	74,293
Total Revenues	\$1,973,900	\$2,592,693	\$1,897,620	\$1,990,053	\$92,433
Tax Levy	(\$38,784)	(\$182,602)	\$284,150	\$286,916	\$2,766
Personnel					
Full Time Pos (FTE)	12.00	12.00	12.00	12.00	0.00
Overtime \$	18,270	24,683	31,047	30,588	(459)
Seasonal/Hourly/Pool	0	26,376	27,297	27,832	535

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.

Strategic Program Area: Transportation Services

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	1,935,116	2,410,090	2,181,770	2,276,969	95,199
Revenues	1,973,900	2,592,693	1,897,620	1,990,053	92,433
Tax Levy	(38,784)	(182,602)	284,150	286,916	2,766
Full Time Pos (FTE)	12.00	12.00	12.00	12.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Number of Bridge Projects Completed	0	6	0	0
Number of CTH Projects Completed	1	2	1	1
Number of Traffic Projects Completed	0	1	1	3
Total Number of Projects Completed	1	9	2	4
Value of Bridge Projects Completed	\$0	\$8,285,000	\$0	\$0
Value of CTH Projects Completed	\$5,295,900	\$7,360,000	\$5,951,300	\$6,235,000
Value of Total Projects Completed	\$5,295,900	\$16,813,000	\$6,891,600	\$7,822,000
Value of Traffic Projects Completed	\$0	\$1,168,000	\$940,300	\$1,587,000

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Percentage of County-Owned Vehicular Bridges Rated Fair or Above	100%	100%	95%	95%
Percentage of CTH Pavement Rated Fair or Above	81%	81%	90%	90%
Percentage of Projects Completed On Time	100%	100%	100%	100%

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.

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 bridge 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.

Additional Program Details:

Percentage of County-owned vehicular bridges rated fair or above. 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.

Percentage of CTH pavement rated fair or above. 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.

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BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Expenditures					
Personnel Costs	11,223,195	11,354,697	13,826,945	11,054,915	(2,772,030)
Operations Costs	2,280,788	2,624,825	2,732,732	2,750,569	17,837
Debt & Depreciation	0	0	0	0	0
Capital Outlay	2,893	124,099	373,361	373,284	(77)
Interdepartmental Charges	6,969,619	8,543,748	9,776,058	10,577,300	801,242
Total Expenditures	\$20,476,495	\$22,647,369	\$26,709,096	\$24,756,068	(\$1,953,028)
Revenues					
Other Direct Revenue	1,101,232	1,109,474	1,274,000	1,272,250	(1,750)
State & Federal Revenue	22,863,995	20,741,380	25,435,096	23,483,818	(1,951,278)
Indirect Revenue	0	0	0	0	0
Total Revenues	\$23,965,227	\$21,850,854	\$26,709,096	\$24,756,068	(\$1,953,028)
Tax Levy	(\$3,488,732)	\$796,516	\$0	\$0	\$0
Personnel					
Full Time Pos (FTE)	125.68	125.68	118.24	118.24	0.00
Overtime \$	697,527	600,149	761,721	753,696	(8,025)
Seasonal/Hourly/Pool	17,720	28,208	58,386	69,334	10,948

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 Vision:

Provide well- maintained and safe transportation systems that improve citizen’s quality of life.

Values:

Safety: We always provide safe environment for both our staff and public.

Accountability: We are personally responsible for meeting job goals and objectives.

Respect: We work with and for others.

Integrity: We do the right thing.

Customer Service: We are dedicated to the delivery of high-quality projects, programs and services.

Excellence: We never stop improving.

Department Description:

In 2024 Highway will continue to secure Discretionary Maintenance Agreements with the State of Wisconsin’s Department of Transportation (WISDOT) to maintain an adequate level of service and offset cost to continue, which have increased dramatically over the last few years.

Major Changes

- There are no major programmatic changes for 2024. \$1,062,266 of revenue from the current \$30 Milwaukee County Vehicle Registration Fee (VRF) is budgeted in Highway Maintenance.

Strategic Program Area: Highway Maintenance

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	20,476,495	22,647,369	26,709,096	24,756,068	(1,953,028)
Revenues	23,965,227	21,850,854	26,709,096	24,756,068	(1,953,028)
Tax Levy	(3,488,732)	796,516	0	0	0
Full Time Pos (FTE)	125.68	125.68	118.24	118.24	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
County Trunk Highways Maintained (Lane Miles)	303	303	303	303
Expressways Maintained (Lane Miles)	1,240	1,240	1,240	1,240
Major Winter Event (Requiring 100 tons or More of Salt)	25	20	20	20
State Trunk Highways Maintained (Lane Miles)	719	719	719	719

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Cost per Lane Mile of Maintaining County Trunk Highways	\$10,412	\$13,315	\$12,853	\$12,853
Cost per Lane Mile of Maintaining State Highways	\$9,045	\$9,790	\$10,023	\$10,023

Strategic Overview:

The Highway Maintenance service area is responsible for providing State and County Highway maintenance. State Highway Maintenance provides general and winter maintenance on the expressways and state trunk highways within Milwaukee County. State highway maintenance costs are currently fully reimbursed pursuant to agreements with the State of Wisconsin Department of Transportation. The reimbursement program is based on labor costs, machinery allowances as specified in the current Wisconsin Highway Maintenance Manual’s actual cost provision, as well as special projects and material purchases authorized by the Wisconsin Department of Transportation.

County Highway Maintenance also provides general and winter maintenance on the County Trunk Highway (CTH) system. This includes pavement repair and resurfacing, shoulder maintenance, vegetation control, safety appurtenances, road drainage, litter pickup, snow and ice control, traffic signal maintenance, highway signing, and pavement marking. County funding levels determine the amount of maintenance on County Trunk Highways and over time also impacts the level of State General Transportation Aid (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 2024. Service and staffing service levels remain relatively consistent with the prior year. The 2024 Highways budget contains 7.44 unfunded Highways Mtce Wkr 2 TA positions.

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BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Expenditures					
Personnel Costs	4,526,714	5,103,067	5,491,086	5,188,258	(302,828)
Operations Costs	4,159,558	5,015,965	3,840,354	4,939,025	1,098,671
Debt & Depreciation	4,614,768	7,458,875	8,470,450	9,075,000	604,550
Capital Outlay	378,911	262,017	170,000	180,000	10,000
Interdepartmental Charges	1,303,834	1,291,896	1,588,331	2,024,540	436,209
Total Expenditures	\$14,983,785	\$19,131,819	\$19,560,221	\$21,406,823	\$1,846,602
Revenues					
Other Direct Revenue	183,242	212,323	50,000	31,000	(19,000)
State & Federal Revenue	35,613	0	30,000	30,000	0
Indirect Revenue	15,393,625	19,262,011	19,902,074	21,888,495	1,986,421
Total Revenues	\$15,612,480	\$19,474,334	\$19,982,074	\$21,949,495	\$1,967,421
Tax Levy	(\$628,695)	(\$342,515)	(\$421,853)	(\$542,672)	(\$120,819)
Personnel					
Full Time Pos (FTE)	48.00	51.00	50.00	52.00	2.00
Overtime \$	182,589	200,399	155,236	152,942	(2,294)
Seasonal/Hourly/Pool	0	0	0	0	0

Department Mission:

Fleet Management is committed to providing a comprehensive fleet management program, including structured purchasing and preventative maintenance, that provides cost-effective customer service to all County departments that use Fleet Management vehicles and equipment.

Department Vision:

To be recognized as a safe, efficient, and cost-effective County fleet operation.

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 repair, Inventory Management, Equipment Coordination, and Facility Management.

Equipment Repairs maintains and manages approximately 2,400 vehicles and pieces of equipment. This equipment ranges 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).

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 foot vehicle repair and parking garage consisting of: the MCDOT Administration building, Sheriff's Patrol Substation, 20,000-ton salt dome, salt brine production facility, and multiple storage garages.

Major Changes

- The significant expenditure variance is due to an increase in purchase prices and repair parts as a result of inflation and scarcity. Since the COVID-19 pandemic, the production of vehicles, equipment, and parts has decreased. Currently, supply has not caught up with the pre-pandemic demand.
- The 2024 Fleet budget adds two positions: Program Manager (Commercial Driver's License (CDL) and Fleet Equipment Trainer) and Body and Paint Technician. The Program Manager is added to provide "in house" training to Milwaukee County departments' employees. The position is pro-active to reduce employee injuries, accidents and damage to Fleet vehicles and equipment, and general cost savings by requiring staff to have CDL's while providing the training in house. A Body and Paint Technician is added to reduce costs by attempting to keep accident damage repair costs low. Depending on the damage to vehicles Milwaukee County Fleet goes to outside vendors for vehicle repairs. This position will decrease the number of costly outside visits to such vendors while increasing County billable hours to user departments, thus keeping the money in the County.
- Fleet Management increased 2024 crosscharges to other Milwaukee County Departments. The crosscharges increases are a result of an approximately \$600,000 rise in principal payments for vehicle and equipment replacement, along with increased parts and labor expenses. Space rental crosscharges have increased due to higher electric and natural gas prices.

Strategic Program Area: County Fleet Maintenance

Service Provision: Administrative, Discretionary

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	14,983,785	19,131,819	19,560,221	21,406,823	1,846,602
Revenues	15,612,480	19,474,334	19,982,074	21,949,495	1,967,421
Tax Levy	(628,695)	(342,515)	(421,853)	(542,672)	(120,819)
Full Time Pos (FTE)	48.00	51.00	50.00	52.00	2.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Monthly on Time Scheduled Maintenance Completion	58%	81%	70%	80%
Vehicles Exceeding Replacement Criteria	283	125	125	120
Vehicles Underutilized	102	65	90	50
Weekly Ready for Use (RFU)	93%	93%	96%	95%

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Preventative Maintenance Work Orders	1,521	1,420	1,700	1,600
Repair Work Orders	11,019	9,470	11,000	10,000
Vehicles / Equipment Replaced	74	61	118	155

Strategic Overview:

Fleet Management’s long-term goal is to have a readily available, right-sized fleet for all Milwaukee County users and their departments.

Strategic Implementation:

In 2024, Fleet Management has 52.0 Full Time Equivalent (FTE) positions. Two positions new positions are included: a CDL and Equipment Trainer (Program Manager) and a Body and Paint Technician.

The Commercial Driver’s License (CDL) and Fleet Equipment Trainer (Program Manager) position is added to provide "in house" training to Milwaukee County departments’ employees. Additionally, this position will develop a CDL training curriculum and certify all CDL candidates. Moreover, this position will conduct training on new and existing pieces of equipment to minimize damage due to accidents and abuse/neglect.

The new Body and Paint Technician will allow Fleet to get revenue generating equipment back on the road faster, and further reduce the need for outsourcing to supplement staff.

The significant expenditure variance is due to an increase in purchase prices and repair parts prices as a result of inflation and scarcity. Furthermore, expenses continue to increase due to a previous change in the amortization schedule of vehicle purchase to four years on all purchases to match the bond repayment schedule. This change more accurately reflects the life of most equipment/assets.

Even with the price increases, Fleet Management works to keep repair service prices lower than commercial repair costs.

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BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Expenditures					
Operations Costs	120,638,994	128,914,703	128,200,262	137,227,374	9,027,112
Debt & Depreciation	4,826,383	4,563,131	3,492,953	3,013,908	(479,045)
Capital Outlay	554,756	1,502,732	825,000	345,000	(480,000)
Interdepartmental Charges	2,336,025	2,796,197	2,827,098	4,794,069	1,966,971
Total Expenditures	\$128,356,159	\$137,776,764	\$135,345,313	\$145,380,351	\$10,035,038
Revenues					
Other Direct Revenue	18,530,534	11,242,678	18,929,412	18,897,916	(31,496)
State & Federal Revenue	104,828,630	118,428,971	107,734,015	101,150,728	(6,583,287)
Total Revenues	\$123,359,164	\$129,671,649	\$126,663,427	\$120,048,644	(\$6,614,783)
Tax Levy	\$4,996,995	\$8,105,114	\$8,681,886	\$25,331,707	\$16,649,821
Personnel					

Department Mission:

The Milwaukee County Transit System (MCTS) connects the community to jobs, education, and life with essential transit services. We strive to be the preferred transportation choice through service excellence and innovation.

Department Description:

The Director’s Office of the Milwaukee County Department of Transportation (MCDOT) provides oversight of MCTS, conducts transit related studies, and prepares and administers Federal and State transit grants. MCDOT personnel also facilitate the acquisition of capital equipment and provide the Architecture & Engineering Division (A&E) of the Department of Administration Services (DAS) 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

- Tax levy in Transit is increased by \$16.4 million in 2024. This increase will improve the long-term fiscal sustainability of the bus system, while also reducing reliance on federal relief funds which are not permanent. The tax levy increase also supports changes to interdepartmental charges, debt and depreciation.
- The transit budget is increased by \$1.5 million to provide enhancements to transit safety and security operations. The additional funding of \$1.5 million will allow MCTS to significantly enhance security on busses by providing: Six new Transit Security Officers for a total of 47 officers across all three shifts. These staff will provide an additional 160 hours per week of coverage to increase visible presence on busses. A new dedicated dispatch security position under MCTS to exclusively handle security incidents during peak times to ensure timely and consistent responses to incidents. Two new dedicated transit security field supervisor positions (and an additional vehicle) to respond to critical incidents and oversee field staff. Specialized training for all staff on how to respond to passengers with mental health issues or housing challenges. This includes enhanced coordination with DHHS Housing division.
- CONNECT 1 Bus Rapid Transit (BRT) line begun in 2023 will be monitored for improvements / adjustments along with routes in the remainder of the network. MCTS will work with Milwaukee County DOT on a second BRT line on 27th Street under the North South Transit Enhancement project. The new WisGo fare collection system will also be evaluated after its first full year of operations.
- MCTS is requested to provide a report to the County Board no later than the March 2024 meeting cycle on the deployment of the new security enhancements and updated data on security incidents.

- The Department of Transportation- Transit/Paratransit working in conjunction within the Department of Health and Human Services and informed by recommendations from the Paratransit Taxi Task Force, shall develop accessibility options to support mobility which prioritizes work and medical appointment transportation. This shall also include an analysis of available state and federal reimbursements that may be available to offset the cost of the program. A recommendation shall be made to the County Board with a report in the January 2024 meeting cycle. To help effectuate any recommendations approved by the County Board, an appropriation of \$1,117,054 is contained in an allocated contingency account in Agency 194-1945- Appropriation for Contingencies.

Strategic Program Area: Paratransit

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	13,170,347	16,683,091	18,072,930	19,069,494	996,564
Revenues	11,743,703	8,886,957	14,085,683	15,183,520	1,097,837
Tax Levy	1,426,644	7,796,134	3,987,247	3,885,974	(101,273)

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Individualized Travel Training	36	50	50	50
Taxi Ridership	24,277	62,500	62,500	0
Total Ridership	293,858	499,966	402,052	353,955
Van Ridership	269,581	437,466	393,719	353,955
Van Trips per Hour	2	2	2	2

Strategic Overview:

Transit Plus is Milwaukee County’s paratransit program. There are over 7,700 registered Transit Plus participants who are covered by the Americans with Disabilities Act (ADA).

Strategic Implementation:

2024 ridership is projected to be 80% of pre-COVID (2019) ridership with overall costs increasing by approximately 5% due to the re-bidding of services in 2023. Under the new contract, we have consolidated operations into one vendor and intend to streamline our operations and processes. 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. Fares remain the same at \$4/ride. Agency fare, however, will be raised from \$20.55 to \$35 as part of a two-year plan to increase that fare to the full cost of service (currently \$45). Agency Fare is charged to managed care organizations (MCOs) for rides that they are required to provide to their participants. As MCOs are already subsidized by the State, prior policy prohibits them from taking advantage of the County subsidized \$4 fare.

Strategic Program Area: Fixed Route

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	115,185,811	121,093,673	117,272,383	126,310,857	9,038,474
Revenues	111,615,461	120,784,692	112,577,744	104,865,124	(7,712,620)
Tax Levy	3,570,351	308,980	4,694,639	21,445,733	16,751,094

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Bus Hours	1,312,912	1,330,529	1,319,886	1,316,902
Bus Miles	17,496,269	17,729,258	16,986,930	16,957,931
Buses in Fleet	371	371	314	315
Buses in Peak Hour	319	315	262	248
Miles / Bus	47,160	47,788	54,099	53,835
Passenger Revenue	\$18,621,983	\$21,630,272	\$23,623,651	\$23,950,000
Passengers	14,356,646	15,557,421	21,282,569	21,576,577
Revenue per Passenger	\$1.30	\$1.39	\$1.11	\$1.11

Strategic Overview:

There are no service reductions or fixed route fare increases for 2024. The overall expenditure budget has increased by roughly 7.2%. Increases are in the following areas: wages are increased based on a new Union contract (\$3 million), fuel costs are increased (\$2.7 million), increased funding is provided to enhance transit safety and security (\$1.3 million), and the remainder is related to changes to inter-departmental charges.

On the revenue side, passenger fares are up 1% as ridership continues to grow after the COVID induced ridership declines in 2020 and 2021. State revenues remain flat while County tax levy funds increase equal to the amount of federal funds decreased (13 million). The 2024 budget is reliant on \$8 million of one-time Federal stimulus funds (Transit ARPA) to balance the budget. This leaves roughly \$13 million dollars of Federal stimulus remaining. The 2024 use of only \$8 million will allow County leadership more time for decision and policy making. It also pushes out the year in which drastic changes may be needed. MCTS created the #SAVETHEBUS campaign in 2023 to educate riders, business leaders, and elected officials that potentially up to half of all routes could be eliminated in 2025 and that legislative action is needed to avert this possibility. These efforts will continue in 2024 during the preparation of the 2025 budget. MCTS will seek input from riders and the public on any route network redesign that might be needed based on the final budget.

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 2024:

- 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:

MCTS will continue to focus on improvements and delivery of service to our riders in 2024. As we come off a year of extensive project implementation (CONNECT 1 BRT and WisGo), we now look to monitor those projects and make improvements that address both rider and employee satisfaction. It remains important to garner the public support by demonstrating that a thriving transit system is essential in Milwaukee.

2024 will represent our first full year of operations for the CONNECT 1 BRT as well as our new WisGo fare collection system. MCTS will be carefully monitoring the results of these services and making adjustments as necessary in terms of service delivery, security and customer satisfaction. For WisGo, we will begin expanding the regional fare collection platform to Waukesha County and the City of Beloit, as well as pursuing partnerships with other transit systems within Wisconsin. MCTS is also operating a pilot program to return service to Summerfest and will be looking to expand those efforts in 2024 based on results as well as funding for new buses.

North-South BRT: Engineering, Design and Environmental Review for the North-South Transit Enhancement Project (WT153) will continue through 2024, with the goal to receive Federal Transit Administration (FTA) approval and Capital Investment Grant (CIG) funding in 2025, for construction to begin as soon as 2026. 2024 will further see extensive stakeholder outreach amongst the socially and ethnically diverse communities within this alignment to best advise MCTS on final design.

Infrastructure Upgrades: In 2024, MCTS also expects to update bus shelter infrastructure, amenities and technologies while also addressing the safety and security needs of passengers, operators, and the public. Bus curb extensions, Transit Signal Priority (TSP), bus stop boarding pads and bollards, as well as enhanced shelter designs will not only improve the rider experience but also increase accessibility and safety. Some of these projects are traffic calming measures that address reckless driving and will be strategically piloted in low income, predominantly minority areas of the county.

Bus Operations: The capital budget for 2024 includes 30 new buses, as well as other new projects to enhance service. That includes elements for safety (bus pads, and bollards), as well as new bus shelters for improved rider satisfaction. This is all part of our ongoing focus to improve daily operations, enhance satisfaction of passengers and employees, and overall upgrade our service. In 2023, we are operating a pilot program to return service to Summerfest and will be looking to expand those efforts in 2024 based on results as well as funding for new buses.

Technology Upgrades: As software systems for maintenance of vehicles and inventory are over 30 years old, MCTS has started the process to research a new system to modernize its fleet management. Much of our systems are still paper based and reliant on manual processes to ensure, document and test for proper vehicle maintenance. 2024 will include identification of a proposed path towards modernization, and implementations which will likely extend into 2025. This is an essential process not only in managing our fleet of buses, but also our service vehicles, facilities, and other assets.

Bus Operator Recruitment & Retention: MCTS recruits and trains over 100 Operators a year to keep pace with retirements and turnover. MCTS has struggled to find applicants. However, applications are up over 12% year over year and we continue to expand our efforts to maintain consistent hiring we also are investing heavily in retention. 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 our goal is to engage all Operators by 2024. These efforts have proven successful as the turnover rate has been reduced from 24% in July of 2022 to 15% in July of 2023.

In 2023, MCTS continued to refine its strategic plan which resulted in the creation of organizational goals. These organizational goals then formed the performance management program which includes both departmental and individual goals. The 2023 review cycle will be the third year whereby employees are given merit increases based on their competencies and goal achievements. This performance management program has served to motivate staff and has also fostered collaboration as all individual and departmental goals are based on the organizational goals. In 2024, MCTS will continue collaborate across departments and refine the organizational goals based on possible fiscal restrictions and organizational needs.

2024 also replaces \$13 million of federal dollars with tax levy. This swap will allow additional time for policy makers to decide the future of MCTS. While a "fiscal cliff" still looms this change pushes that cliff into the future.

Additional Program Details:

All fares will remain the same in 2024, except for the paratransit fair changes to managed care organizations who have other funding sources. That fare is increasing from \$20.55 to \$35 as part of a two-year plan to gradually increase the agency fare to reflect the full cost of service.

Fare Table

Fare Name	Current Fare	Proposed Fare	Comment
Cash Fares			
Adult	\$2.00	\$2.00	no transfer included
Reduced Fare	\$1.00	\$1.00	no transfer included
Stored Value Fares			
Adult Single Ride	\$2.00	\$2.00	Fare capped daily, weekly and monthly at \$4, \$19.50 & \$72
Reduced Fare	\$1.00	\$1.00	Fare capped daily, weekly and monthly at \$2, \$11 & \$32
Passes			
Eliminated	n/a	n/a	
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)	\$210.00	\$210.00	no change
Transit+Pass	\$2/day	\$1/ride	Fare capped daily, weekly and monthly at \$2, \$11 & \$32
Transfer encoded on rider's Card	Free	n/a	no longer available
Umo Lite - 1 ride	\$2.00	\$2.00	no change
Mobile App Single Ride	\$2.00	\$2.00	Fare capped daily, weekly and monthly at \$4, \$19.50 & \$72
Paratransit Fare	\$4.00	\$4.00	no change
Paratransit Agency Fare	\$20.55	\$35.00	gradually increasing to full cost

BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Expenditures					
Personnel Costs	912,679	1,060,334	1,186,436	1,256,139	69,703
Operations Costs	738,143	1,011,716	96,361	150,681	54,320
Debt & Depreciation	0	0	0	0	0
Capital Outlay	0	1,263	8,000	8,000	0
Interdepartmental Charges	(585,490)	(751,383)	(850,813)	(1,064,820)	(214,007)
Total Expenditures	\$1,065,331	\$1,321,930	\$439,984	\$350,000	(\$89,984)
Revenues					
Other Direct Revenue	423,689	337,442	328,599	300,000	(28,599)
State & Federal Revenue	610,060	669,684	111,385	50,000	(61,385)
Indirect Revenue	0	0	0	0	0
Total Revenues	\$1,033,749	\$1,007,126	\$439,984	\$350,000	(\$89,984)
Tax Levy	\$31,583	\$314,804	\$0	\$0	\$0
Personnel					
Full Time Pos (FTE)	7.00	8.00	8.00	9.00	1.00
Overtime \$	464	0	0	0	0
Seasonal/Hourly/Pool	0	0	0	0	0

Department Mission:

Provide a highly available, well maintained, and safe transportation infrastructure that contributes to the economic competitiveness and quality of life throughout the region.

Department Vision:

A modern, connected, and available multimodal transportation system meeting the needs of the traveling public.

Department Description:

Provide overarching strategic direction to all divisions of MCDOT and ensure operational compliance.

Major Changes

- The 2024 budget adds 1.0 FTE Director of Public Affairs and Marketing. The DOT Director's Office receives a high volume of media inquiries and requests for media interviews. Creating the position will allow the County to be more transparent with the public when it comes to DOT initiatives, policies, and projects.

Strategic Program Area: Director of Transportation

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	1,065,331	1,321,930	439,984	350,000	(89,984)
Revenues	1,033,749	1,007,126	439,984	350,000	(89,984)
Tax Levy	31,583	314,804	0	0	0
Full Time Pos (FTE)	7.00	8.00	8.00	9.00	1.00

Strategic Overview:

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 Division through strategic planning, oversight, coordination, and technical assistance.

In addition to the Director's Office, the DOT includes the Divisions of Transit/Paratransit, Fleet Management, Airport, Highway Maintenance and Transportation Services.

Strategic Implementation:

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 the 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, 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 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. On January 1, 2023, a new contract with five tow companies was entered into for towing services for Milwaukee County.

Additional Program Details:

The 2024 budget adds 1.0 FTE Director of Public Affairs and Marketing. The DOT Director's office receives a high volume of media inquiries and requests for media interviews. Creating the position will allow the County to be more transparent with the public when it comes to DOT initiatives, policies, and projects. The Public Relations & Marketing Director will serve as an advisor and consultant to the Director on both internal and external communications. This position will oversee the development of effective implementation, tracking, evaluation and revision of an integrated communications plan. The position will build and maintain media relationships which include but are not limited to: print, online, radio and TV. One of the major objectives of the position is to serve as the Public Relations manager for four DOT Divisions and coordinate communications with Milwaukee Mitchell International Airport and Milwaukee County Transit System (MCTS). This position will work with media from initial contact to conclusion of the subject. Moreover, the position will write content that includes, but is not limited to news releases, media alerts, media statements, promotional pieces related to programming and information brochures, the DOT's web site, informational talking points, monthly employee newsletter and DOT's annual report.

DEPARTMENT NARRATIVES

HEALTH & HUMAN SERVICES FUNCTION

630 - Mental Health Board - Behavioral Health Services

800 - Department of Health & Human Services



**MILWAUKEE
COUNTY**

2024 ADOPTED OPERATING BUDGET

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BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Expenditures					
Personnel Costs	63,888,676	59,276,100	47,976,836	49,572,087	1,595,251
Operations Costs	161,073,015	175,475,678	174,965,323	175,854,656	889,333
Debt & Depreciation	0	50,000	0	0	0
Capital Outlay	2,731,653	479,607	0	0	0
Interdepartmental Charges	7,679,604	7,550,689	12,069,910	16,285,070	4,215,160
Total Expenditures	\$235,372,948	\$242,832,075	\$235,012,069	\$241,711,813	\$6,699,744
Revenues					
Other Direct Revenue	137,011,972	132,810,242	135,090,304	138,632,007	3,541,703
State & Federal Revenue	51,775,498	52,166,289	46,921,765	43,494,074	(3,427,691)
Indirect Revenue	0	0	0	0	0
Total Revenues	\$188,787,470	\$184,976,531	\$182,012,069	\$182,126,081	\$114,012
Tax Levy	\$46,585,478	\$57,855,544	\$53,000,000	\$59,585,732	\$6,585,732
Personnel					
Full Time Pos (FTE)	489.90	429.35	302.60	313.50	10.90
Overtime \$	2,402,530	1,940,693	0	0	0
Seasonal/Hourly/Pool	1,146,923	1,757,223	136,701	199,527	62,826

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, Crisis Intervention Services, Community Access to Recovery Services, and Youth Mental Health Services (Wraparound Milwaukee).

Major Changes

- 7.0 FTE new peer support staff to support mobile crisis and community support teams
- New Suicide Prevention Coordinator position is created to lead and develop suicide prevention initiatives.
- 4.0 FTE New paid internship positions to support long-term workforce development opportunities. BHS will continue to seek new grant opportunities to expand and enhance internship opportunities.
- Non-Emergency Medical Transport Services provided under Crisis Transport Team to support connections between levels of care during psychiatric crisis events.
- Additional administrative positions to support quality and growth in the BHS provider network
- Continued support for Mental Health Emergency Center and other partner agencies
- Patient revenue is increased by \$3.4 million due to increases in Comprehensive Community Service and Wisconsin Medicaid Cost Report (WIMCR) revenue.

- The budget does not include revenue related to the American Rescue Plan Act (ARPA) or Opioid Settlement funds. This funding is allocated outside of the annual budget process. BHS anticipates substantial project funding under both ARPA and Opioid Settlement funds in 2024.
- Overall revenues increase by \$114,000, however State and federal revenues decrease due to several youth mental health multi-year grants that are set to expire in 2024 and declining enrollment in REACH and Wraparound services. BHS anticipates new grant awards in 2024.
- The 2024 budget increases the tax levy by \$6.5 million primarily due to increases in fringe costs, central services allocation, two percent salary increase for employees, and rate increases for Community Support Program providers to support high-quality service delivery.

Strategic Program Area: Management

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	2,494,292	856,457	512,101	211,195	(300,906)
Revenues	509,967	346,851	201,300	201,300	0
Tax Levy	1,984,325	509,607	310,801	9,895	(300,906)
Full Time Pos (FTE)	127.30	116.00	85.00	97.00	12.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Impaneling Requests Processed	2,774	2,876	3,000	3,000

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Patient Revenue Collected /Billed Revenue	71.80%	73.10%	76.10%	77.20%
Revenue Dollars/Fiscal Staff	\$7,612,398	\$7,567,985	\$6,043,906	\$6,298,156

Strategic Overview:

Management and Support Services provides fiscal management, compliance, and quality assurance to support Behavioral Health Services.

Strategic Implementation:

2024 Management and Support Services expenditures are decreased by \$300,000 due to a reduction in crosscharge allocations in this program service area.

Position Changes:

1.0 FTE Lead Credentialing Specialist

2.0 FTE Operations Assistant

3.0 FTE Workforce Development Specialists (reclassified from Technical Support Analyst & RN educator positions)

1.0 FTE Project Manager

1.0 FTE unfunded Senior Grants Analyst

1.0 FTE Clinical Program Director Quality Assurance (transferred from CARS)

1.0 FTE Integrated Services Manager (transferred from CARS)

1.0 FTE Health Data Analyst (transferred from CARS)

2.0 FTE Program Evaluator (transferred from CARS)

1.0 FTE vacant RN Risk Management is eliminated

Most expenses in this area are allocated out to direct service areas. Increases to the central services allocation impacts this program area resulting in a slight increase to the tax levy of \$9,895.

Strategic Program Area: MHEC & Inpatient Charges

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	59,167,137	59,491,081	17,301,957	20,551,661	3,249,704
Revenues	23,804,694	23,905,543	1,200,000	700,000	(500,000)
Tax Levy	35,362,443	35,585,538	16,101,957	19,851,661	3,749,704
Full Time Pos (FTE)	197.00	121.25	0.00	0.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Acute Adult Inpatient - Number of Patient Days	9,687	5,979	5,475	5,475
PCS & MHEC Admissions	6,289	4,473	7,500	7,500

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Percent of Clients Returning to PCS & MHEC within 30 days	26.60%	25.90%	24.00%	22.00%

Strategic Overview:

The Mental Health Emergency Center 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 patients in need of emergency psychiatric services.

This service area includes costs for placements at partner psychiatric hospitals such as Granite Hills, Mendota Mental Health Institute, and Winnebago Mental Health Institute.

Strategic Implementation:

For the 2024 budget, MHEC and inpatient charges are combined into one service area resulting in a net tax levy increase of \$3.7 million. Previously these programs were reflected in the Mental Health Emergency Center & Inpatient Services and the Crisis Intervention Services program areas. Previous years' financials have been restated to reflect the combined financials for these program areas.

The 2024 budget includes \$6,265,804 in annual membership payments to MHEC, and \$9.7million in funding for inpatient psychiatric placements at partner facilities based on current inpatient placement costs. Revenue is decreased by \$500,000 to account for decreasing cost report revenue related to partial-year Milwaukee County hospital operations in FY2021 prior to closure.

Additional Program Details:

"MHEC admissions" data only includes clients under Chapter 51 Emergency Detention.

Strategic Program Area: Crisis Intervention Services

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	14,398,841	16,093,959	25,297,060	26,642,304	1,345,244
Revenues	10,003,259	8,091,099	12,770,722	11,681,259	(1,089,463)
Tax Levy	4,395,582	8,002,860	12,526,338	14,961,045	2,434,707
Full Time Pos (FTE)	64.80	88.30	108.80	114.50	5.70

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Crisis Mobile Team - Mobiles Completed	5,348	5,840	5,550	5,550
Crisis Resource Center Admissions	442	419	425	425
Crisis Stabilization Admissions	151	155	150	150

Strategic Overview:

Crisis Intervention Services includes the following services: Access Clinics, Milwaukee Crisis Mobile, Community Assessment Response Team (CART), Community Consultation Team (CCT), Team Connect, Crisis Resource Centers (CRC), Crisis Stabilization Facilities, and Community Linkage and Stabilization Program (CLASP), Crisis Care Management, and the Crisis Transport Team

Strategic Implementation:

For 2024, Crisis Intervention Services are separated out into a separate program area. In the 2023 budget, these services were included with Community Access to Recovery Services program. Previous years’ budget data has been restated to reflect the combined financials for these program areas.

2024 Crisis Intervention expenditures are increased by \$1 million to fund the creation of 5.0 FTE peer specialist positions and 1.0 FTE Lead Peer Specialist to support Milwaukee Mobile Crisis.

2024 revenue is decreased by \$1 million due to updated billing assumptions for mobile crisis, access clinics. A new non-emergency Medical Transport billing for the Crisis Transport Team will enable the Crisis Transport Team to receive reimbursement for transferring clients in psychiatric crisis between levels of care to best meet their needs.

Other 2024 Crisis Intervention Position actions include:

- 1.0 FTE Suicide Prevention Coordinator created in 2023 outside the annual budget process to lead suicide prevention initiatives.
- 0.80 FTE vacant Clinical Program Psychologist is eliminated based on staff supervision needs.
- 0.5 FTE vacant Staff Psychiatrist is reclassified to 1.0 FTE Advance Practice Nurse Prescriber based on ongoing crisis clinic staffing needs.

Strategic Program Area: CARS

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	96,193,985	102,688,958	118,518,805	123,333,793	4,814,988
Revenues	92,065,020	90,182,029	98,791,468	105,437,186	6,645,718
Tax Levy	4,128,965	12,506,928	19,727,337	17,896,607	(1,830,730)
Full Time Pos (FTE)	50.30	56.80	58.80	55.00	(3.80)

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
AODA Residential - Average Enrollment	80	94	80	90
Community Support Program - Average Enrollment	1,287	1,192	1,300	1,300
Comprehensive Community Services - Year-End Enrollment	1,637	1,590	2,000	2,000
Detoxification - Admissions	4,890	5,608	5,000	5,000
Number of Unique Clients Served	9,980	10,654	10,750	10,750
Recovery Support Coordination - Average Enrollment	615	598	620	620
Recovery Support Services - Year-End Enrollment	51	39	100	80
Targeted Case Management - Average Enrollment	915	763	1,000	1,000

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Average Experience Survey Score (BHS)	4.40%	4.50%	4.00%	4.00%
Average Satisfaction Survey Score (CCS)	90.20%	93.00%	80.00%	80.00%
Detoxification 7 Day Readmissions	50.12%	54.07%	49.00%	49.00%

Strategic Overview:

Community Access to Recovery Services (CARS) includes, Comprehensive Community Services (CCS), Community Support Program (CSP), Targeted Case Management (TCM), Community Based Residential Facilities (CBRF), and Milwaukee County’s community Substance Use Disorder Service program an alcohol, drug treatment, and recovery service system.

Strategic Implementation:

2024 CARS budget continues to support provider partner agencies and expansion of services.

In the 2024 budget, enrollment is expected to remain flat at 2,000 adult participants. Overall, CCS enrollment continues to grow with increased enrollment for youth (those increases are reflected in the Youth Mental Health program area).

Alcohol and Other Drug Abuse (AODA) service costs are increased by \$1.1 million to support increased costs in Bridge Housing and Detox services. These increases are offset by increased state and federal grant funding. Other AODA program expenses are adjusted based on current utilization trends.

The budget includes a 5 percent rate increase for certain Community Support Program provider clinician levels including bachelors degree, masters degree, and peer support services. Overall, the CSP budget is reduced by \$0.8 million to reflect recent experience. Grant revenue in CSP is reduced by \$1.0 million due to the expiration of a 4-year Assisted Outpatient Treatment grant. This program will continue in 2024 with a shift to Medicaid billing.

The 2024 CARS budget includes a \$1.5 million increase in internal overhead charges allocated to this service area.

Funding for the Office of Consumer Affairs (OCA) is reduced by \$315,000. This reduction brings the OCA budget in alignment with actual expenses. Savings from this budget reduction is offset by cost increases related to creating new internal peer support positions in the Milwaukee Mobile Crisis Team (this is budgeted in Crisis Intervention Services).

BHS will fund a Community and Family Resource Liaison to ensure that effective resources are offered to families in connection to BHS services. This role will be a part of the BHS staff team (CARS or another program as appropriate) to facilitate connections to services. The \$60,000 expense related to this initiative is funded through BHS reserve funds.

The following adjustments are made to CARS personnel:

1.0 FTE Integrated Services Coordinator position is added to support quality oversight and utilization review of the adult group home and community-based residential facility network.

1.0 FTE Peer Specialist is created to support the Assisted Outpatient Treatment Program.

2.0 FTE Administrative Coordinator are created to help oversee quality in the Comprehensive Community Services network.

1.0 FTE Administrative Assistant is created.

2.0 FTE vacant Office Assistant positions are eliminated.

0.80 FTE vacant staff psychiatrist is eliminated based on ongoing needs.

6.0 FTE Quality Management positions are moved from CARS to Management and Support Services.

Strategic Program Area: Youth Mental Health

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	63,118,692	63,701,619	73,382,146	70,972,860	(2,409,286)
Revenues	62,404,530	62,451,009	69,048,579	64,106,336	(4,942,243)
Tax Levy	714,162	1,250,610	4,333,567	6,866,524	2,532,957
Full Time Pos (FTE)	50.50	47.00	50.00	47.00	(3.00)

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Average Annual Unique Youth Enrollment in Wraparound	1,381	1,212	1,054	916
Average Monthly Enrollment in Wraparound	995	859	758	660
Youth Comprehensive Community Services (CCS) - Year-End Enrollment	544	626	725	977

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Family Satisfaction with Care Coordination (5.0 Scale) - Wraparound & CCS	4.7	4.5	4.2	4.2
Percentage of Enrollee Days in a Home Type Setting - Wraparound Only	60.5%	62.3%	75.0%	75.0%
Percentage of youth who achieved permanency at disenrollment - Wraparound & CCS	58.2%	80.5%	70.0%	70.0%

Strategic Overview:

Children’s Community Mental Health Services & Wraparound Milwaukee (WM) is the Behavioral Health Services (BHS) entity that manages the voluntary public-sector, community-based mental health for children, adolescents, and young adults (ages 5-23) in Milwaukee County who have serious mental health or emotional needs. Serving as the umbrella body for a number of supports, all core programs rely on care coordination that promotes parental and youth driven care through the facilitation of the Wraparound Process. Programs create access to a range of supportive services, foster family independence, and provide trauma informed care for children and youth in the context of their family and community.

Milwaukee County Mental Health Clinic - A Medicaid funded outpatient clinic that provides medication management and psychotherapy services to serve youth and young adults enrolled in Wraparound Milwaukee or Youth Comprehensive Community Services (CCS), with a future goal to also serve youth and young adults in the community-at-large.

Wraparound - A Specialized Managed Care Entity that serves families with youth who have serious mental health needs and are at immediate risk of placement in a residential treatment center, juvenile correctional facility or psychiatric hospital. Youth may have system involvement through the Child Welfare and/or Juvenile Justice System. Referrals also come directly from families, schools, service providers, and the Milwaukee Mobile Team.

Comprehensive Community Services (CCS) for Youth - A Medicaid benefit which supports youth and young adults who are coping with either a mental health and/or substance abuse diagnosis across the lifespan. Within CCS, the program Coordinated Opportunities for Recovery and Empowerment (CORE) serves youth ages 10-23 years old who are at high risk for psychosis or experiencing their first episode with psychosis.

Strategic Implementation:

Comprehensive Community Services youth enrollment is expected to increase by 252 youth to a total enrollment of 977. This will bring total youth and adult CCS enrollment to an estimated 2,977 by the end of 2024. Vendor spending is increased by \$5.4 million to meet increasing enrollment projections. This is offset by CCS Medicaid and WIMCR funding.

Wraparound Milwaukee program vendor expenses decrease by \$4.5 million based on ongoing enrollment trends. Revenue is decreased by \$7.1 million based on current crisis intervention revenue experience.

Milwaukee County Mental Health Clinic salary expenses increase by \$824,925 due to the transfer of clinician positions into the clinic. Clinic revenue is reduced by \$399,312 based on current utilization trends.

Revenues and expenses related to youth mental health grants is reduced by \$2.7 million. Several multi-year grants are set to expire in 2024. Expenses and revenues related to new grant awards will be added to the budget through appropriation fund transfer when a formal notification of award is received.

1.0 FTE Administrative Coordinator is created to support the CCS network.

1.0 FTE vacant Child Psychiatrist position is eliminated.

2.0 FTE vacant Clinical Resource Referral Coordinators positions are eliminated due to expiring grant funding.

1.0 FTE vacant School Liaison position is eliminated.

1.0 FTE Office Assistant is reclassified to an Administrative Assistant.

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BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Expenditures					
Personnel Costs	65,029,231	68,093,603	70,788,573	59,978,277	(10,810,296)
Operations Costs	127,824,715	137,306,148	112,534,702	124,988,845	12,454,143
Debt & Depreciation	16,067	0	0	0	0
Capital Outlay	50,077	26,044	110,593	182,991	72,398
Interdepartmental Charges	9,872,572	9,676,433	8,073,732	14,460,184	6,386,452
Total Expenditures	\$202,792,661	\$215,102,228	\$191,507,600	\$199,610,297	\$8,102,697
Revenues					
Other Direct Revenue	6,378,033	5,349,203	4,414,542	5,044,190	629,648
State & Federal Revenue	169,160,119	180,775,009	149,615,607	154,976,107	5,360,500
Indirect Revenue	(2,020)	(535)	0	0	0
Total Revenues	\$175,536,132	\$186,123,678	\$154,030,149	\$160,020,297	\$5,990,148
Tax Levy	\$27,256,529	\$28,978,550	\$37,477,451	\$39,590,000	\$2,112,549
Personnel					
Full Time Pos (FTE)	556.50	570.50	576.00	607.75	31.75
Overtime \$	1,226,712	1,632,230	767,962	874,560	106,598
Seasonal/Hourly/Pool	1,845	2,844	19,050	19,367	317

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 service areas:

- Director’s Office & Management Services
- Children Youth & Family Services
- Aging and Disabilities Services
- Housing Services
- Behavioral Health Services (budgeted in Agency 630)
- Child Support Services (integrated with DHHS budget in 2024)

Major Changes

- An increase of 30.75 net new positions is included in the 2024 Budget. This reflects increases in Housing navigation staff, Aging and Disability Resource Center (ADRC), Children’s Long-Term Support (CLTS) direct service staff, a new Deputy Administrator position in Aging and Disability Services (ADS), and Child Support Specialists positions in Child Support Services. These positions are funded by grants and other revenue offsets in their respective program areas.
- CLTS expenditures increase by \$1.6 million. The program anticipates serving an additional 100 children for a total of 3,000 in 2024.

- Though youth justice correctional placements are trending down, court-ordered out-of-home-care placements are increasing substantially. The 2024 budget represents an average daily population (ADP) of 28 in State corrections which reflects a reduction from 35 in 2023. The savings of \$2.15 million derived from the reduction in the ADP is offset by a significant increase in out-of-home care placements totaling \$3.4 million for justice-involved youth.
- ADRC revenue is increased by \$1.2 million due to new multi-year grants awarded in 2023 and a more favorable outlook on resource center federal match revenue.
- Area Agency on Aging revenue is increased by about \$800,000 due to ongoing Older American Act funding increases authorized under the American Rescue Plan Act. (ARPA).
- The Central Service Allocation methodology is updated and an additional \$6.3 million in crosscharge expenses is included in DHHS and is offset with an increase in tax levy.
- Due to the adoption of the Wisconsin 2023 Act 12 relating to the sales tax adoption employee and retiree pension contributions reflected within DHHS are decreased by 15 million.
- One time funding is included for the following items:
 - Children, Youth and Family Services (CYFS) Radio Replacement: \$418,032 is added to replace 57 radios for the Vel Philips Juvenile Justice Center and 18 radios for the Secured Resident Care Center for Youth (SRCCCY) for health and safety reasons.
 - CYFS Self-Contained Breathing Apparatus (SCBA) Units: \$66,000 is included to purchase 20 Self Contained Breathing Apparatus units for Vel Philips Juvenile Justice Center and the SRCCCY. The Department of Corrections (DOC) 347.52 Fire Safety and Emergency Preparedness requires each facility to have units.
 - Housing Fiscal Agent Contract: \$500,000 is included in the 2024 budget for a housing fiscal agent contract. The contract will allow Housing Services to provide immediate access to resources through a non-profit organization to move unsheltered individuals off the streets and into housing.
 - Case Management Contract: \$200,000 is included in the 2024 budget for a case management contract in Housing Services. The case management contract supports those who are unsheltered. The providers of this service will assist homeless individuals with obtaining housing and ensure they don't return to homelessness once housed.
 - Senior Home Repair Fund: Housing Services will provide emergency home repair assistance to seniors. Seniors will be referred to Housing Services for assistance from DHHS Aging. \$1 million is included to support this initiative.
 - Affordable Housing: \$4 million is included to support the County's affordable housing developments.
-
- The 2024 budget integrates Milwaukee County Child Support Services (CSS) with the Department of Health and Human Services. Benefits of this integration include:
 - Encourages connecting residents who interact with each department to a broader array of programs.
 - Consistent with the "No Wrong Door" concept, where residents can access needed services regardless of County entry point.
 - Encourages a child and family-centric approach to service delivery.
 - Mission alignment - DHHS and CSS both focus on customer service and serving families.
 - State and federal government alignment to move CSS to a more wraparound approach.
 - All information in the above table includes the historical CSS budget for 2021-2023.

The following contracts are included in the 2024 Budget in lieu of separate review and approval from the County Board during the fiscal year:

Vendor	Contract Description	Contract Amount
414 Life	CYFS: Purchase of Service contract for Credible Messengers	\$250,000
St. Charles	CYFS: Purchase of Service contract for Alternative Sanctions Program	\$294,000
St. Charles	CYFS: Purchase of Service contract for Level II Monitoring	\$1,900,000
St. Charles	CYFS: Purchase of Service contract for Intensive Monitoring Program (IMP)	\$1,000,000
Westcare	CYFS: Purchase of Service contract for Credible Messengers	\$250,000

The following contracts are included in the 2024 Budget in lieu of separate review and approval from the County Board during the fiscal year:

Vendor	Contract Description	Contract Amount
Wisconsin Community Services	CYFS: Purchase of Service contract for Aspire Education Program	\$366,823
Wisconsin Community Services	CYFS: Purchase of Services Contract for Shelter Care (Male-15/ Female-5)	\$1,976,064
Youth Advocates Program	CYFS: Purchase of Service contract for Credible Messengers	\$250,000
Milwaukee Christian Center, Inc.	CYFS: Purchase of Service contract for Credible Messengers	\$250,000
Youth Advocate Program	CYFS: Purchase of Service contract for Youth Employment	\$99,000
Alternatives In Psych. Consultation	CYFS: Professional Services Agreement for Detention Psych Nursing	\$173,590
Alzheimer’s Association	ADS: Purchase of Service contract for Counseling	\$58,000
ERAS Senior Network	ADS: Purchase of Service contract for Home Maintenance/Chore Assistance	\$101,232
ERAS Senior Network	ADS: Purchase of Service contract for Neighborhood Volunteer/ Driver Outreach Services	\$180,000
Easter Seals Kindcare	ADS: Purchase of Service contract for Recreational Programming and Youth Summer Camps	\$266,937
First Transit	ADS: Purchase of Service contract for Transportation	\$1,550,940
Goodwill Industries	ADS: Purchase of Service contract for Home meal delivery	\$1,392,903
Hmong/American Friendship Association, Inc.	ADS: Purchase of Service contract for Services to Older Refugees	\$50,000
Indian Council of the Elderly, Inc.	ADS: Purchase of Service contract for Dining Services	\$52,572
Indian Council of the Elderly, Inc.	ADS: Purchase of Service contract for Social Services	\$32,000
Jewish Family Services, Inc.	ADS: Purchase of Service contract for Social Services	\$30,000
Center for Behavioral Medicine	CYFS: Professional Services Agreement for Technical Assistance & TR for DBT Implementation for MCAP	\$105,000
Legal Action of Wisconsin, Inc.	ADS: Purchase of Service contract for Medicare Outreach	\$19,000
Legal Action of Wisconsin, Inc.	ADS: Purchase of Service contract for Legal Assistance	\$386,292
Life Navigators	ADS: Purchase of Service contract for Support Services / Case Management	\$65,000
Milwaukee Christian Center, Inc.	ADS: Purchase of Service contract for Dine Out Services	\$48,000
Milwaukee Christian Center, Inc.	ADS: Purchase of Service contract for Meal Site Services	\$50,000
Milwaukee Christian Center, Inc.	ADS: Purchase of Service contract for Congregate meals/Site Management	\$250,000
Milwaukee Christian Center, Inc.	ADS: Purchase of Service contract for Social Services	\$53,550
Milwaukee LGBT Community Center, Inc.	ADS: Purchase of Service contract for Outreach & Socialization	\$30,000
Muslim H&C Ctr	ADS: Purchase of Service contract for Home meals	\$20,000
SDC_Community Relations-Social Development Commission	ADS: Purchase of Service contract for Medicare Outreach	\$7,600
Employ Milwaukee	CYFS: Purchase of Service contract for Youth Employment	\$77,000
Serving Older Adults	ADS: Purchase of Service contract for Senior Center Services	\$905,000
Serving Older Adults	ADS: Purchase of Service contract for Meal site management	\$100,000
United Community Center, Inc.(*). Cafe el Sole	ADS: Purchase of Service contract for Congregate Dining	\$159,000

The following contracts are included in the 2024 Budget in lieu of separate review and approval from the County Board during the fiscal year:

Vendor	Contract Description	Contract Amount
United Community Center, Inc.(*)	ADS: Purchase of Service contract for Congregate Dining	\$28,000
United Community Center, Inc.(*)	ADS: Purchase of Service contract for Senior Center - recreation	\$129,000
United Community Center, Inc.(*)	ADS: Purchase of Service contract for Social/Recreational Services	\$58,766
United Community Center, Inc.(*)	ADS: Purchase of Service contract for Social/Recreational Services	\$18,423
Vital Voice	ADS: Purchase of Service contract for Telephone Reassurance Program	\$30,000
Riverworks Financial Navigator Srvs	ADS: Purchase of Service contract for Financial Navigator Services	\$60,000
Benedict Center	Housing: Purchase of Service contract for Supportive Services Case Management - Domestic Violence. Funded by HUD Domestic Violence Grant	\$16,088
Medical College of WI	CYFS: Professional Services Agreement for Detention Physician & Medical Svcs	\$158,248
Community Advocates, Inc.	Housing: Purchase of Service contract for Fiscal Agent Homeless Prevention	\$93,750
Community Advocates, Inc.	Housing: Purchase of Service contract for Housing Focused Shelter (Women)	\$26,777
Community Advocates, Inc.	Housing: Purchase of Service contract for Housing Focused Shelter (Family)	\$79,378
Community Advocates, Inc.	Housing: Purchase of Service contract for Supportive Services Case Management - Domestic Violence, Funded by HUD Domestic Violence Grant	\$64,350
Exploit No More	Housing: Purchase of Service contract for Supportive Housing Services - Freedom House. Funded by HUD Domestic Violence Grant	\$205,212
Grand Avenue Club	Housing: Purchase of Service contract for Supported Employment	\$20,000
Guest House of Milwaukee, Inc.	Housing: Purchase of Service contract for HDSS-Prairie Supported Apartments	\$49,000
Guest House of Milwaukee, Inc.	Housing: Purchase of Service contract for Housing Focused Shelter	\$83,134
Guest House of Milwaukee, Inc.	Housing: Purchase of Service contract for Pathways to Permanent Housing	\$520,000
Hope House	Housing: Purchase of Service contract for Fiscal Agent Homeless Prevention	\$93,750
Hope House	Housing: Purchase of Service contract for Rapid Rehousing	\$33,186
Hope House	Housing: Purchase of Service contract for Homelessness Prevention & Diversion Case Management	\$70,000
Hope House of Milwaukee	Housing: Purchase of Service contract for Rental Payee Program	\$75,000
IMPACT	Housing: Purchase of Service contract for Fiscal Agent Services	\$99,999
IMPACT	Housing: Purchase of Service contract for IMPACT 211 General Services	\$338,162

The following contracts are included in the 2024 Budget in lieu of separate review and approval from the County Board during the fiscal year:

Vendor	Contract Description	Contract Amount
IMPACT	Housing: Purchase of Service contract for Homelessness Prevention Navigation Case Management	\$100,000
IMPACT	Housing: Purchase of Service contract for Coordinated Entry 211	\$50,000
Inner Beauty Center	Housing: Purchase of Service contract for Housing Supportive Services - West Haven	\$37,500
Mercy Housing Lakefront	Housing: Purchase of Service contract for Johnston Center Supportive Housing	\$97,142
Pathfinders Milwaukee	Housing: Purchase of Service contract for Housing Focused Shelter	\$30,000
Running Rebels	CYFS: Purchase of Service contract for Credible Messengers	\$250,000
Salvation Army Greater Milw Chapt	Housing: Purchase of Service for Housing Focused Shelter	\$154,080
Sirona Recovery	Housing: Purchase of Service contract for Housing Supportive Services - St. Anthony	\$50,000
Sirona Recovery	Housing: Purchase of Service contract for HDSS-United House	\$113,000
Sojourner Family Peace Center	Housing: Purchase of Service contract for Housing Focused Shelter	\$96,968
Sojourner Family Peace Center	Housing: Purchase of Service contract for Supportive Services Case Management - Domestic Violence. Funded by HUD Domestic Violence Grant	\$64,350
The Cathedral Center	Housing: Purchase of Service contract for Housing Focused Shelter	\$217,997
United Methodist Children’s Services	Housing: Purchase of Service contract for Supported Apartments-Wash Park	\$20,000
Wisconsin Community Services	Housing: Purchase of Service contract for Housing Supportive Services Thurgood Marshall	\$305,000
Wisconsin Community Services	Housing: Purchase of Service contract for Keys to Independence	\$420,000
Wisconsin Community Services	Housing: Purchase of Service contract for HDSS-Highland Commons	\$140,000
Running Rebels	CYFS: Purchase of Service contract for Intensive Monitoring Program Aftercare	\$408,885
Wisconsin Community Services	Housing: Purchase of Service contract for HDSS-Farwell Studio	\$100,000
Wisconsin Community Services	Housing: Purchase of Service contract for HDSS - Empowerment Villages	\$176,529
BLOOM Art and Integrated Therapies, Inc	CYFS: Purchase of Service contract for Youth Employment	\$74,000
Running Rebels	CYFS: Purchase of Service contract for Transitional Program/MCAP/CMC	\$934,712

Strategic Program Area: Director’s Office

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	4,162,648	1,011,545	1,293,328	1,279,473	(13,855)
Revenues	4,208,418	341,233	364,800	368,375	3,575
Tax Levy	(45,770)	670,312	928,528	911,098	(17,430)
Full Time Pos (FTE)	27.00	25.00	25.00	29.00	4.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
County Veteran Population Served per FTE	20,500	15,000	13,000	13,000
Quality Assurance Reviews Conducted	38	35	33	33

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Agency Loyalty - Average Agreement Score for Recommending Others to Work at DHHS	N/A	65%	70%	75%
Contracting Diversity - Proportion of Racial/Ethnic Diverse Led Agencies Contracted	42.0%	42.4%	40.0%	40.0%
Leadership Diversity - Proportion of Racial/Ethnic Diverse Leadership Staff	40.4%	45.8%	40.0%	40.0%
Percent of All Complete Requests for New Service Provider Approval Responded to within 5 Business Days	100%	99%	95%	95%
Percent of Annual CPA Audit Reports for Which All Compliance Issues Addressed within 6 Months of Audit Receipt	100%	100%	95%	95%
Percent of Complete Invoices Approved within 5 Business Days	95%	98%	85%	85%
Percent of Programs Targeted for Transition to be Transitioned to Performance-Based Contract	100%	100%	90%	90%
Quality of Racial Equity Resources - Average Agreement Score for Available Resources to Advance Racial Equity Practices into Day-to-Day Work	N/A	65	70	75
Racial Equity Advancement - Average Agreement Score for Actively Advancing Racial Equity into Work	N/A	75.5	80.0	85.0

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Racial Equity Engagement - Average Agreement Score for Leadership Participation in and Support of Conversations about Racial Equity	N/A	85.5	90.5	95.5
Racial Equity Resources - Dollars Invested into Racial Equity Workforce Training	\$20,000	\$120,000	\$110,000	\$50,000
Resource Allocation Diversity - Proportion of Annual Budget Supporting Racial/Ethnic Diverse Led Agencies	25.67%	26.06%	40.00%	40.00%
Stay Intent - Average Agreement Score for Intent to Stay Employed with DHHS	N/A	66	71	76
Workforce Diversity - Proportion of Racial/Ethnic Diverse Staff	50.4%	51.4%	65.0%	65.0%

Strategic Overview:

The Director’s Office and Management Services provide administrative guidance, accounting, grant monitoring, and contract oversight to all DHHS program areas.

Strategic Implementation:

Over the past few years, DHHS has focused its efforts on implementing new programs and services after successfully being awarded millions of dollars in pandemic relief aid both from Milwaukee County’s American Rescue Plan Act (ARPA) funding and the State of Wisconsin’s ARPA allocation. With its partner providers, DHHS continues to utilize these funds to support transitional housing, expansion of senior meals, vaccine outreach, enhanced Adult Protective Services, and mental health initiatives designed to address the root causes of violence, substance use, mental health needs, and neighborhood redevelopment around the Marcia P. Coggs Human Services Center.

Even though COVID-19 may no longer pose a public health emergency, the community served by DHHS is still experiencing its long-lasting effects. Post-pandemic challenges have contributed to acute mental health needs, severity of charges for justice involved youth, families in crisis, and strains on staff and agency providers responsible for customer care. As a result, DHHS is leveraging its ARPA funding to effectively address these issues.

Additional Program Details:

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 provided by this office 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.

Grant Development and Post Award Monitoring

DHHS is overseeing more than 20 ARPA-funded projects and has developed new processes to ensure successful implementation and effective operational capabilities. The long-term goal is to build upon skills developed with these projects for the purpose of future fund development and grant management. DHHS's goal, as reflected in its strategic plan, is to grow the number of grants the department receives, with an eye toward prevention, innovation, fiscal sustainability, and technical assistance. Continued investment will be required to pursue such funding in the future. Toward this effort, 1.0 FTE Senior Analyst Grants is created.

Contract Management

Another area impacted by the expansion in federal funding and future grant development within Management Services is Contract Administration. 1.0 FTE Contract Manager is created. The cost of the position is offset by a reduction in professional services. This position will strengthen internal staff capacity and contract oversight.

1.0 FTE Senior Accountant is created to support the ongoing fiscal workload related to the new long-term grants awarded to Housing Services. The abolishment of 1.0 FTE Grant Accountant offsets this position.

Strategic Program Area: Children, Youth and Family Services

Service Provision: Mandated, Committed

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	54,178,140	99,357,712	103,390,317	103,816,059	425,742
Revenues	42,029,535	82,460,288	83,626,502	84,986,704	1,360,202
Tax Levy	12,148,605	16,897,424	19,763,815	18,829,355	(934,460)
Full Time Pos (FTE)	193.50	217.50	225.00	227.00	2.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Average Daily Population for Juvenile Correctional Institution (DOC)	23	33	30	30
Average Monthly CLTS Clients Waiver & COP	1,525	2,225	2,900	3,000
Number of Admissions to Youth Detention Center	897	1,040	1,100	1,100
Number of Birth to 3 Screenings Completed	3,310	3,557	4,900	4,500
Number of New Youth Justice Referrals	1,552	1,547	1,500	1,600
Number of Youth Committed to the Wisconsin Department of Corrections (DOC)	31	38	27	25
Number of Youth Served in Alternative to DOC Program	102	125	135	140
Number of Youth Served in the Detention Alternative Programs	1,236	901	1,200	1,100

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Average Rate of Detention (per 100,000 Youth)	75.3%	114.0%	75.0%	75.0%
Completion of Detention Alternative Programs	60%	50%	70%	70%
Completion of DOC Alternative Program	74%	45%	75%	65%
Percent of Eligible Children Served by Birth-to-3 Functioning within Age Expectations for Knowledge and Skills at Program Exit	21.20%	19.50%	45.00%	30.00%
Percent of Eligible Children Served by Birth-to-3 Primarily Receiving Services in Natural Environments	100%	100%	100%	100%
Recidivism for Youth on their First Supervision & One Year after the Date of Court	26%	N/A	20%	20%

Strategic Overview:

The Department of Health and Human Services (DHHS), Children, Youth and Family Services (CYFS) continues the work on building a Children’s Integrated System of Care to support No Wrong Door for all kids, youth, and families.

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 across DHHS service areas. Children and their families will have support to flourish, actively participate in their community, and experience life in an inclusive and productive manner. CYFS includes services, programs, and interventions targeted to children and young adults, age range 0-23.

The guiding principles for Children’s Integration are the following:

Easier access to care that is appropriate and acceptable to children, youth and their families (e.g. simplifying screening and 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. individualized goals and case plans, better connections between involuntary placements and voluntary services).

Better coordination of care between DHHS and other systems that influence care and outcomes (e.g. State Department of Children and Families, Department of Health Services, courts, schools, employment, housing, etc.).

Earlier care for children and families who have complex needs; more emphasis on prevention and early intervention, as opposed to responding only to crisis or utilization of secure placements.

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.

CYFS consists of the following areas

Administration: Provides leadership and administrative oversight, clerical support, grant coordination, and quality control, assurance, and improvement to all CYFS areas of operations.

Children’s Disability Programs: Implementation and oversight of the programs that serve children, youth, and emerging adults with a disability, including the Birth to Three, Children’s Long-Term Support (CLTS) Waiver Program, and Children’s Community Options Program (CCOP).

Youth Justice 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 and the State Department of Corrections (DOC).

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 in pre-disposition and post disposition legal status.

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. In August 2023, the State of Wisconsin Joint Committee on Finance amended the statewide plan to increase grant authorization for the Secure Residential Care Center for Children and Youth (SRCCCY) project to award a grant to Milwaukee County for \$28,338,351 which is to fund 95 percent of the costs of designing and construction of a SRCCCY. Milwaukee County has moved forward with the approval of the grant award and design of a 32-bed SRCCCY, located at the existing Vel R. Phillips secure youth detention center. The design includes renovation of the two existing Milwaukee Accountability Program (MCAP) housing units, along with adding another two living units. The project also includes additional space for education, mental health, health and dental care, recreation space and a welcome/visitation center, as well as a culinary arts program space.

CYFS continues to focus intensely on services and strategies to reduce 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 added several community-based providers through its network in 2023 that will continue in 2024. This provides youth and families with a broader range of services and programming that meet their individual needs and expose them to new and different opportunities.

Youth Correctional Officers are scheduled to receive a 13.51% raise in 2024.

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 28 youth which reflects a decrease of seven youth from the 2023 Budget. This results in a savings of \$2.1 million. The budget also assumes a Juvenile Correctional Institution (JCI) rate of \$1,246 in effect through June 30, 2024, which is a daily increase of \$68 per youth. The rate increases an additional \$22 on July 1, 2024 to \$1,268. It would cost counties about \$454,790 per year for each young person placed at Lincoln Hills, Copper Lake, and Mendota Juvenile Treatment Center (MJTC).

The decrease in youth correctional placements is offset by a substantial increase in out-of-home care costs. These court-ordered placements are anticipated to increase by \$3.4 million in 2024.

Youth Aids 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 (2020-2022) compared to the statewide total. The county's proportion of placements, which had been steadily declining prior to 2022 when they began to rise again, factors into the estimated 2024 contract resulting in a reduction of \$220,482 in Youth Aids revenue from 2023.

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 2024 State Fiscal Year (SFY), CYFS was awarded \$1,199,497 which is included in the 2024 Budget and is slightly higher, \$92,295, than the amount awarded in 2023 to support the Intensive Monitoring Program administered under a separate provider contract.

Enhanced Youth Justice Programming

The County continues to invest in the continuum of care for justice involved youth. One time Revenue of \$200,000 is included to increase the capacity of new and current partners of community-based organizations to build a robust continuum of care and support for children, youth, and families across Milwaukee County.

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 the 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.

Funding of \$2 million is maintained to support the continuum of care contracts for justice involved youth.

Youth in Our Care Dashboard

1.0 FTE Business Intelligence Analyst I is created in the Department of Health and Human Services to assist in the development and implementation of a Youth in Our Care Dashboard. DAS-IMSD shall provide technical support to the project as needed. The dashboard is to include, among other metrics, the number of youths housed at Vel R. Philips Detention Center, enrolled in the Milwaukee County Accountability Program (MCAP) and waitlisted for the MCAP, housed outside of Milwaukee County at Lincoln Hills and Copper Lakes Schools, Mendota Mental Health Institute, Racine Youthful Offender Correctional Facility, and other facilities, and testing positive for COVID-19.

Additional Program Details:

Children's Disability 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 individualized services to meet child and youth unique needs. Services can include architectural modifications to homes, educational materials, respite services, recreation, 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.

Birth-to-3 Funding

In order to retain the dwindling number of Birth-to-3 agencies, a one-time appropriation of \$250,000 is provided to supplement current reimbursements to the three remaining local providers. The need for Birth-to-3 services, which is a federal entitlement, continues to grow with local enrollments increasing by 40% since the start of the COVID-19 pandemic while state and federal aids are stagnant.

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.

For the past four years, DHHS has been working to increase the number of children participating in the CLTS Program. Over the past four years, CLTS enrollment has grown by 45 percent. In 2024, CLTS is anticipated to increase by 100 youth to a total of 3,000 active enrollees receiving services. CLTS direct service expenses are increased by \$1.6 million for a total budget of \$34 million.

To support the increase in enrollment, two new position creates (1.0 FTE Quality Assurance Coordinator and 1.0 FTE Clerical Specialist) and one reclassification (1.0 FTE Provider Network Supervisor) were approved by the County Board during mid-year 2023. An additional 2.0 FTE Human Service Worker are created in the 2024 Budget to support additional CLTS enrollment workload.

Strategic Program Area: Aging & Disabilities Services

Service Provision: Mandated, Committed

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	56,386,193	32,131,852	31,470,918	29,000,566	(2,470,352)
Revenues	53,515,174	27,387,577	24,392,239	26,114,082	1,721,843
Tax Levy	2,871,019	4,744,275	7,078,679	2,886,484	(4,192,195)
Full Time Pos (FTE)	149.00	129.00	129.00	138.75	9.75

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Adult Protective Services - Number of Cases	5,799	4,000	6,500	6,500
Caregivers Served through Caregiver Support Grants	0	119	125	125
Evidence-Based Prevention Program Participants (EBPP)	283	393	500	500
Legal Assistance - Seniors Served	190	535	600	700
Legal Assistance - Consultation Hours	716	1,515	2,000	2,500
Meals Served at Meal Sites	12,170	40,777	200,000	265,000
New Home-Delivered Meal Applications	1,089	700	850	900
Number of Adults and Children Served Under Non-Family Care Purchase Contracts	192	200	260	260
Number of Congregate Meal Sites	26	24	25	26
Number of GO Pass Walk-ins	614	30,000	1,900	1,900
Number of Home-Delivered Meals	434,823	322,969	308,000	310,000
Number of Incoming Calls for Information and Assistance (ARC and DRC)	58,265	65,000	70,000	75,000
Number of Individuals Reached through One-on-One Outreach (ARC)	5,304	8,897	3,000	3,250
Number of New IDAP Cases	32	60	60	60
Number of Options Counseling Referrals (ARC and DRC)	6,630	8,000	8,000	8,100
Number of People Reached through Community Outreach (ARC)	11,263	30,565	14,500	20,000
Number of People Reached through Dementia-Related Training	1,523	2,098	1,250	1,400
Number of People Trained in EBPP	20	26	30	30
Number of Publicly Funded Long-Term Care Enrollments Completed (ARC and DRC)	3,791	4,500	4,500	4,550
Number of Telephone Reassurance Calls	9,925	10,385	10,000	9,500
Number of Volunteer Hours Reported	14,121	20,000	15,000	22,000
Percent of GO Pass Referrals Eligible	90%	90%	90%	90%
Pick-up Meals at Congregate Sites	291,281	179,365	60,000	15,000
Senior Centers - Arts and Crafts	6,868	14,900	8,000	8,000
Senior Centers - Computer Training	2,602	1,730	3,000	3,500

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Senior Centers - Education	1,696	6,796	2,000	2,500
Senior Centers - Exercise	26,130	38,793	22,000	22,300
Senior Centers - Members Served	5,728	5,587	6,000	6,300
Senior Centers - Special Events	2,596	3,000	4,000	4,000
Senior Centers - Wellness Checks (Phone Calls)	31,240	8,539	20,000	500
Transit/Van Rides Provided to Seniors	40,834	66,494	72,000	78,000

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Clinton Rose Senior Center – Customer Satisfaction Survey	98%	95%	95%	95%
Cost per Meal	\$8.98	\$9.00	\$9.45	\$9.45
Kelly Senior Center – Customer Satisfaction Survey	93.50%	95.00%	95.00%	95.00%
McGovern Senior Center – Customer Satisfaction Survey	95.25%	95.00%	95.00%	95.00%
Percent of Contracted Vendors that meet Civil Rights Compliance Requirements	96%	100%	100%	100%
Percent of Customers Served who are People of Color	41%	35%	40%	40%
Percent of Evidence-Based Prevention Program (EBPP) Participants who Rate a Class as Excellent or Very Good	96%	98%	94%	94%
Percentage of Congregate Diners Reporting Satisfaction	96%	95%	95%	95%
Washington Senior Center – Customer Satisfaction Survey	98.50%	95.00%	95.00%	95.00%
Wilson Senior Center – Customer Satisfaction Survey	92.50%	95.00%	95.00%	95.00%

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 (ADS) 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 Disabilities 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 their 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.

Strategic Implementation:

Aging and Disability Resource Center (ADRC)

The 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, Medicaid, and FoodShare.

DHHS has contracted with State Department of Health Services (DHS) which has launched an Independent Living Support Project (ILSP) Pilot Project to enable more customers in need to access critical services and ADS was awarded a two-year grant for \$1,468,800. During mid-year 2023, one ADRC Professional – Information and Assistance (I&A) was created to respond to increased calls to the ADRC. Callers reach out to the ADRC seeking a variety of information from transportation, financial assistance, assisted living and many other needs.

Personnel and operating costs are increased by \$0.6 million primarily related to an increase in grant-funded positions listed below. The 2024 Budget also includes two new ADRC Professionals and position changes to both improve customer service and create opportunities for advancement for employees.

ADRC position changes

Create 4.0 FTE ADRC Advanced Professionals

Create 1.0 FTE ADRC Supervisor Options Counseling

Create 1.0 FTE Office Support Assistant 2 Nm

Abolish 1.0 FTE RN 2 (Department on Aging)

Create 1.0 FTE Specialist Dementia Care

Create 1.0 FTE ADRC Supv Information & Assistance

Abolish 1.0 FTE ADRC Professional

Additional Program Details:

Adult Services (ADS) and Adult Protective Services (APS)

ADS is the statutory agency responsible for providing an “Adults-At-Risk” program which investigates allegations of abuse, neglect, self-neglect, and financial exploitation for vulnerable Milwaukee County residents. Previously, these services were performed by two separate units based on age – customers, ages 18 to 59, with varying abilities 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.

APS also provides court-related services such as guardianship, protective placements and court comprehensive evaluations in partnership with community agencies to support long term support to adults at risk per Wisconsin Statutes.

APS position changes

Create 1.0 FTE Opioid Prevention Coordinator (Unfunded) to educate community partners, providers, and staff on appropriate practices and precautions related to opioids and opioid use disorder. This position is a current year create funded through Opioid Settlement funds.

Create 1.0 FTE EMDT Prevention Coordinator

An Enhanced Multi-Disciplinary Team (EMDT) Prevention Coordinator position would develop a system to capture prevalence, referrals and evaluation of current efforts involving risk assessments and District Attorney cases in an effort to impact positive health and safety outcomes for Milwaukee County individuals at risk; Case consultations with community professionals to increase safety and stability of Milwaukee County residents.

Office for Persons with Disabilities (OPD)

OPD oversees 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 provides 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 serves as the County Americans with Disabilities Act (ADA) Coordinator and will work closely with the Disabilities Commission in promoting accessibility and compliance with requirements across the County.

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. \$10,000 is budgeted for expenditures in this area.

Aging Unit Services

The Milwaukee County Commission on Aging (COA) is the state designated Area Agency on Aging (AAA) for Milwaukee County. The Aging Unit within ADS provides staff support to implement the policies and programs carried out by the Commission on Aging under the Older Americans Act, as well as serving as the required county aging unit under the Wisconsin Elders Act, Wis. Stat. § 46.82. The Aging Unit coordinates aging services for county residents aged 60 and older. The Aging Unit Director reports to the ADS Administrator and works directly with the Commission on Aging and its councils and committees to coordinate aging services throughout Milwaukee County.

The COA 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 healthy engaged lives in the community. Available community-based supports include: socialization and recreation, telephone reassurance, transportation, late-life counseling, legal services, congregate dining, nutrition counseling, meals on wheels, evidence-based health promotion and disease prevention, and family caregiver support. Additional tax levy of \$270,000 is included in the budget to address the needs of older adults in Milwaukee County as identified by the COA. Funding will be used for caregiver services, transportation, food insecurity, and additional programming for senior centers. The Aging Unit oversees and coordinates all aging provider services, as well as promoting public policy advocacy with older adults, coordinating transportation services for persons with disabilities and older adults, and in 2024, facilitating the support of family caregivers. The Aging Unit also coordinates programming and nutrition support in a network of senior dining sites and senior centers, including the five Milwaukee County owned senior centers.

The 2024 Budget continues to build upon enhancements and changes to service delivery implemented to align with the goals of the 2022-24 Area Aging Plan. This Aging plan emphasizes programming that would improve health and racial equity, promote collaboration and communication in the Aging Network, and address all dimensions of wellness.

Revenues increase by a net \$447,497 primarily related to adjustments in Older Americans Act (OAA) and OAA American Rescue Plan Act funding. Expenses increase by \$1.3 million. The expense increase is comprised of personnel service increases of \$308,331, contract service increases of \$214,001, and interdepartmental charge increases of \$865,713. The contract service increase is distributed among various services offered to Milwaukee County seniors, including Meals on Wheels, Older Adult Transportation, a new Services to Older Refugees program; Support for Older Adult Caregivers of Children with Developmental Disabilities; socialization programming in the Milwaukee County senior centers; and an intensive telephone reassurance program to reach homebound and isolated older adults in greatest need.

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. The Aging Unit received more than \$4 million in OAA ARPA funding in 2022 and 2023. All OAA ARPA funds must be expended by the end of the 2024 federal fiscal year. In 2024, OAA ARPA funding will be used to support the following programs:

Senior Financial Navigators
Senior Employment Assistance
Home Repair & Modification for Falls Prevention
Older Adult Transportation Services (OATS) Tours of Milwaukee County cultural sites
Various Specialized Caregiver Programs
Specialized outreach to communities of color to ensure equitable access to OAA programs
Capital investments in Milwaukee County senior centers
General Assistance (GA) Burials Program & Interim Disability Assistance Program (IDAP)

ADS also operates the GA Burials Program and 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 \$737,869 in expenditures, \$114,000 in estate recovery revenue and \$623,869 in tax levy.

1.0 FTE Deputy Director Position is created to support ongoing operational needs of ADS.

Strategic Program Area: Housing Services

Service Provision: Committed, Discretionary

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	70,974,807	66,238,506	36,413,616	46,227,344	9,813,728
Revenues	59,552,365	59,366,896	28,736,703	31,566,820	2,830,117
Tax Levy	11,422,442	6,871,611	7,676,913	14,660,524	6,983,611
Full Time Pos (FTE)	48.00	60.00	59.00	70.00	11.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
211 Impact Customer Contacts	172,176	173,978	200,000	200,000
Home Energy Households Applied	74,609	68,328	70,000	67,000
Number of Families Receiving Rent Assistance	1,954	1,752	1,870	1,890
Number of HOME Loan Write Offs	0	0	5	5
Number of Individuals Placed by Community Intervention Specialist	510	498	550	525
Number of Loans Served	40	22	40	40

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
% Individuals Exiting to Permanent Housing in Pathways to Permanent Housing Program	92%	90%	85%	85%
% Individuals Maintaining Permanent Housing in Shelter Plus Care (My Home Program) for 6 months*	98%	97%	95%	95%
% of Chronically Homeless Individuals Placed by Housing Outreach & Maintaining Housing for 12 Months	98%	97%	97%	97%
Occupancy Rate of Pathways to Permanent Housing	100%	100%	95%	95%
Section 8 Management Assessment Program Score (90 = high performer)	N/A	79	94	85

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:

Overall Budget Changes

For 2024, expenses increased by \$9.4 million, revenues increased by \$2.8 million for a net tax levy increase of \$6.5 million. Of the \$9.4 million \$2.8 million is offset by additional revenue for expanded Housing and Urban Development (HUD) programs and 9 new FTE positions. The balance of the expenditure increase is primarily related to increased crosscharges.

As noted in the major changes section, the following one time housing investments are possible in the 2024 budget to support the County's housing initiatives:

Housing Fiscal Agent Contract: \$500,000 is included to provide resources to move unsheltered individuals off the street into housing. Resources include security deposit assistance, short-term rental assistance, and other start up fees.

Case Management Contract: \$200,000 is included to assist unsheltered individuals with obtaining housing and ensuring they don't return to homelessness once housed.

Affordable Housing: \$4 million is included to support the County's affordable housing initiative. Of this amount, \$2 million is earmarked for the Concordia 27 projects on the Near West Side to help develop 33 affordable and high-quality housing units for low-wage workers. The project also, includes community health and wellness services, a grocery store, and opportunities for sustainable businesses to help support an inclusive neighborhood.

Senior Home Repair Fund: \$1 million is included to support seniors in need of home repair assistance.

Housing First Concept

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 a 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 reduction in the chronically homeless population, Housing has turned its focus to individuals and families that do not meet the federal definition as well as providing prevention services.

Housing and Urban Development (HUD) Grant Expansion

In 2023, Housing Services was awarded several new, long-term grants from HUD to expand services in the area of homelessness prevention and intervention which reflects \$2 million in additional expenditures and revenues annually and eight new positions (7.0 FTE Community Intervention Specialists and 1.0 FTE Administrative Assistant) created in 2023. This includes Domestic Violence and Rapid Rehousing grants totaling \$1.5 million. Rapid Rehousing funding supports an internal position as well as housing dollars for individuals and families experiencing homelessness and case management services to support individuals and families enrolled in the project. The Domestic Violence grant supports a new position and transitional housing beds for individuals fleeing sexual violence, rapid rehousing dollars for individuals and families fleeing sexual or domestic violence, and case management services to support individuals and families enrolled in the program.

HUD also awarded a HOME Investment Partnerships American Rescue Plan Program (HOME-ARP) grant totaling nearly \$4.5 million through September 30, 2030. HUD has distributed additional funds to formula grantees throughout the country to address homelessness. Approximately, \$500,000 in HOME-ARP funding is anticipated to be spent in 2024.

A total of 8.0 FTE internal positions were approved in 2023 to support the work of these grants. The positions will primarily be responsible for housing navigation services and homeless outreach. These positions will ensure the community continues its progress on reducing unsheltered homelessness and decrease the length of stay in homeless shelters.

Housing Choice Voucher Program

Rental payments and offsetting revenue increase by \$450,000 for the Housing Choice Voucher Program, resulting in an increase of 20 units over 2023 providing greater affordable housing options for low-income individuals and families in Milwaukee County.

Emergency Shelters

Funding of \$721,000 is included in the budget for emergency shelters. This is the same allocation as 2023.

Emergency Rental Assistance

A supplemental appropriation of \$200,000 is provided for emergency rental assistance. The department shall direct the funding to address housing insecurity needs.

Wisconsin Home Energy Assistance Program (WHEAP)

The Energy Assistance Program is operated within Housing Services and reflects \$2.7 million in expenditures and revenue. 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, and 3.0 FTE county employees co-located at the agencies and managed by one staff member. The program supports six sites providing customers with more access points to apply for energy assistance.

The program is funded by a combination of State and federal funding. The final revenue allocation will be available in early fall 2023 for the 2024 federal fiscal year (FFY). The budget assumes total revenue of \$2.5 million reflecting a reduction of \$200,000 compared to the 2023 budget. The estimated revenue aligns with the FFY 2023 contract which was reduced by the State from \$2.7 million. This revenue shortfall is offset by a reduction to contracts with UMOS and Community Advocates.

As a result of the revenue shortfall, the providers reduced staffing in FFY2023. Consequently, the number of households receiving Energy Assistance through UMOS and Community Advocates declined by 2,000 compared to the prior year. Applications for these households were processed by another vendor hired by the State to manage online Energy applications.

Transitional Housing-Hillview Project

Housing Services was awarded \$3 million in State Neighborhood Investment Funds (NIF) to acquire and restore a 33,000 square-foot property located at 1615 S. 22nd St. in the City of Milwaukee. In 2024, Housing plans to renovate the property and offer transitional housing and respite care for homeless and at-risk individuals. Operated by Milwaukee County Housing and participating partners, the facility will act as a bridge for acute individuals in the transition to permanent housing. A community food pantry will be located on the main level and operated by Friedens Community Ministries Inc. The programming will be supported by the existing Pathways to Permanent Housing provider contract for \$520,000. A budget of \$150,000 is established for operations and maintenance of the facility.

211-IMPACT Helpline

211-IMPACT provides a centralized access point offering free, confidential assessments and referrals for people in need in times of personal crisis or community disaster 24 hours per day, 365 days per year. 211-IMPACT offers Internet, text, telephonic contact and referral information to Milwaukee County residents (including services for hearing-impaired via a TDD and non-English speaking either directly, or by use of a telephone translation service). The 2024 contract is \$388,162 for these services and coordinated entry, reflecting a reduction of \$161,838 compared to 2023. Emergency Rental Assistance (ERA2) revenue was previously allocated to support after hours coverage and supplement the contract. This onetime fed

Additional Program Details:

Position Changes

In addition to the 8.0 FTE (7.0 FTE Community Intervention Specialists and 1.0 FTE Administrative Assistant) described above as part of the expanded HUD grants, 1.0 FTE Senior Accountant is created to support the ongoing fiscal workload related to the new long-term grants awarded to Housing Services. The abolishment of one Grant Accountant offsets this position.

1.0 FTE Community Intervention Specialist and 1.0 FTE Community Intervention Specialist Lead position are abolished. These abolishments offset the creation of two Housing Supervisor positions created in 2023.

1.0 FTE Community Intervention Specialist and 1.0 FTE Community Intervention Specialist Lead are created to provide outreach services to secure indoor placements for individuals and their families experiencing homelessness.

Milwaukee Area Technical College (MATC) Faculty and Students Together Fund (FAST Fund) The Faculty and Students Together Fund (FAST Fund) was created in 2016 to mitigate student housing insecurity. Since 2020, the Milwaukee County Board of Supervisors has approved appropriations each year for the FAST fund to remove barriers for students, such as food insecurity, transportation, and housing instability. During the 2022-2023 academic year, FAST provided \$426,848 in assistance to 1,688 students.

Strategic Program Area: Child Support Services

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	17,090,874	16,362,612	18,939,421	19,286,855	347,434
Revenues	16,230,641	16,567,684	16,909,905	16,984,316	74,411
Tax Levy	860,233	(205,072)	2,029,516	2,302,539	273,023
Full Time Pos (FTE)	139.00	139.00	138.00	143.00	5.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Court Orders Established	0	5,171	5,500	5,500
IV-D Support Collections	\$123,160,139	\$111,686,952	\$120,000,000	\$114,000,000
Office Walk-Ins	0	18,324	25,000	25,000
Paternities Established	4,817	5,609	5,000	5,600
Total IV-D Cases	114,342	116,606	115,000	117,000

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Arrears Collection Rate	65.4%	60.6%	61.0%	61.0%
Current Support Collection Rate	63.9%	61.7%	64.0%	64.0%
Order Establishment Rate	77.4%	75.7%	80.0%	80.0%
Paternity Establishment Rate	88.5%	87.5%	90.0%	90.0%

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 is reporting a slight increase in caseload (114,342 to 116,606). CSS is reporting slightly lower numbers in Paternity Establishment (88.48% to 87.5%), Order Establishment (77.4% to 75.67%), Current Support Collection (63.87% to 61.70%), and Arrears Collections (65.35% to 60.59%)

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.

Additional Program Details:

5.0 FTE Child Support Specialists positions are created to reduce the caseload and improve child support collections. The creation of these positions has no tax levy impact.

1.0 FTE Child Support Services Executive Director position is abolished and 1.0 FTE Child Support Services Unit Director is created as part of the department integration.

The department of Child Support Enforcement will no longer pursue Birth Costs Recovery (BCR) efforts. This policy change results in a \$200,000 reduction in revenue.

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DEPARTMENT NARRATIVES

PARKS, RECREATION & CULTURE FUNCTION

900 - Department of Parks, Recreation & Culture

950 - Zoological Department

991 - UW - Extension



**MILWAUKEE
COUNTY**

2024 ADOPTED OPERATING BUDGET

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BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Expenditures					
Personnel Costs	19,109,567	21,421,404	21,099,862	23,042,087	1,942,225
Operations Costs	11,693,734	14,344,123	15,204,654	15,108,559	(96,095)
Debt & Depreciation	0	0	0	0	0
Capital Outlay	1,483,326	1,636,169	1,260,000	2,492,954	1,232,954
Interdepartmental Charges	4,378,190	5,331,137	5,598,172	5,558,253	(39,919)
Total Expenditures	\$36,664,817	\$42,732,834	\$43,162,688	\$46,201,853	\$3,039,165
Revenues					
Other Direct Revenue	20,922,302	23,949,798	21,762,310	23,536,404	1,774,094
State & Federal Revenue	803,297	722,838	593,791	615,259	21,468
Indirect Revenue	17,792	3,243	0	0	0
Total Revenues	\$21,743,390	\$24,675,879	\$22,356,101	\$24,151,663	\$1,795,562
Tax Levy	\$14,921,426	\$18,056,955	\$20,806,587	\$22,050,190	\$1,243,603
Personnel					
Full Time Pos (FTE)	256.00	268.00	283.00	301.00	18.00
Overtime \$	211,297	240,711	157,722	153,154	(4,568)
Seasonal/Hourly/Pool	3,780,505	4,567,094	4,784,096	4,773,820	(10,276)

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.

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 and 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 works toward the establishment of long-term Parks resources.

Major Changes

- Milwaukee County Parks budget expenditures will increase by 5.8% or \$2.6 million in 2024. A highly competitive labor market has led to upward pressure on annual wages and personnel costs for Milwaukee County Parks, which will increase by 9.1% or \$1.9 million. Operation costs are projected to decrease by .4% or \$65,917. Interdepartmental charges for services provided by other County departments are directly impacted by personnel costs and increase by 9.2%. Revenues will increase by 8.2% or \$1.9 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 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. The 2024 budget includes 19 new full-time positions and one abolished position, many of which are offset by a reduction of funding previously used to hire seasonal staff. Full time positions include health benefits and pension which are an additional recruiting tools absent for seasonal positions. These positions will increase capacity throughout the department.
- In 2024, Milwaukee County Parks is adding 1.0 FTE Aquatic Outreach & Administrative Coordinator in partnership with the Parks Foundation. This role will support outreach and staffing efforts for lifeguards, parks workers, and maintenance positions. Also, this position will assist in promoting events and attend community engagement events to promote Milwaukee County Parks Aquatic jobs and programs.
- The 2024 budget includes funding to operate five summer pools or aquatics 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 to work in 2024 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 continue habitat design on enhancements to Milwaukee River Greenway. Federal grant funding is expected to be appropriated in 2024 for the Kletzsch Park Wildlife enhancement, Menomonee River Parkway Habitat restorations, McKinley and Bradford Beach enhancements, and County Grounds Habitat restoration. Area of Concern projects are fully grant funded and Milwaukee County Parks participates as a landowner and project manager to achieve delisting projects.
- Milwaukee County Parks relationship with the Milwaukee Parks Foundation will continue in 2024. A "Memorandum of Understanding" was approved in 2022 further clarifying and strengthening the partnership between the two organizations. Milwaukee Parks Foundation has pledged support to the department in 2024 in the amount of \$434,000.
- The 2024 budget utilizes \$155,000 in funding from the Weigel-Hurst trust fund in support of reforestation efforts.
- The City of Milwaukee will be hosting the Republican National Convention in 2024. Maintaining Park's facilities will be a priority focusing on repairs, building improvements, and grounds upkeep to attract additional space rental from the Republican National Con-

vention. As a result, Parks will utilize a flexible fee structure during the month of July 2024. Rates for related rentals and permits will be determined in cooperation with the Republican National Committee and vary according to demand.

- 2024 Staffing Level Changes:
- Create 1.0 FTE Heating Equipment Mechanic
- Create 3.0 FTE Office Assistant III
- Create 1.0 FTE Parks Maintenance Worker
- Create 2.0 FTE Park Maintenance Worker 2 In Charge
- Create 1.0 FTE Carpenter
- Create 1.0 FTE Landscape Architect/Engineering Supervisor
- Create 1.0 FTE Aquatic Outreach & Administrative Coordinator
- Create 1.0 FTE Park Unit Coordinator I Concessions
- Create 1.0 FTE Grant Compliance Coordinator
- Create 1.0 FTE Lead Park Ranger
- Create 2.0 FTE Regional Engagement Coordinator
- Create 1.0 FTE Area of Concern Project Manager
- Create 1.0 FTE Financial Manager
- Create 1.0 FTE Restoration Coordinator
- Create 1.0 FTE Special Project Coordinator
- Abolish 1.0 FTE Unit Coordinator I Golf
- In 2024, Milwaukee County Parks will enhance and improve greenspaces with the following one ñ time funded projects: Parks Traffic Study, Water Safety Improvements, Parks Aquatic implementation and additional park benches.
- An appropriation of \$358,599 is included to complete the commitment of County funds to the Urban Ecology Center for the construction of the Washington Park 40th Street parking lot project. Milwaukee County's commitment to the parking lot improvements was made as part of File No. 22-922. The total County commitment is \$1,358,599.
- The Department of Parks, Recreation and Culture, will research a neighborhood parks watch program aimed at addressing illegal activities including dumping in Milwaukee County parks and parkways. The intent of the program is to encourage residents to collaborate with park authorities and local law enforcement to deter and report illicit activities. The Department shall provide a report back to the County Board by the May 2024 cycle regarding their findings and considerations.
- The Department of Parks, Recreation and Culture is requested to submit a report to the County Board of Supervisors for the January 2024 cycle on the status of the concessionaire in Red Arrow Park. The report should present options for public discussion and next steps for Red Arrow Park and evaluate the feasibility of operating in-house concessions similar to South Shore Terrace. Providing skate rentals for all seasons should also be considered in the report.
- An appropriation of \$500,000 is included in an allocated contingency account within the department to pay for park enhancements. Parks shall provide a list of recommendations to the County Board of Supervisors for review and approval no later than the March 2024 meeting cycle. The projects should include high-priority enhancements to activate park spaces which, among other things, may include better lighting for safety and splash pad access.
- An appropriation of \$50,000 is included provided to support camera and lighting safety enhancements at Clinton Rose Park and Senior Center.
- An appropriation of \$50,000 is provided for additional tree planting in Milwaukee County for parks and natural areas in need, including Milwaukee County Grounds Park / Sanctuary Woods and a list of other county parks and parkways to be determined by the parks department.

The following contracts are included in the 2024 Budget in lieu of separate review and approval from the County Board during the fiscal year:

Vendor	Contract Description	Contract Amount
Northern Ground	Video production for marketing assets	\$50,000
Bang The Table	Digital engagement platform	\$26,000
Two Story	Marketing support	\$25,000

Strategic Program Area: Administration

Service Provision: Discretionary

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	3,677,781	4,106,616	1,897,359	3,407,501	1,510,142
Revenues	273,553	393,662	395,500	1,107,344	711,844
Tax Levy	3,404,228	3,712,954	1,501,859	2,300,157	798,298
Full Time Pos (FTE)	33.00	38.00	38.00	46.00	8.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
County Population	939,489	937,839	949,000	949,000
Number of Active Friends Groups	42	48	55	60
Number of Coordinated Volunteers	736	1,850	5,000	5,250
Number of In Person Engagement Events	0	60	120	150
Number of Visits to Parks Engagement Site	0	17,400	21,250	24,000
Park Acreage	15,301	15,261	15,300	15,300
Park Attendance	12,080,000	13,690,000	14,000,000	14,250,000

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Acres/1,000 Residents (Peer Systems 12.5)	16.29	16.27	16.50	16.50
Operating Cost Recovery (Peer Systems 29%)	59%	58%	50%	50%

Strategic Overview:

The Administration and Planning Division is comprised of the Director’s Office, Marketing and Communications, Finance, Engagement, Contract Management, Safety, Security and Training and 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 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 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 of the department and 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:

Increase awareness and promotion of parks.

Strategic Implementation:

Enhance the fiscal health and sustainability of Parks.

Improve audit practices to ensure sufficient oversight of County funds.

Foster and seek out creative partnerships with outside entities to sustain and build the fiscal health of the department.

Grant management for entire Parks department including seeking out of grants and other outside funding sources such as those through Milwaukee Metropolitan Sewage District and Ability Center.

Additional Program Details:

Staffing level changes:

Create 1.0 FTE Landscape Architect/Engineering Supervisor

Create 2.0 FTE Office Assistant III

Create 2.0 FTE Regional Engagement Coordinator

Create 1.0 FTE Lead Park Ranger

Create 1.0 FTE Financial Manager

Create 1.0 FTE Grant Compliance Coordinator

There are no service level changes in 2024.

Strategic Program Area: Park Operations & Trades

Service Provision: Discretionary

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	16,718,270	19,368,884	22,329,789	22,576,322	246,533
Revenues	1,346,076	1,330,943	1,401,470	1,380,338	(21,132)
Tax Levy	15,372,194	18,037,941	20,928,319	21,195,984	267,665
Full Time Pos (FTE)	132.00	138.00	152.00	159.00	7.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Number of Athletic Fields	235	233	235	236
Number of Disc Golf Courses	6	7	7	7
Number of Dog Exercise Areas	7	7	6	6
Number of Oak Leaf Trail Miles	135	140	140	142
Number of Parks	156	157	153	153
Number of Parkway Miles	64	62	61	60
Number of Picnic Facilities Maintained	141	141	148	148
Number of Playgrounds	348	346	348	349
Soft Trail Miles Maintained as Hiking/Biking	82	80	85	85
Square Footage of Buildings Maintained	1,483,897	1,400,000	1,396,956	1,370,000
Total Trail Miles	217	225	225	227

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Natural Areas Management Ratio	26%	27%	28%	28%
Number of Splashpads and Waders Open	14	15	23	25
Number of Trees Planted	1,425	1,447	1,531	1,690
Parkland Managed as Natural/Agricultural Areas	62%	65%	67%	67%

Strategic Overview:

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 events 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 is 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 Skilled Trades are essential to maintaining the availability of public spaces to support the mental and physical health of Milwaukee County citizens while investing 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 park system.

Continue implementation of the Milwaukee County Parks Urban Forestry Management Plan by addressing the impact of the Emerald Ash Borer (EAB) while also working to restore the system's tree canopy.

Create and implement the Natural Areas Management Plan.

Update the 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 to build a 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.

Additional Program Details:

Staffing level changes:

Create 1.0 FTE Heating Equipment Mechanic

Create 2.0 FTE Park Maintenance Worker in Charge - Small Equipment Repair

Create 1.0 FTE Carpenter

Create 1.0 FTE Restoration Coordinator

Create 1.0 FTE Special Project Coordinator

Create 1.0 FTE AOC Project Manager

Summary of service level changes:

The 2024 budget includes utilizing \$155,000 in funding from the Weigel-Hearst trust fund in support of countywide reforestation operations.

Budget also includes funding to ensure new staff members complete the CDL training process required through for their positions.

Strategic Program Area: Recreation & Business Services

Service Provision: Discretionary

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	16,268,765	19,257,334	18,935,540	20,218,030	1,282,490
Revenues	20,123,761	22,951,274	20,559,131	21,663,981	1,104,850
Tax Levy	(3,854,996)	(3,693,939)	(1,623,591)	(1,445,951)	177,640
Full Time Pos (FTE)	91.00	92.00	93.00	96.00	3.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Total Attendance Aquatics	73,401	76,247	77,220	78,000
Total Golf Rounds Played	340,460	319,602	320,500	322,800
Total Horticulture Facility Attendance	239,988	343,547	345,000	347,000
Total Permits Issued	19,513	24,177	24,250	24,550
Total Recreation Facility Attendance	61,671	250,997	252,000	254,000

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 programming and 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 56 facilities throughout the system including Juneau Park Beer Garden, 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.

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 partnerships.

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, as well as boat launch and various sports permits.

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.

Additional Program Details:

Staffing level changes:

Create 1.0 FTE Park Maintenance Worker (McKinley Marina)

Create 1.0 FTE Office Assistant III (Wilson/Sports Complex/Organized Sports)

Create 1.0 FTE Aquatic Outreach & Administrative Coordinator

Create 1.0 FTE Park Unit Coordinator I Concessions

Abolish 1.0 FTE Park Unit Coordinator I Golf

Summary of service level changes:

Safety improvements at both Kosciuszko and Dr. Martin Luther King Jr. Community Centers.

Fees are increased for some golf rounds, various rental rates at horticultural facilities, sports complex, Wilson Ice Rink, pavilions and pools, as well as equipment, rental rates, special event fees, and some sports permits.

In 2024, Parks will pilot a credit card surcharge program at the McKinley Marina. All credit card transactions at the marina will be subject to a 2.5% fee.

Improvements at Dr. Martin Luther King Jr. Community Center, golf courses at Lake, Warnimont and Noyes, and both launch pay stations using federal ARPA dollars.

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 for 2024 will be announced upon successful award of a partnership agreement.

RATES:

Adult Resident (13+ years)

\$8 - County

\$9 - Non-County

Youth (3-12 years)

\$6 - County

\$6 - Non-County

Student (w/college ID)

\$6 - County

\$6 - Non-County

Adult with disabilities

\$6 - County

\$6 - Non-County

Child (0-3 years)

Free - County

Free - Non-County

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BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Expenditures					
Personnel Costs	7,940,562	8,444,110	9,667,762	10,573,099	905,337
Operations Costs	5,490,720	6,994,568	8,806,903	9,186,453	379,550
Debt & Depreciation	0	0	0	0	0
Capital Outlay	407,622	3,132,214	558,655	488,355	(70,300)
Interdepartmental Charges	506,854	683,530	747,397	437,305	(310,092)
Total Expenditures	\$14,345,758	\$19,254,422	\$19,780,717	\$20,685,212	\$904,495
Revenues					
Other Direct Revenue	15,137,935	17,313,670	20,469,837	20,849,738	379,901
State & Federal Revenue	6,358,372	0	0	0	0
Total Revenues	\$21,496,308	\$17,313,670	\$20,469,837	\$20,849,738	\$379,901
Tax Levy	(\$7,150,550)	\$1,940,752	(\$689,120)	(\$164,526)	\$524,594
Personnel					
Full Time Pos (FTE)	154.50	156.10	162.10	165.10	3.00
Overtime \$	81,505	103,872	319,527	303,016	(16,511)
Seasonal/Hourly/Pool	661,715	1,251,257	1,421,766	1,469,799	48,033

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 provides an environment for personal renewal and enjoyment for guests by contributing to worldwide animal management, conservation and research efforts; fostering sound physical, psychological and social development for the animal groups in the Zoo’s care; sharing our knowledge with the intent to reinforce the human-animal-earth bond; improving the quality of our professional development, administration and operating environment; striving for the financial self-sufficiency of the organization and continuing the public-private partnership with the Zoological Society of Milwaukee.

Department Vision:

The Milwaukee County Zoo is renowned with a reputation as a leader in animal management, conservation, research and education within a wholesome recreational environment enjoying the admiration of the citizens of Milwaukee County as well as all zoo guests and other zoos of the world.

Department Description:

The Milwaukee County Zoo includes five divisions that provide services in support of Wisconsin’s largest zoo: Administration and Finance, Marketing and Communications, Maintenance and Facilities, Animal Management and Health and Operations.

Major Changes

- The 2024 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 animal population.
- In partnership with the Zoological Society of Milwaukee, an enterprise-wide strategic plan is in the process of being completed. The plan is a holistic look at the shared vision and commitment to the Zoo, Society 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 proj-

ect will include the completion of a strategic plan, refresh the existing master (facilities) plan, a business plan, and will align to the County-wide strategic focus areas of inclusion, influence and integrity. It will be completed by the end of 2023 and included in the 2025 budget.

- The budget incorporates the County's strategic focus areas of Creating Intentional Inclusion, Bridging the Gap and Investing in Equity by the following: Bridging the Gap in health disparities: The top annual exit survey response for the question "why you visit the Zoo" is: "To be with family and friends". The 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 of Milwaukee to serve children and families experiencing high-economic need. Additional details can be found under the appropriate Strategic Program Areas.
- Creating Intentional Inclusion: The internship programs continue in 2024 in the Animal Management and Health and the Administration and 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 divisions in 2024. The Flex Pricing Plan continues to incorporate affordability and more accessibility. The budget also assists in fostering a more inclusive community by strategically marketing to broader and diverse audiences. The Zoo is also working with the Zoological Society of Milwaukee to expand the joint Accessibility Program titled Access MKE Zoo.
- The special exhibit for 2024 will be a Dinosaur outdoor experience. See Program Area Operations for details.
- Focus is continued on updating habitats 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.
- There are Capital budget funds included in the 2024 budget. The funds are needed to renovate the rhino habitat as the final phase of Adventure Africa. The project includes enclosing the space between Pachyderm East and West to create an indoor habitat for rhinos, hippos, and hoof- stock animals. The project also includes renovating the current rhino, the old elephant yards, and the warthog habitat. The Zoo Society has raised over \$6 million for the project with the remaining funds coming from the County. This project concludes the Adventure Africa campaign.
- Staffing Level Changes:
 - Create 1.0 FTE Administrative Assistant (offset with a reduction in Zoo Worker hours)
 - Create 1.0 FTE Associate Veterinarian (2023 mid-year create)
 - Create 1.0 FTE Commissary/Animal Nutrition Coordinator
 - A new policy pertaining to future capital improvement projects at the Milwaukee
 - County Zoo establishes an overall goal for capital expenditures in a given fiscal year
 - to receive co-funding through private fundraising or grant awards of no less than
 - 50% of total capital expenditures. The Zoological Department is asked to report on
 - the co-funding performance annually.
 - A new policy pertaining to future capital improvement projects at the Milwaukee County Zoo establishes an overall goal for capital expenditures in a given fiscal year to receive co-funding through private fundraising or grant awards of no less than 50% of total capital expenditures. The Zoological Department is asked to report on the co-funding performance annually.

The following contracts are included in the 2024 Budget in lieu of separate review and approval from the County Board during the fiscal year:

Vendor	Contract Description	Contract Amount
Billings Productions	2024 Special Dinosaur Exhibit	\$376,000
Scooterbug Inc.	Revenue Share Contract for Strollers, Wheelchairs and Scooterpals	\$55,000
DNP Imagingcomm America Corp dba Innovative Foto	Revenue Share Contract for Photo Booths	\$35,000
JK Rentals	Exclusivity Revenue Contract for Tenting and Rental Services	\$10,000
Mold-a-Rama, Inc.	Revenue Share Contract for Mold-a-Ramas	\$130,000
Personality Portraits, Inc.	Revenue Share Contract for Entrance Photography Services	\$25,000

The following contracts are included in the 2024 Budget in lieu of separate review and approval from the County Board during the fiscal year:

Vendor	Contract Description	Contract Amount
Personality Portraits, Inc.	Revenue Share Contract for Face Painting, Caricatures, Henna and Airbrush Tattoos	\$105,000
O80 Leasing	Revenue Share Contract for Hurricane Machine	\$4,000
CTM Group	Revenue Share Contract for Penny Press, Footsies and Medallions	\$32,000
Cedar Crest	Exclusivity Revenue Contract for Scooped Ice Cream	\$11,000
Traditions LLC	Lighting Contractor for Wild Lights Event	\$300,000
MEK Consulting LLC	Zoo Librarian/Research Services	\$25,000
UW Madison	Co-funding of Zoological Vet Residency Position	\$14,000
Robert Zigman Marketing Inc.	A la Carte Entertainment Consulting	\$300,000
2-Story Creative Ltd	Zoo Advertising Services	\$80,000
2-Story Creative Ltd	Website Hosting and Maintenance	\$20,000
McClure International Consulting LLC	Elephant Care Consulting	\$21,000
Oceans Connections	Exit Contract - Revenue for Reimbursement Costs	\$15,000

Strategic Program Area: Administration & Finance

Service Provision: Discretionary

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	3,307,801	5,750,570	3,140,685	3,769,948	629,263
Revenues	6,589,505	441,381	319,000	312,000	(7,000)
Tax Levy	(3,281,704)	5,309,189	2,821,685	3,457,948	636,263
Full Time Pos (FTE)	14.00	13.60	12.60	12.60	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Accessibility Days	0	151	139	139
Accessibility Programs	0	25	9	9
Zoo Attendance	1,092,122	1,130,515	1,351,500	1,250,000

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Average Visitor Spending (Total Revenue/Total Attendance)	\$13.95	\$15.31	\$15.15	\$16.68
AZA Accreditation Status	Accredited	Accredited	Accredited	Accredited

Strategic Overview:

The Administration and Finance strategic program area provides effective leadership for all Zoo functions and responsibilities including strategic goals for the Zoo. 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, oversight of the Operations Division, Guest Experience Committee and the Diversity, Equity, Accessibility and Inclusion program, management of school field trips, oversight of partnership with the Zoological Society of Milwaukee, process improvements, and other general office services. All Zoo pricing is determined by this division.

Strategic Implementation:

The Milwaukee County Zoo partners with the Zoological Society of Milwaukee’s Education Department to provide seven programs serving children and their families attending schools with high economic need. In 2022, 38,582 students were served from Milwaukee Public Schools, non-MPS schools in Milwaukee County and various other public and private schools. This partnership continues in 2024.

Flex Pricing, which began in April of 2022, has been a successful tool in generating additional admission revenues and allowing guests the opportunity to visit the Zoo on a day that best fits both their budget and schedule. The flexibility has also given the Zoo the ability to react to the market and outside factors by adjusting daily prices up or down.

For 2024, the following top rates are established for the peak season of April 1 to October 31: Adult Non-Resident \$22.75, Adult MC Resident \$21; Child Non-Resident \$19.75, Child Resident \$18; and Senior Non-Resident \$21.75, MC Senior \$20. The top rates for the non-peak season of November 1 to March 31 are as follows: Adult Non-Resident \$16.25, Adult MC Resident \$14.50; Child Non-Resident \$13.25, Child MC Resident \$11.50; and Senior Non-Resident \$15.25, Senior MC Resident \$13.50. This is a \$3 increase from the top 2023 rates. The Zoo has the ability to lower rates at any time to react to market and outside factors.

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 Days (\$4 on the 4th of July) are not affected.

Milwaukee County residents will continue to receive reduced admission prices on Wednesdays. The rates are \$11.50 for adults/seniors and \$9 for Children, which is a \$1 increase over 2023. To provide Milwaukee County residents with the flexibility to visit on a weekend at a larger discount, the Wednesday rate will be offered one Sunday each month in April, May and September.

School field trip admission fees increase \$1 across all categories.

The Executive Zoo Director or designee maintains the authority to discount or waive fees and provide one more free admissions day during the months of January, February, March, October, November and December.

Strategic Program Area: Marketing and Communications

Service Provision: Discretionary

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	1,941,724	3,067,712	3,403,658	3,514,462	110,804
Revenues	1,989,645	3,591,086	4,693,028	4,539,492	(153,536)
Tax Levy	(47,921)	(523,375)	(1,289,370)	(1,025,030)	264,340
Full Time Pos (FTE)	9.75	10.75	10.75	10.75	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Advertising Expenditures	\$488,003	\$788,486	\$715,500	\$715,500
Group Sales Revenue	1,109,250	1,659,724	1,663,620	1,768,800
Number of Public Special Events	17	25	25	25
Number of Sponsorships	24	31	30	30
Social Media Followers	231,911	273,431	275,000	365,000

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Attendance at Public Special Events	125,029	204,092	306,276	299,869
Attendance for Special Exhibit	73,642	143,168	162,460	215,034
Guest Educational Value Survey - Extremely or Very Educational	90%	94%	90%	90%
Guest Experience Survey - Extremely or Very Satisfied	97%	98%	90%	90%
Sponsorship Revenue	\$229,099	\$395,645	\$421,500	\$444,000

Strategic Overview:

The Marketing and Communications (M&C) strategic program area oversees Zoo programs and materials that market the Zoo. By general advertising, public engagement, community events, 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.

Strategic Implementation:

The budget assists in fostering a more inclusive community by strategically marketing to a broader more diverse audience. Advertising, social media and public relations efforts are included in the marketing strategy.

The Milwaukee County Zoo strives to position itself as a top entertainment choice locally and regionally. Revenue-generating targeted and diverse events and programs continue to meet this need.

Strategic Program Area: Facilities

Service Provision: Discretionary

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	3,207,392	3,667,854	4,735,918	4,807,222	71,304
Revenues	56,706	59,550	65,700	228,430	162,730
Tax Levy	3,150,686	3,608,304	4,670,218	4,578,792	(91,426)
Full Time Pos (FTE)	45.00	45.00	48.00	48.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Dollars Spent on Asset Maintenance	\$481,778	\$3,557,203	\$874,081	\$876,581
Number of Energy Savings Projects	8	4	5	5
Number of Work Orders Completed	783	731	1,100	1,300

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Electricity Usage Reduction	4.80%	-6.50%	-5.00%	-5.00%
Guest Survey - Excellent or Very Good Cleanliness	96%	99%	90%	90%
Natural Gas Usage Reduction	1%	6%	-5%	-5%
Water Usage Reduction	11.20%	-13.80%	-5.00%	-5.00%
Work Orders Completed in a Timely Manner	94%	89%	90%	90%

Strategic Overview:

The Facilities strategic program area maintains the grounds, buildings, and cleanliness of the Zoo. 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, horticultural services, forestry management 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. Several volunteer groups are coordinated through this division from area businesses, giving volunteers a way to give back to the community as well as help the Zoo improve.

Strategic Implementation:

One of the goals of this division is to have a successful preventative maintenance program to establish consistent practices designed to improve the performance and safety of the buildings and equipment on the Zoo grounds. This program extends the useful lifecycle of assets, decreasing the need for capital replacements, enhances the efficiency of equipment by keeping them running more efficiently and lowering power expenses, and enhances the performance of assets by increasing uptime.

Operations Costs and Capital Outlay expenditures increased due to the impact of inflation on supplies and repair costs. The increase is due to moving the signature authority for the Zoo’s preventative maintenance of systems contract from the Zoological Society of Milwaukee to the Zoo. This expense is completely offset with revenues from the Society.

Strategic Program Area: Animal Management & Health

Service Provision: Discretionary

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	4,968,911	5,418,542	5,602,954	6,001,112	398,158
Revenues	132,085	126,775	181,363	175,363	(6,000)
Tax Levy	4,836,826	5,291,766	5,421,591	5,825,749	404,158
Full Time Pos (FTE)	76.75	75.75	78.75	80.75	2.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Dollars towards Conservation/Research	\$195,900	\$0	\$322,359	\$355,563
Number of Species in Collection	330	314	350	320
Number of Specimens in Collection	2,110	2,180	2,225	2,200
Value of Staff Time on Conservation Messages	\$73,734	\$0	\$233,432	\$257,476

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Participation in AZA Species Survival Plans	Yes	Yes	Yes	Yes
Percentage of Budget towards Conservation and Research	2%	0%	3%	3%
Reduce the Number of Exhibits that Appear Empty with No Reason	18%	18%	11%	11%

Strategic Overview:

The Animal Management and Health strategic program area is responsible for the care and management of the Zoo’s extensive animal population. This includes monitoring and maintaining the animals’ well-being by providing safe and enriching environments, species-appropriate nutritious diets, and high-quality preventive and clinical veterinary care for more than 2,100 mammals, birds, fish, amphibians, reptiles, and invertebrates of more than 310 species. Animal habitats are designed and programs are presented to provide memorable educational and engaging experiences that connect Zoo guests with wildlife. This division also evaluates and facilitates approved requests from local, regional, national, and international scientists seeking to collaborate on behavioral, cognitive, or physiological studies with the animal population.

Strategic Implementation:

1.0 FTE Zoo Area Supervisor is abolished upon vacancy and a new Commissary/Animal Nutrition Coordinator is created to improve animal nutrition in light of advancing animal nutritional standards.

The Zoo has a goal of contributing the equivalent of three percent of its budget to conservation and research efforts. This is realized through dollars expended and in-kind value of participation in field conservation, education, staff programs and training, green practices, scientific research and contributions. For 2024, the goal is \$613,039.

Additional Program Details:

Specimen Expendable Trust Account (Org 0319). The Specimen Fund exists for the purpose of recording receipts from the sale of animals. Disbursements are made for the purchase of animals and related expenditures such as freight and express charges on the shipment of animals. For 2024, expenditures and revenues total \$38,996.

Conservation/Research Program Trust Account (Org. 0330). The Conservation/Research Trust account was created to record donations and contributions that support 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 to support the Zoo's mission. For 2024, expenditures and revenues total \$238,500.

Staffing Level Changes:

Create 1.0 FTE Associate Veterinarian (2023 mid-year create)

Create 1.0 FTE Commissary/Animal Nutrition Coordinator

Strategic Program Area: Zoo Operations

Service Provision: Discretionary

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	919,930	1,349,744	2,897,502	2,592,468	(305,034)
Revenues	12,728,367	13,094,877	15,210,746	15,594,453	383,707
Tax Levy	(11,808,437)	(11,745,133)	(12,313,244)	(13,001,985)	(688,741)
Full Time Pos (FTE)	9.00	11.00	12.00	13.00	1.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
General Admission Revenue	\$6,480,003	\$6,904,157	\$7,829,045	\$8,720,081
Revenue Partner Commissions	\$2,178,129	\$2,493,255	\$3,034,082	\$2,976,482
Society Membership Revenue	\$3,267,163	\$3,338,205	\$3,356,554	\$3,400,000
Zoo Rides Revenue	\$1,149,344	\$1,933,339	\$1,775,586	\$2,037,437

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Guest Survey - Excellent or Very Good Food Service	81%	84%	90%	90%
Guest Survey - Excellent or Very Good Service at Gates/Admissions	96%	95%	90%	90%
Guest Survey - Excellent or Very Good Service at Retail Outlets	91%	95%	90%	90%
Guest Survey - Excellent or Very Good Service at Ride Locations	94%	95%	90%	90%

Strategic Overview:

The Operations strategic program area provides leadership for customer service, reception, radio dispatch, safety and security services, revenue contract review, and oversight of the Safety Committee. Operations effectively leads the Zoo’s revenue generation including admissions, parking, miniature train, Zoo expeditions, carousel, special exhibits, Gorilla Trek Virtual Reality experience, skyride, zip line and ropes course. The Operations Division oversees all revenue-generating contracts and leases with third party vendors.

Strategic Implementation:

1.0 FTE Administrative Assistant (Safety and Security) is created (offset with a reduction in Zoo Worker hours) to provide administrative support to the Security Section of the Operations Division.

In 2024, a Dinosaur exhibit returns: Admission to the exhibit is \$4 per person and runs from Memorial Day weekend through Labor Day. Admission fees increase \$3 to the top admission rates and \$1 for school field trip admissions.

Additional Program Details:

Railroad Expendable Trust Fund (Org 0320). The Railroad Fund exists for the purpose of recording the receipt of all revenue derived from the operation of the Zoo’s miniature passenger railroad. Expenditures include personnel costs for engineers and operators, repair and maintenance of locomotives and other commodities and supplies for the benefit or improvement of the Zoo and to support the Zoo’s mission.

BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Expenditures					
Personnel Costs	49,524	51,384	52,565	56,109	3,544
Operations Costs	346,057	267,632	377,132	441,573	64,441
Debt & Depreciation	1,644	0	0	0	0
Interdepartmental Charges	0	0	0	25,031	25,031
Total Expenditures	\$397,224	\$319,016	\$429,697	\$522,713	\$93,016
Revenues					
Other Direct Revenue	42,147	66,525	100,000	100,000	0
Total Revenues	\$42,147	\$66,525	\$100,000	\$100,000	\$0
Tax Levy	\$355,077	\$252,491	\$329,697	\$422,713	\$93,016
Personnel					
Full Time Pos (FTE)	0.75	0.75	0.75	0.75	0.00
Seasonal/Hourly/Pool	0	0	0	0	0

Department Mission:

The mission of UW Madison, Division of Extension, Milwaukee County (hereafter Extension) 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."

Department Vision:

The vision of Extension is to become a thriving, well-known, and sought-out educational resource that reflects the rich diversity of the communities in the county.

Department Description:

Extension is the community outreach Division of UW-Madison. The educational programs apply the research and resources of UW Madison to strengthen citizens, youth, families, non-profits, businesses, and communities. Programs are planned and implemented by developing partnerships with community organizations, building collaborations, and incorporating teamwork. The 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 in Milwaukee County consists of FoodWise, Positive Youth Development, 4H & STEM, Urban Agriculture and Gardening, Community Development, Financial Literacy, and Justice-involved Families. Extension has been a long-term partner of Milwaukee County Parks and use county land for the Garden Rental Program. The division also partners with the Department on Aging, Department of Health & Human Services, Milwaukee Public Schools, the Office of Equity, and hundreds of community organizations and non-profits.

Staff consists of 23 educators & coordinators, two state specialists, one FoodWise administrative assistant, and the Area Extension Director, all fully funded by the state of Wisconsin through UW Madison, Division of Extension. In addition, we have five Extension educators are partially funded by the county through a professional services contract. A Senior Executive Assistant who is a .75 County employee.

Major Changes

- The 2024 Professional Services Contract with UW Madison, Division of Extension contains a 3% increase.
- The current 7-year office lease expires at the end of April 2024. Extension is in the process of signing a lease and moving to a new location.
- After April of 2024, Information Management Services Division (IMSD) will take over IT services for UW - Extension.
- Additional maintenance and depreciation costs for a new tractor shared with County Fleet are included.

The following contracts are included in the 2024 Budget in lieu of separate review and approval from the County Board during the fiscal year:

Vendor	Contract Description	Contract Amount
Wisconsin, University of Madison, Division of Extension	Professional Services Contract	\$194,638

Strategic Program Area: Univ of Wisconsin Extension

Service Provision: N/A

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	397,224	319,016	429,697	522,713	93,016
Revenues	42,147	66,525	100,000	100,000	0
Tax Levy	355,077	252,491	329,697	422,713	93,016
Full Time Pos (FTE)	0.75	0.75	0.75	0.75	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
4-H Club & STEM Youth Participation	0	292	300	375
Financial Literacy workshops taught	0	0	10	15
FoodWise Community Members Served	10,899	50,000	75,000	75,000
FoodWise Community Partners	66	63	85	85
FoodWise Leveraged Dollars	\$430,000	\$1,425,000	\$1,425,000	\$1,425,000
Number of Black entrepreneurs in Business Credit and Financial Management classes	0	0	0	100
Number of Black small businesses enrolled in Business Development Education programs	0	0	0	25
Number of Coalitions Assisted by Policy Systems & Environmental Change Program	4	5	5	5
Number of Farmers Markets in Milwaukee County	0	17	17	17
Number of Full-Time Staff staff providing Community Garden services.	2	2	2	3
Number of Graduates in the In-Custody EITP Cohort	0	0	27	55
Number of Graduates in the Post-Release EITP Bootcamp	0	13	15	17
Number of Municipal Employees enrolled in Certified Public Manager courses	0	0	14	20
Number of Participants in the Post-Release EITP Bootcamp	0	38	40	44
Number of Participations in StrongBodies program	400	720	921	1,100
Number of Participations in the in-custody EITP Cohort	0	0	43	70
Number of Projects Supported by Policy Systems & Environmental Change Program	15	16	18	20
Number of residents in Urban Agriculture Certification Course	0	0	21	28
Number of residents renting Community Gardens Space	1,400	1,315	1,450	1,600
Number of underserved participants - Rentsmart	0	0	50	100
Number of underserved participants in financial workshops	0	0	100	150
Number of underserved Zip Codes receiving 4H & STEM programming engaged	9	9	9	10

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Number of Youth Enrolled in Growing Connections program from Vel R. Phillips Juvenile Justice School	0	0	30	45
Number of Youth in Growing Connections Program	51	15	60	30
Percent of Youth in Growing Connections program from Disadvantaged Neighborhoods	90%	100%	90%	95%
RentSmart workshops taught	0	0	5	10
Total Man-Hours Direct Outreach and Support to Community gardeners	1,000	1,000	1,000	1,000
Total Man-Hours preparing Community Gardens	2,275	2,275	2,275	2,590

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Financial Investment in Local Government	\$0	\$0	\$56,000	\$80,000
Number of Entrepreneurs in Training Who Launched Businesses	0	12	13	14
Number of Nonprofit community garden partners Who Donated Produce from their Plots	23	25	25	30
Number of Produce End Users	2,200	2,300	2,333	2,500
Number of Women-Owned Entrepreneurs in Training Businesses	0	5	6	7
Percent increase of Farmers Markets Accepting FoodShare	0%	22%	9%	17%
Percent of 4H & STEM participants who identify as Black	25%	26%	35%	40%
Percent of 4H & STEM participants who identify as Hispanic	34%	34%	35%	40%
Percent of Adult EFNEP Participants Surveyed That They Implemented Budgeting Techniques When Grocery Shopping	85%	88%	95%	97%
Percent of Beekeepers Selling Honey for Income	50%	50%	50%	50%
Percent of Beekeepers Students of Color	0%	0%	24%	30%
Percent of Black Community Development Business Courses Participants Felt Confident to Address Their Financial Goals and Successfully Grow Their Businesses	0%	0%	85%	90%
Percent of Certified Public Manager Graduates Who Felt Prepared to Become Leaders in Their Local Government	0%	0%	85%	90%
Percent of community gardeners of Color	47%	47%	47%	47%
Percent of community gardeners selling Crops for Income	13%	13%	13%	15%
Percent of EFNEP 3rd - 5th Grade Youth Reported Intent to Eat More Fruits and Vegetables, Whole Grains, and Consume Fewer Sugar-Sweetened Beverages	43%	40%	55%	57%
Percent of Financial Literacy Participants Expressed Confidence in Applying What They Learned to Improve Their Life Situation	0%	0%	85%	93%
Percent of FoodWise audience who identify as Black	27%	27%	30%	35%
Percent of FoodWise audience who identify as Hispanic	60%	60%	65%	65%
Percent of In-Custody EITP graduates Who Will be Released in Milwaukee County	0%	0%	33%	33%

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Percent of In-Custody EITP Participants Who are Black	0%	0%	42%	42%
Percent of In-Custody EITP participants Who are Women	0%	0%	77%	40%
Percent of Minority Residents Selling Crops for Income	63%	63%	63%	65%
Percent of Post-Release EITP Graduates from Milwaukee	0%	38%	46%	48%
Percent of PYD Youth Who Demonstrated Garden Skills and Completed Garden Tasks	80%	95%	90%	100%
Percent of PYD Youth Who Increased Community Leadership Skills	75%	75%	80%	80%
Percent of PYD Youth Who Indicated Empowerment and a Sense of Community After Training, Mentoring, Employment, and Engaging in their Communities	70%	75%	75%	80%
Percent of RentSmart Participants Report They Have Tools and Ways to Manage Monthly Expenses	0%	0%	90%	95%
Percent of RentSmart Participants Report They Understand Tenant Responsibilities	0%	0%	90%	90%
Percent of RentSmart Participants Report Understanding How Finances Affect Getting or Keeping Rental Property	0%	0%	80%	85%
Percent of Strongbodies participants Showed Increased Physical Behaviors and Activity	64%	64%	86%	88%

Strategic Overview:

Extension supports the County’s strategic plan to find the root causes and challenges for the residents of disinvested neighborhoods and delivery resources to address issues. This department constantly analyzes local needs, identifies emerging community issues, and delivers university research-based educational programs to address those needs. The outreach extends to and supports underserved youth, families, minority-owned businesses, and non-profits in ways that support health, finances, leadership, and quality of life.

Strategic Implementation:

Extension leverages county tax levy and community partnerships with diverse funding sources to strengthen and broaden our services and increase access to those services for diverse audiences.

Through intentional efforts, Extension has increased diversity within its team and has added Justice-Involved programming to our services. Details on the implementation of our services are listed below.

STRATEGIC PROGRAMMING DETAILS:

The COMMUNITY DEVELOPMENT program provides entrepreneurial and soft skills training to currently incarcerated and prior justice-impacted men, women, and young adults. This program also teaches entrepreneurship to small business owners of color, which includes organizational development, financial literacy, non-profit leadership, and overall health and wellness techniques. Workshops offer peer-to-peer mentorship and opportunities to network with other small businesses within the county. Data collection and analysis are used to help businesses and local governments in decision-making.

Extension works to ensure Milwaukee County residents and community service partners have equal access to our research-based FINANCIAL LITERACY programs, services, and resources. Extension targets specific audiences who have been historically underserved and impacted by systemic racism, the legal system, and economic inequities. Extension acknowledges the importance of engaging in dialogue with these audiences to ensure their needs and challenges are addressed, and develops programming to break down barriers and proposes realistic strategies for building financial well-being. The Financial Literacy program provides workshops to educate individuals and families on the importance of budgeting, credit and debt management, financial goal setting, financial security, and planning for unexpected life events. Through the RentSmart program, participants are assisted with understanding tenants' rights and responsibilities, strategies for effective communication with landlords, and the importance of understanding the rental application; thus helping them secure safe, affordable, and sustainable housing. The measured impact of this program is measured by conducting surveys before, during, and 3-6 months after the training.

STEM (Science, technology, engineering and math) job opportunities are projected to grow 11% by 2031, which is two times faster than all occupations as a whole. Yet people of color are not represented in STEM careers equal to their percentage of the US population. According to the National Science Foundation, "In addition to bringing a wide range of ideas, creativity, and skills to bear on innovation and discovery, equal access to the STEM workforce is important because those jobs are associated with higher wages and lower unemployment rates - regardless of sex, race, ethnicity or disability status." Exposure to STEM programs and activities encourages interest, excitement, and a pursuit of STEM careers that can provide security for both individuals and their families in the future. The Extension 4H/STEM PROGRAM offers K5-Grade 13 youth research-based curricula that promotes leadership, skill-building, and science through hands-on activities. Programs are free to minimal cost to ensure accessibility to all families, especially those who have been historically underserved. 4-H clubs and STEM programs are offered through partnerships with local schools and youth-serving organizations. The 4-H community clubs are run by volunteers and are open to any youth in the County. STEM supplies and equipment can be expensive and therefore inaccessible for youth and families. Milwaukee County Extension's 4-H program has made it a priority to provide accessible STEM opportunities to allow all youth in the County to grow their skills and explore science.

The 4-H SySTEMatics program offers hands-on science lab activities to middle-school youth. Experiments include chemistry, botany, archeology, geology, and physics. The 4-H STEM Series is a 4-6 week program where 2nd-5th grade youth develop problem solving, creativity, and critical analysis skills through hands-on activities. In addition to STEM, archery workshops at schools are held at youth organizations, and County archery ranges. There are several community clubs that focus on topics such as art, outdoor recreation, and community service. Passionate 4-H volunteers lead free monthly activities for club members that includes an Earth Day clean up, zoo visit, hiking, and pond discovery. Schools can create their own 4-H clubs and decide the focus of interest. Milwaukee County Extension 4-H/STEM educators are dedicated to providing educational opportunities that spark interest and excitement for STEM careers, life skills, and knowledge for the County's youth.

The POSITIVE YOUTH DEVELOPMENT program works to empower disadvantaged youth to create change by working collaboratively in their communities. Through the Growing Connections Program, youth ages 14-18 years learn gardening skills while building connections between growing food, overall wellness, and their communities. Youth employees mentor their peers in city gardens and community spaces and support each other in setting and achieving goals and developing as leaders. They identify community challenges and work with their mentors and local stakeholders to find solutions. Most participants live in zip codes plagued by economic and social instability. In this program, disadvantaged youth earn their first paychecks and develop a sense of financial responsibility in a safe and supportive environment. Growing Connections is a partnership with Milwaukee Christian Center and La Escuela Verde that brings in over \$130,000 in grant funding, training, and resources annually.

In 2022, 21% of the total Wisconsin Department of Corrections population was from Milwaukee County. Forty percent of the male WIDOC population and 18% of the female population are Black. The Extension ENTREPRENEUR IN TRAINING PARTNERSHIP (EITP) facilitates free entrepreneurship, job readiness, and personal development training to currently and formerly incarcerated community members. The EITP is a collaboration between UW-Madison Extension and Defy Ventures, a national organization dedicated to helping end recidivism by training formerly incarcerated people to become entrepreneurs.

By focusing on entrepreneurship, Extension is able to empower individuals to support their families and create jobs in their communities, and equip participants with new skills, new connections, and new beliefs to match their new purpose and succeed in their new life of economic independence. In-custody programming is done in partnership with the Wisconsin Department of Corrections. By providing in-custody training, Extension can serve Milwaukee County residents who are especially vulnerable to unemployment and help them enhance workforce opportunities.

Additional Program Details:

According to the 2022 County Health Rankings & Roadmaps, Milwaukee County is one of the most "unhealthy" counties in Wisconsin, ranking 70 out of 72. Some behaviors included in health rankings are adult obesity, food environment, physical inactivity, and access to exercise opportunities. Milwaukee County adults have a higher rate of obesity (32.7%) than Wisconsin (30%) and the United States (27.5%) and over 76% of County residents have inadequate fruit and vegetable consumption each day. In addition, the county has higher rates of physical inactivity than the state of Wisconsin, where many of the Milwaukee census tracts report up to 40% of residents as "physically inactive." In addition, 19% of Milwaukee County adults and 29% of children live at 100% of the federal poverty level, compared to 11% of Wisconsin's population. In the City of Milwaukee, over 25% of the population is at or below the federal poverty level, and roughly 10% of those residents experience economic hardship, despite having a full-time job. About 54% of children and 26% of all residents in the county participate in the Supplemental Nutrition Assistance Program (SNAP.) Fifty-eight percent of children qualify for free or reduced-priced school lunches in the County, and 83% of children meet the federal qualifying standard to receive free or reduced lunch. Fifty-seven percent of Milwaukeeans live in census tracts with low access to healthy foods. In addition to the context above, we continue to experience the negative impact of COVID-19 on community health and food landscapes continues.

During 2020, Milwaukee County saw over a 14% increase in the number of FoodShare cases due to income and job loss, and significant changes in local, regional, and national food systems. To address these significant health disparities in Milwaukee County, the Extension FOODWISE PROGRAM provides education on nutrition, physical activity, food safety, health, and food budgeting and teaches families how to serve healthy meals in their homes. The target audience is Milwaukeeans with limited financial resources, and nearly 61% of FoodWise class participants are African American, Asian American, Native American, and Latinx. Classes are available for children as young as 3 years old to seniors. FoodWise also works with local farmers markets, youth gardens, community food systems, local governments, local philanthropists, and food recovery networks through the POLICY, SYSTEMS, AND ENVIRONMENTAL CHANGE PROGRAM. FoodWise designs, coordinates, and implements the Milwaukee Market Match program in partnership with fiscal grant recipient Fondy Food Center. Milwaukee Market Match doubles FoodShare dollars at farmers' markets and is funded by Milwaukee County ARPA dollars. FoodWise is a federally funded by the USDA Supplemental Nutrition Assistance Program-Education (SNAP-Ed) and Expanded Food and Nutrition Program (EFNEP) grants. Altogether, these grants bring over \$1,000,000 in program supporting the Extension programming in Milwaukee County.

The Extension URBAN AGRICULTURE AND COMMUNITY GARDENS PROGRAM maintains and administers garden spaces on County-owned land, allowing Milwaukee County residents from all backgrounds access to the nutritional, social, and economic benefits of cultivating gardens to grow healthy, culturally-relevant foods. Along with land access by way of eight community garden sites across the County, Extension supports the healthy well-being of more than 2,000 County residents by connecting them with information, training, and technical support to grow bountiful and nourishing gardens.

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Strategic Program Area: Fund for the Arts

Service Provision: Discretionary

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	407,825	407,825	407,825	407,825	0
Revenues	0	0	0	0	0
Tax Levy	407,825	407,825	407,825	407,825	0

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, despite the challenges to the arts community, CAMPAC funding assisted these organizations in generating over \$1.059 million in sales tax revenue. The collective budgets of these arts groups total almost \$212 million in economic activity directly employing 1,767 full time positions.

Strategic Program Area: Milwaukee County Historical Society

Service Provision: Discretionary

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	258,105	204,105	354,105	354,105	0
Tax Levy	258,105	204,105	354,105	354,105	0

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Attendance-other	0	4,994	6,000	6,400
Attendance-Public (General)	5,476	3,601	5,700	6,000
Attendance-Public (Programming)	12,959	11,081	14,000	14,750
Research Requests	2,510	2,872	3,100	3,350

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Annual Percent Increase in Overall Attendance (all MCHS Operated Facilities)	27%	7%	10%	5%
Annual Percent Increase in Patron Usage of MCHS Resource Material	22%	14%	10%	10%

Strategic Overview:

As a non-profit cultural organization, the Milwaukee County Historical Society (MCHS) collects, preserves, and shares Milwaukee County history with the public. The Society serves thousands of people each year through exhibits, the research library, three historic sites, and educational programs.

However, arguably the Historical Society’s most significant role is as a service provider to the County, preserving and making accessible important County records. Through the research library, people can access essential vital records including documents that prove relationships or verify citizenship.

For years, MCHS been recognized solely as a cultural organization and record retention services. During that period, the Society began operating Trimborn Farm for the County when the Parks People ended their relationship. Additionally, MCHS amassed more than half of the records it retains for the County (6,000 cubic feet). Fortunately, MCHS was allocated an additional \$150,000 in the 2023 budget to help address records retention needs.

Without Milwaukee County’s support, the ability to collect, preserve, and make available Milwaukee County’s records becomes increasingly difficult. People utilize the records for vital services including securing social security benefits, proving next of kin and obtaining legal identification.

Strategic Implementation:

Milwaukee Historical Society records retention services for Milwaukee County includes preservation, staff capacity, and research facilities through the MCHS research library. In the fall of 2021, the Department of Administrative Services Record Retention Improvement initiative was approved, allowing for the destruction or transfer of thousands of County records stored in commercial third-party storage.

Milwaukee County also supports the museum’s work as a community center that preserves and shares Milwaukee’s history. These activities include serving thousands of students through educational history programs, as well as thousands of others with tours, exhibits, events and more. MCHS also maintains the County-owned Historical Center building and the Benjamin Church House in Estabrook Park. Finally, MCHS and the County continue to work on a management agreement for Trimborn Farm, the County’s historic park in Greendale.

Strategic Program Area: Federated Library System

Service Provision: Discretionary

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	116,500	66,650	66,650	66,650	0
Tax Levy	116,500	66,650	66,650	66,650	0

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Active Cardholders	242,539	217,232	223,749	230,461
CountyCat Mobile Searches	3,310,782	608,748	626,732	645,534
Digital Materials Circulated	746,650	824,050	873,493	917,168
Items Delivered	982,134	904,817	931,962	950,601
Library Materials Circulated	3,959,509	4,205,494	4,331,659	4,461,609
MCFLS and CountyCat Website Page Views	11,716,577	10,944,169	11,272,494	11,610,669

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Active Cardholders as Percent of Population	26%	24%	25%	25%

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.

Strategic Implementation:

Our system continues its work to help guide and facilitate cooperation among our member libraries as they recover from the pandemic. The system and member libraries took advantage of ARPA funding available to libraries and residents through the federal government in 2023, installing 6 external materials pickup lockers and facilitating infrastructure upgrades across the County.

As our libraries emerged from the pandemic, the system and directors also recognized a need to communicate the value of public libraries to our communities. Our recent marketing campaigns have focused on online learning resulting in increased usage of resources like instructor-led Gale Courses and we are just getting started with a family literacy campaign with assistance of community partners like Literacy Services. We also plan to engage our member libraries, staff and trustees in strategic planning later in 2023 and into 2024 to set the vision for library services in Milwaukee County.

Strategic Program Area: Marcus Center for the Performing Arts

Service Provision: Discretionary

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	700,000	650,000	600,000	550,000	(50,000)
Tax Levy	700,000	650,000	600,000	550,000	(50,000)

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
All Theaters by Non-tenant Groups	124	111	65	115
Attendance-other	623	6,177	22,000	11,000
Attendance-Private (Events/Rental)	3,406	16,514	15,000	35,000
Attendance-Public (Programming)	81,398	174,315	213,000	235,000
Children Outreach Events	11	12	50	20
Free Events for Children	15	14	30	15
Free Family, Adults, Community Events	9	10	15	20
Number of Days Activity in Facility	113	312	175	325
Number of Events Annually	190	462	260	400
Number of Performance Weeks-All Theaters by Tenant Groups	23	68	55	66

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Percent of Attendees from Milwaukee County	41%	25%	48%	40%
Percent of Attendees from Outside Milwaukee County	59%	75%	52%	60%
Percent of Customer Satisfaction	99%	99%	99%	99%
Percent of Customer Satisfaction with Facility	99%	99%	99%	99%

Strategic Overview:

Established in 1969, the Marcus Center for the Performing Arts was built with the money in 1969 and deeded to Milwaukee County as a public trust for the preservation and enrichment of the performing arts, including drama, music and dance. Today the Marcus Performing Arts Center (MPAC) is the premier performing arts 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 Birthday Celebration, Cantos de Las Americas, Caesar Chavez Birthday Celebration, LIVE @ Peck Pavilion, KidZ Days children's programming, and KidZ Days in the City children's outreach programming. The Marcus Center also supports those who have served our country by celebrating Heroes Day and continues to expand this programming to serve our mission as a designation 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 the operating and capital support through 2025. The 2024 tax levy contribution is \$550,000.

Strategic Program Area: Milwaukee Public Museum

Service Provision: Discretionary

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	3,593,500	3,500,000	3,500,000	3,500,000	0
Tax Levy	3,593,500	3,500,000	3,500,000	3,500,000	0

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Attendance-Exhibitions	21,545	159,549	100,000	0
Attendance-Museum	90,247	291,289	250,000	430,000
Attendance-Theater/Planetarium	10,740	103,480	50,000	50,000

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Annual Attendance Over/(Under) the 400,000 Base Level	No	No	Yes	Yes

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.

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 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. On August 15, 2013, the County entered into a new LMA with the MPM whereby the County owns the current museum building at 800 West Wells Street and all of the artifacts, exhibits, and other items of historical or scientific value or significance owned or held by the County and used or intended to be used for exhibition, display, education or research in connection with the activities and operations of the MPM and the County would lease the current building, the personal property, and the artifacts to MPM, and MPM would undertake the primary responsibility for managing and operating the museum.

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.

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 (Milwaukee County Department of Administrative Services/MPM joint report (file 18-532): "Since the Agreement was signed in 2013 MPM has undergone significant changes in leadership and organizational strategy, and the MPM's Board of Directors is now focused on advancing plans to create a new facility for the museum in the coming years. As this strategy has taken shape it became clear that it was an unwise use of donor (or public) funds to invest in major capital improvements to the current facility, which MPM plans to eventually leave.

Accordingly, any potential future capital requests from MPM related to the current facility will be solely limited to those urgent necessities needed to maintain minimum structural and operational standards for the museum filed and/or to sustain business revenue. A change to this criterion is requested to reflect the current strategy, allowing funds raised both to improve the current facility and to advance plans facility count toward this criterion, and extending the deadline to meet the \$5,000,000 total.):

1. The date at which the MPM is to receive at least \$5,000,000 in cash and donor commitments changed from December 31, 2017, to December 31, 2020.
2. Include monies received or pledged for a possible new building as well as the current building before any future funding amounts would be decreased.
3. Of the total \$5,000,000 commitment goal, MPM is limited to only including \$1,000,000 of these total funds to be from donor commitments and cash specifically raised towards exhibits. Exhibits continue to bring in revenue, but do not necessarily directly assist the site, building or future relocation.

B. Endowment unrestricted net assets (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.):

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:

1. 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.

a. 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.

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).

Annual County Base - Level 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 0 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.

Additional Program Details:

Positive Unrestricted Operating Earning is defined by unrestricted operating net income plus depreciation being greater than zero.

On August 15, 2013, the County entered into a new LMA with the MPM whereby the County owns the current museum building at 800 West Wells Street and all of the artifacts, exhibits, and other items of historical or scientific value or significance owned or held by the County and used or intended to be used for exhibition, display, education or research in connection with the activities and operations of the MPM and the County would lease the current building, the personal property, and the artifacts to MPM, and MPM would undertake the primary responsibility for managing and operating the museum.

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.

Milwaukee County Department of Administrative Services/MPM joint report (file 18-532): "Since the Agreement was signed in 2013 MPM has undergone significant changes in leadership and organizational strategy, and the MPM's Board

of Directors is now focused on advancing plans to create a new facility for the museum in the coming years. As this strategy has taken shape it became clear that it was an unwise use of donor (or public) funds to invest in major capital improvements to the current facility, which MPM plans to eventually leave. Accordingly, any potential future capital requests from MPM related to the current facility will be solely limited to those urgent necessities needed to maintain minimum structural and operational standards for the museum filed and/or to sustain business revenue. A change to this criterion is requested to reflect the current strategy, allowing funds raised both to improve the current facility and to advance plans for the future facility count toward these criteria, and extending the deadline to meet the \$5,000,000 total.”

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.”

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.”

Strategic Program Area: Charles Allis and Villa Terrace Art Museums

Service Provision: Discretionary

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	225,108	225,108	225,108	225,108	0
Tax Levy	225,108	225,108	225,108	225,108	0

Strategic Overview:

The Charles Allis and Villa Terrace Art Museums contribute to the quality of life of 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.

The museums contribute 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. The museums also offer concerts, films, family art-making workshops, lectures, tours and special events. CAVT partners with the Rufus King International High School art program throughout the year, culminating in a student art show at the Charles Allis Art Museum. The museums continue to work with county-wide public grade-school art programs each fall. The facilities are available for rent by civic, cultural, veterans, educational, business and private groups. Both museums are on the National Register of Historic Places.

The Department of Administrative Services (DAS), working in coordination with the Office of the Corporation Counsel (OCC), will review the existing agreement between Milwaukee County and the Charles Allis Art Museum and explore future opportunities regarding the County’s on-going operational and capital support to the museum.

The historic Charles Allis Art Museum facade requires restoration to mitigate worsening water damage to the facility and shifting brickwork that has destabilized the museum gables, especially on the south facing exterior. The County Board of Supervisors has approved two Capital Projects that will address these issues. The first project will be WU050102 - Charles Allis Museum Window and Door Replacement. \$154,000 in tax levy has been allocated for the completion of this capital project. The second project will be WU050101 - Charles Allis Museum - Make Safe Repairs. \$116,000 in tax levy has been allocated for the completion of this capital project.

Strategic Program Area: War Memorial Center

Service Provision: Discretionary

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	516,000	486,000	486,000	486,000	0
Tax Levy	516,000	486,000	486,000	486,000	0

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Attendance - WMC Programs (On-site)	6,910	8,607	26,100	22,000
Attendance - WMC Programs (Outreach)	1,804	11,847	1,900	15,000
Attendance-General/Public	20,820	43,155	83,000	45,000
Attendance-Private Events/Rental	20,134	36,546	54,000	40,000
Attendance-Veterans/Military	3,767	5,845	10,500	7,000
Digital Outreach - Facebook & Instagram	419,459	507,646	437,000	530,000
Digital Outreach - LinkedIn	31,500	63,000	91,800	94,000
Digital Outreach - Newsletter	62,864	72,027	75,000	75,000
Digital Outreach - Programs-Newsletters & Audio Impressions	2,536,110	19,686,930	20,000,000	11,000,000
Digital Outreach - Website Reach	66,832	71,369	70,000	73,000
Digital Outreach - YouTube	74,572	19,719	90,000	75,000
Number of Events - WMC Programs (Outreach)	43	81	45	160
Number of Events-Private	307	507	513	525
Number of Events-Veterans/Military	139	181	200	205
Number of Events-WMC, Programs (On-site)	113	155	217	220

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Percent of Events from Milwaukee County	94%	97%	85%	85%
Percent of Events from Outside Milwaukee County	6%	3%	15%	15%

Strategic Overview:

The Center 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 Center provides a variety of internal and outreach programs that offer unique opportunities for students and the community to learn about patriotism, history, and the accomplishments of our veterans. 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 family.

The Center provides office space to organizations such as USO of Wisconsin, Paralyzed Veterans of American-Wisconsin chapter, Rotary Club of Milwaukee, Kiwanis Club of Milwaukee, Chipstone Foundation, International Association for Orthodontics, and the War Memorial Center itself. Using the Hoteling Rental model, the Center provides office space at a substantially reduced rate for up to four Veteran organizations thereby making the Center the epicenter of veteran-based productivity and operations impacting thousands of our military veterans across Wisconsin.

To maximize utilization of the facility, the Center is available for general use by the Public, veterans' groups, art groups and civic groups.

Strategic Implementation:

The WMC has been successful in increasing their private funding overall percentage to 80% (up from 70% pre-COVID), despite these post-COVID headwinds. The County and the War Memorial Center have a funding agreement that provide for operating and capital funding levels. In accordance with the Agreement, the 2024 tax levy contribution for operating support is \$486,000.

Strategic Program Area: Milwaukee Art Museum

Service Provision: Discretionary

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	1,290,000	1,290,000	1,290,000	690,000	(600,000)
Tax Levy	1,290,000	1,290,000	1,290,000	690,000	(600,000)

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Attendance-Private (Events/Rental)	2,741	8,780	23,000	21,000
Attendance-Public (General)	68,438	146,232	200,000	198,000
Attendance-Public (Programming)	0	13,364	37,000	34,000

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Customers Satisfaction with Events	86%	90%	90%	90%
Customers Satisfaction with Facility	86%	90%	90%	90%
Number of Milwaukee County Visitors	38,166	96,516	140,400	136,620
Number of Non-Milwaukee County Visitors	33,013	71,860	119,600	116,380

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 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 next year include:

Art, Life, Legacy: Northern European Paintings in the Collection of Isabel and Alfred Bader

On Site: Derrick Adam - Our Time Together

Idris Khan: Repeat After Me

50 Paintings

Darrel Ellis: Regeneration

Arresting Beauty: Julia Margaret Cameron

Strategic Implementation:

In accordance with the current MAM and Milwaukee County Agreements, the 2024 tax levy contribution for operating support is \$500,000. An additional \$190,000 is included in the 2017-2026 budgets because of an arbitration settlement outlined in the sale of the O’Donnell parking garage through County Board resolution file #16-229.

DEPARTMENT NARRATIVES

DEBT SERVICE
FUNCTION

996 - General County Debt Service



MILWAUKEE
COUNTY

2024 ADOPTED OPERATING BUDGET

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BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Expenditures					
Debt & Depreciation	175,970,030	79,048,875	89,201,481	88,232,285	(969,196)
Interdepartmental Charges	(40,351,851)	(43,135,960)	(44,835,798)	(38,489,587)	6,346,211
Total Expenditures	\$135,618,179	\$35,912,914	\$44,365,683	\$49,742,698	\$5,377,015
Revenues					
Other Direct Revenue	103,069,676	1,979,001	8,791,307	12,744,581	3,953,274
State & Federal Revenue	142,326	72,741	95,702	70,450	(25,252)
Total Revenues	\$103,212,002	\$2,051,742	\$8,887,009	\$12,815,031	\$3,928,022
Tax Levy	\$32,406,178	\$33,861,173	\$35,478,674	\$36,927,667	\$1,448,993
Personnel					

Department Mission:
GENERAL COUNTY DEBT SERVICE

Major Changes

- **DEBT SERVICE EXPENSES:** The 2024 Budget includes appropriations of \$74,124,377 and \$14,037,908 for principal and interest payments associated with general obligation debt. The total 2024 debt service amount of \$88,162,285 is a decrease of \$969,196 compared to the 2023 Budget amount of \$89,131,481.
- **DEBT ISSUE EXPENSES:** A significant portion of debt issue expenses are paid from the proceeds of each financing. Under Federal law, up to 2 percent of each financing may be used to cover expenses related to the issuance. Once the corporate purpose financing amounts are determined and more robust debt issue expenses have been identified the Office of the Comptroller and the Office of Strategy, Budget, and Performance will process an administrative appropriation transfer in order to make the necessary budget adjustments. In recent years, additional levy has been needed to finance additional bond counsel and financial advisory expenses associated with investigating the impact to outstanding debt resulting from the potential disposition of County assets, assessing the impact of leasing/contracting out areas in which the County has or may issue tax-exempt debt, complying with disclosure rules, and other matters. For 2024, the amount of levy for these matters remains at \$70,000.
- **PENSION OBLIGATION BONDS/NOTES:** 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 return compared to the interest rate of taxable general obligation bonds. The original debt consisted of two issues: \$265 million in taxable general obligation promissory notes for a 20-year term and \$135 million in taxable pension anticipation notes for a 5-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. In June 2013, the County closed on the issuance of \$99,300,000 of 2013B Taxable General Obligation Refunding Bonds. The 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 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 2024 debt service costs for the pension obligation bonds/notes issued in 2009, 2013, 2021 is \$26,682,069. To accurately reflect all benefit related costs, the pension obligation debt service expenses are budgeted in Org. 1950 - Employee Fringe Benefits. In addition, to accurately reflect all debt service costs, the principal and interest costs are budgeted in General County Debt Service along with an abatement of an equal amount.
- **RESERVE FOR COUNTY BONDS:** The 2024 contribution from the Reserve for County Bonds is \$11,789,581. The \$11,789,581 includes \$344,044 of net bid premiums/surplus bonds and notes from the 2023 Bond Sales. The break down for the \$344,044 includes:

\$182,178 of bid premiums from the Series 2023A General Obligation Corporate Purpose Bonds, \$145,500 of bid premiums from the Series 2023B General Obligation Promissory Notes, and \$16,366 of bid premiums/surplus proceeds from the Series 2020C Taxable General Obligation Promissory Notes.

- **COUNTY FLEET DEBT SERVICE ABATEMENT:** The 2024 principal costs for the debt issued for vehicles and equipment in 2013-2023 is \$9,075,000. To accurately reflect all fleet related costs, this amount is budgeted in 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 General County Debt Service Budget. To avoid duplication of the debt service costs, the amount is abated in the General County Debt Service Budget.
- **INTERNAL REVENUE SERVICE (IRS) BUILD AMERICA BOND (BAB)/RECOVERY ZONE BOND INTEREST PAYMENT REIMBURSEMENTS:** In 2009, the U.S. Congress enacted the American Recovery Zone 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 BABs that provide a credit to investors or credit 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 (QECCBs).
- In 2009 and 2010, the County issued BABs and Recovery Zone Bonds. In 2015 and 2016, the County issued QECCBs. In 2013, pursuant to the requirements of the Balance Budget and Emergency Deficit Control Act of 1985, as amended, automatic spending reductions (sequester) occurred across various areas of the Federal Budget. The IRS issues guidance regarding the sequestration reductions for reimbursements. The sequestration rate for 2024-2030 is 5.7%. The County has refunded and/or paid off its outstanding BABs and Recovery Zone Bonds. The 2015 and 2016 QECCBs are still outstanding. For 2024, \$70,450 is anticipated to be received from the IRS as reimbursement for the 2024 interest expenses relating to the remaining 2015 and 2016 Qualified Energy Conservation Bonds.
- **JAIL ASSESSMENT SURCHARGE:** Jail Assessment Surcharge Revenue of \$955,000 is projected to be used to pay 2024 debt service costs for the construction of the Criminal Justice Facility (CJF) as allowed by Wisconsin State Statutes Section 302.46(2). The \$955,000 is the same amount as was included in the 2023 Budget,
- **INTEREST ALLOCATION TO PROPRIETARY FUND DEPARTMENTS AND TO FRINGE BENEFITS ORG:** Abatements for the allocations of debt service below are included in the General County Debt Service Budget: DAS - Information Management Services Division: \$53,471; MCDOT - Fleet Management Division (Principle): \$9,075,000; MCDOT - Fleet Management Division (Interest): \$623,874; MCDOT - Milwaukee County Transit/Paratransit: \$953,669; DHHS - Behavioral Health Services: \$1,031,857; DAS - Facilities Management Division: \$71,237; Capital Projects: \$0*; Fringe Benefits (Pension Obligation Bonds/Notes): \$26,682,069 (including \$3,235,034 in org 1950 and \$23,447,035 in org 1951); Total Debt Service Abatement for General County Debt Service: (\$38,491,177). *Note: The interest allocation amounts on general obligation bonds/notes for capital projects will be calculated at the end of 2024. As in prior years, an administrative transfer will be processed by the Office of the Comptroller to modify capital budgets and the Debt Service Budget to adjust the budgets based on actual amounts.

Strategic Program Area: General County Debt Service

Service Provision: N/A

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	135,618,179	35,912,914	44,365,683	49,742,698	5,377,015
Revenues	103,212,002	2,051,742	8,887,009	12,815,031	3,928,022
Tax Levy	32,406,178	33,861,173	35,478,674	36,927,667	1,448,993

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DEPARTMENT NARRATIVES

NON-DEPARTMENTAL REVENUE FUNCTION



**MILWAUKEE
COUNTY**

2024 ADOPTED OPERATING BUDGET

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BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Revenues					
1901 Unclaimed Money	1,250,631	0	1,250,000	0	(1,250,000)
1902 Personal Property Aid	1,381,287	1,562,944	1,552,371	1,561,543	9,172
1937 Potawatomi Revenue Allocation	2,888,636	4,343,454	5,881,977	5,919,880	37,903
1986 Fire Charge - Uncollectable	0	0	(952,032)	0	952,032
1992 Earnings on Investments	(470,691)	(3,585,781)	5,382,871	18,424,000	13,041,129
1993 State Shared Taxes	27,017,810	27,147,807	30,967,836	39,111,080	8,143,244
1994 State Exempt Computer Aid	5,129,456	5,156,612	5,129,455	5,292,252	162,797
1995 Milwaukee Bucks Sports Arena	0	0	(4,000,000)	(4,000,000)	0
1996 County Sales Tax Revenue	92,058,662	97,925,081	98,760,154	105,106,294	6,346,140
1998 Surplus from Prior Years	0	0	5,000,000	5,000,000	0
1999 Other Miscellaneous Revenue	2,660,057	1,059,808	25,000	25,000	0
Total Revenues	\$131,915,847	\$133,609,925	\$148,997,632	\$176,440,049	\$27,442,417

**The figures stated above are presented as net sales tax collections (less State administrative fees). Org 1996 contains net sales tax collections in the Operating Budget. Effective in the 2024 budget, all cash capital projects are funded with tax levy rather than sales tax.*

***As of January 1, 2024, sales tax includes an additional .4% per Wisconsin 2023 Act 12 which is budgeted in Agency 194 – Non-Departmental Expenditures.*

***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.

Budgeted 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 2024, \$0 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 \$1,561,543 for 2024.

Land Sales: Accounts for the sale of County land in accordance with state statutes. 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 2024.

Potawatomi Revenues: Represents payments based on Class III Net Win during the period July 1, 2023 to June 30, 2024 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 2023 budgeted net win is \$5,881,977. The 2024 budget increases by \$37,903 for a total of \$5,919,880 due to actual 2023 increases realized in collections of Class III Net Win.

Fire Charge- Uncollectable: The Fire protection charge has been moved to the Department of Administrative Services (Org 115) effective in 2024.

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 2024 budget for earnings on investments is \$18,424,000, an increase of \$13,041,129 from the 2023 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. Additionally, returns on short term investments have increased due to the availability of ARPA funding available for investment. Prior to 2023, this revenue was reported in the Treasurer's Office (Org 309).

The 2024 Budget does not reflect the allocation of earnings on general obligation bonds and notes. Based on the actual investment earnings and unspent bond amounts in individual capital projects, the Office of the Comptroller will perform an administrative appropriation transfer that will adjust both the Earnings on Investments Budget and the individual capital projects.

State Shared Revenue: 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 2023 Act 12 increases the State Shared Revenue to the County beginning in 2024. The 2024 budget is increased by \$8.1 million based on information available at the time of budget preparation, which includes an increase for the Act 12 Supplemental County Aid payment (\$7,578,838) and an increase in the Utility Payment of \$566,906. In future years, the shared revenue supplemental payment is adjusted based on the rate of growth in the state sales tax, which is estimated to grow by at least 3.0% per year. Per Wisconsin Statutes 79.037, the supplemental payment shall be used to support specified programs and shall not support administrative services. While the revenue is budgeted in this org unit, it is considered to support the expenditures for specified programs in compliance with 79.037.

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. Wisconsin 2023 Act 12 increases the State Shared Revenue to the County beginning in 2024.

As outlined in 2015 Wisconsin Act 30 (Act 60), Milwaukee County is required to commit \$4,000,000 annually to the construction of the Milwaukee Bucks Sports Arena.

The State of Wisconsin (State) received \$67.1 million in 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. 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.

Statistical Supporting Data

	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Base Payment	47,023,963	47,021,747	47,022,794	47,020,294
Supplemental County Aid	-	-	-	7,578,838
Utility Payment	4,508,056	4,506,975	4,455,955	5,022,861
Subtotal State Shared Taxes	51,532,019	51,528,722	51,478,749	59,621,993
VW State Gran (Buses)	-	(409,613)	(409,613)	(409,613)
State Child Welfare Reallocation	(20,101,300)	(20,101,300)	(20,101,300)	(20,101,300)
Total State Shared Taxes	\$31,430,719	\$31,017,809	\$30,967,836	\$39,111,080

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 2017-2019 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 \$5,292,252 budgeted for 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 through 2036.

County Sales Tax Revenue: Sales tax collections are projected to increase by approximately \$6.3 million from \$98,760,154 to \$105,106,294 and is net of the administrative fee totaling \$1,872,122. The 2024 sales tax budget includes the additional .4% as permitted by Wisconsin 2023 Act 12, which is budgeted in Agency 194 – Non-Departmental Expenditures and is not represented in this Agency. The approximate 6.4% increase is attributable to the current trend in actual collections.

Effective in 2024, all cash capital improvement projects are funded with tax levy rather than sales tax. An allocation of \$38.9 million is provided for debt service, resulting in \$66,215,047 available for general fund purposes.

County Sales Tax Revenue

	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Gross Sales Tax Collections	93,698,384	99,669,294	100,519,241	106,978,416
State Administrative Fee	(1,639,722)	(1,744,213)	(1,759,087)	(1,872,122)
County Sales Tax Collections	\$92,058,662	\$97,925,081	\$98,760,154	\$105,106,294
Less Sales Tax Allocated to Capital Improvements	(7,256,584)	(7,914,736)	(8,103,873)	0
County Net Sales Tax	84,802,078	90,010,345	90,656,281	105,106,294
Less Allocations to Debt Service	(32,406,178)	(33,861,173)	(35,478,674)	(36,927,667)
Available for General Fund	\$52,395,901	\$56,149,172	\$55,177,607	\$68,178,627

Surplus (Deficit) from Prior Year: Represents \$5,000,000 of the County's overall 2022 surplus as applied to the County's 2024 budget (County Board file #20-937) per 59.60 of Wisconsin State Statutes.

Miscellaneous Revenue: Includes all other revenue sources, including closure of Tax Increment Financing (TIF) districts. The 2024 budget is estimated flat to the 2023 adopted budget. Any revenue in excess of the amount budgeted shall be allocated in a manner consistent with the County's financial policy related to land sales and one-time revenues.

BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Revenues					
Property Tax Levy	303,970,740	309,511,533	312,922,151	291,434,132	(21,488,019)
Total Revenue	\$303,970,740	\$309,511,533	\$312,922,151	\$291,434,132	(\$21,488,019)

STATISTICAL SUPPORTING DATA

General County	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	1,373,900,395	1,371,908,372	(1,992,023)
Revenues	952,259,483	1,026,923,743	74,664,260
General Obligation Bonds	108,718,761	53,550,497	(55,168,264)
General County Property Tax Levy	\$312,922,151	\$291,434,132	(\$21,488,019)

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).

TAX LEVY BY DEPARTMENT

Department	Fund Type	Agency	Expenditures	Revenue	Tax Levy
Legislative & Executive					
100	General	County Board of Supervisors	1,155,689	0	1,155,689
110	General	County Executive - General Office	1,031,891	0	1,031,891
103	General	County Executive - Office of Government Affairs	414,562	0	414,562
Total Legislative & Executive			2,602,142	0	2,602,142
Administration					
109	General	Office of Equity	920,637	0	920,637
112	General	Personnel Review Board, Civil Service Commission & Ethics Board	273,601	0	273,601
113	General	Corporation Counsel	1,672,791	297,870	1,374,921
114	General	Department of Human Resources	6,708,107	6,000	6,702,107
115	General	Department of Administrative Services	42,756,127	9,722,301	33,033,826
115	Internal Services	Department of Administrative Services	28,397,479	1,210,038	27,187,441
118	General	Office of Strategy, Budget & Performance	2,804,320	0	2,804,320
Total Administration			83,533,062	11,236,209	72,296,853
Courts and Judiciary					
200	General	Combined Court Related Operations	29,754,128	12,483,754	17,270,374

TAX LEVY BY DEPARTMENT

Department	Fund Type	Agency	Expenditures	Revenue	Tax Levy
290	General	Courts - Pretrial Services	7,234,194	669,356	6,564,838
		Total Courts and Judiciary	36,988,322	13,153,110	23,835,212
Public Safety					
400	General	Office of the Sheriff	59,789,298	9,413,957	50,375,341
430	General	Community Reintegration Center	60,150,014	4,044,190	56,105,824
450	General	Office of the District Attorney	14,185,701	6,333,750	7,851,951
480	General	Office of Emergency Management	11,348,228	3,417,320	7,930,908
490	General	Medical Examiner	5,854,038	4,020,407	1,833,631
		Total Public Safety	151,327,279	27,229,624	124,097,655
General Government					
309	General	Office of the County Treasurer	996,519	2,030,000	(1,033,481)
327	General	Office of the County Clerk	2,474,960	561,920	1,913,040
340	General	Office of the Register of Deeds	1,413,433	4,048,300	(2,634,867)
370	General	Office of the Comptroller	5,651,197	148,833	5,502,364
		Total General Government	10,536,109	6,789,053	3,747,056
Transportation & Public Works					
504	Proprietary	Department of Transportation - Airport	99,141,875	99,141,875	0
509	General	Department of Transportation - Transportation Services	2,276,969	1,990,053	286,916
510	General	Department of Transportation - Highway Maintenance	24,756,068	24,756,068	0
530	General	Department of Transportation - Fleet Management	21,406,823	21,949,495	(542,672)
530	Trusts	Department of Transportation - Fleet Management	0	0	0
560	Proprietary	Transit/Paratransit System	145,380,351	120,048,644	25,331,707
580	General	Department of Transportation - Director's Office	350,000	350,000	0
		Total Transportation & Public Works	293,312,086	268,236,135	25,075,951
Health & Human Services					
630	General	Mental Health Board - Behavioral Health Services	241,711,813	182,126,081	59,585,732
630	Trusts	Mental Health Board - Behavioral Health Services	0	0	0
800	General	Department of Health & Human Services	199,610,297	160,020,297	39,590,000
800	Trusts	Department of Health & Human Services	10,000	10,000	0
		Total Health & Human Services	441,332,110	342,156,378	99,175,732
Parks, Recreation & Culture					
900	General	Department of Parks, Recreation & Culture	46,201,853	24,151,663	22,050,190
900	Trusts	Department of Parks, Recreation & Culture	497,975	497,975	0
950	General	Zoological Department	20,685,212	20,849,738	(164,526)

TAX LEVY BY DEPARTMENT

Department	Fund Type	Agency	Expenditures	Revenue	Tax Levy
950	Trusts	Zoological Department	1,779,584	1,779,584	0
991	General	UW - Extension	522,713	100,000	422,713
199	General	Consolidated Non- Departmental Cultural Contributions	6,279,688	0	6,279,688
Total Parks, Recreation & Culture			75,967,025	47,378,960	28,588,065
Debt Service					
996	Debt Service	General County Debt Service	49,742,698	12,815,031	36,927,667
Total Debt Service			49,742,698	12,815,031	36,927,667
Countywide Non-Department Expense					
1913	General	Civil Air Patrol	11,500	0	11,500
1921	General	Human Resources & Payroll System	1,790,139	0	1,790,139
1930	General	Offset to Internal Service Charges	(77,526,182)	(77,526,182)	0
1935	General	Charges to Other County Departments	(54,245,907)	0	(54,245,907)
1945	General	Appropriation for Contingency	6,429,402	0	6,429,402
1950	General	Employee & Retiree Fringe Benefits	135,929,318	66,291,596	69,637,722
1951	General		84,085,035	84,085,035	0
1961	General	Litigation Reserve	186,362	0	186,362
1971	General	Central Crosscharges	0	0	0
1972	General	Central Salary Adjustment	2,850,385	0	2,850,385
1985	General	Capital Outlay/Depreciation Contra	746,524	2,608,264	(1,861,740)
1989	General	Investment Management Fee	300,000	0	300,000
Total Countywide Non-Department Expense			100,556,576	75,458,713	25,097,863
Countywide Non-Department Revenue					
1901	General	Unclaimed Money	0	0	0
1902	General	Personal Property Aid	0	1,561,543	(1,561,543)
1937	General	Potawatomi Revenue Allocation	0	5,919,880	(5,919,880)
1986	General	Fire Charge - Uncollectable	0	0	0
1992	General	Earnings on Investments	0	18,424,000	(18,424,000)
1993	General	State Shared Taxes	0	39,111,080	(39,111,080)
1994	General	State Exempt Computer Aid	0	5,292,252	(5,292,252)
1995	General	Milwaukee Bucks Sports Arena	0	(4,000,000)	4,000,000
1996	General	County Sales Tax Revenue	0	105,106,294	(105,106,294)
1998	General	Surplus from Prior Years	0	5,000,000	(5,000,000)

TAX LEVY BY DEPARTMENT

Department	Fund Type	Agency	Expenditures	Revenue	Tax Levy
1999	General	Other Miscellaneous Revenue	0	25,000	(25,000)
		Total Countywide Non-Department Revenue	0	176,440,049	(176,440,049)
Capital Improvements					
120	Capital		126,010,963	99,580,978	26,429,985
		Total Capital Improvements	126,010,963	99,580,978	26,429,985

DEPARTMENT NARRATIVES

**NON-DEPARTMENTAL
EXPENDITURES
FUNCTION**



**MILWAUKEE
COUNTY**

2024 ADOPTED OPERATING BUDGET

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BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Expenditures					
Personnel Costs	210,032,530	206,828,376	211,179,430	131,951,159	(79,228,271)
Operations Costs	1,126,436	1,094,830	1,562,169	1,145,949	(416,220)
Interdepartmental Charges	2,198,512	1,658,479	2,830,111	2,832,210	2,099
Total Expenditures	\$213,357,479	\$209,581,685	\$215,571,710	\$135,929,318	(\$79,642,392)
Revenues					
Other Direct Revenue	23,465,570	22,647,898	22,930,000	19,721,890	(3,208,110)
State & Federal Revenue	0	0	0	0	0
Total Revenues	\$23,465,570	\$22,647,898	\$22,930,000	\$19,721,890	(\$3,208,110)
Tax Levy	\$189,891,909	\$186,933,787	\$192,641,710	\$116,207,428	(\$76,434,282)

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.

2024 Budget Impact on Employees

In 2024, Milwaukee County maintains an excellent package of fringe benefits for employees. The 2024 Budget does not include any major changes to benefits or employee contribution rates.

Employee Total Compensation in 2024:

Take Home Pay Increase

General employees will receive a January 2% pay increase in 2024. The funds for this salary increase are budgeted in departments. In addition to this 2% increase, the employee pension contribution for general employees decreases from 6.1% to 4.3%. An average employee will see a 4.7% increase in take home pay in 2024 compared to 2023.

Health Insurance Premiums

The County pays approximately 84% of active health benefit costs, while employees are responsible for about 16%. There are no changes to health insurance premiums in 2024. 2024 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 reduced from 6.1% to 4.3%. This is a result of Wisconsin Act 12, which altered the formula for employee pension contributions. Employees now contribute one-half of the pension normal cost and do not make contribution toward the unfunded liability. Public safety represented employee contributions are subject to collective bargaining.

Flexible Spending Account

The employee Flexible Spending Account is maintained in 2024. The County will match up to \$1,000 in employee contributions on a dollar-for-dollar basis for this tax advantaged account.

Long-Term Impact on County Budget

- Wisconsin Act 12 represents a significant benefit to the County's Budget. The new 0.4% sales tax is dedicated to pension costs and is projected to net \$84 million in revenue in 2024. This revenue consists of \$60.6 million in unfunded pension liability payments and \$23.4 in Pension Obligation Bond payments. The new revenue and costs covered by the revenue are budgeted in a new non-departmental unit titled "0.4% Sales Tax". The remainder (about \$3.4 million) of the Pension Obligation Bond payment for 2024 is budgeted in Employee Fringe Benefits.
- Since these pension costs are covered by sales tax rather than property tax in 2024, additional funding is available for the County to invest in mandated services, programs that support the County's strategic plan, and property tax relief.

2024 Employee & Retiree Fringe Benefits Summary

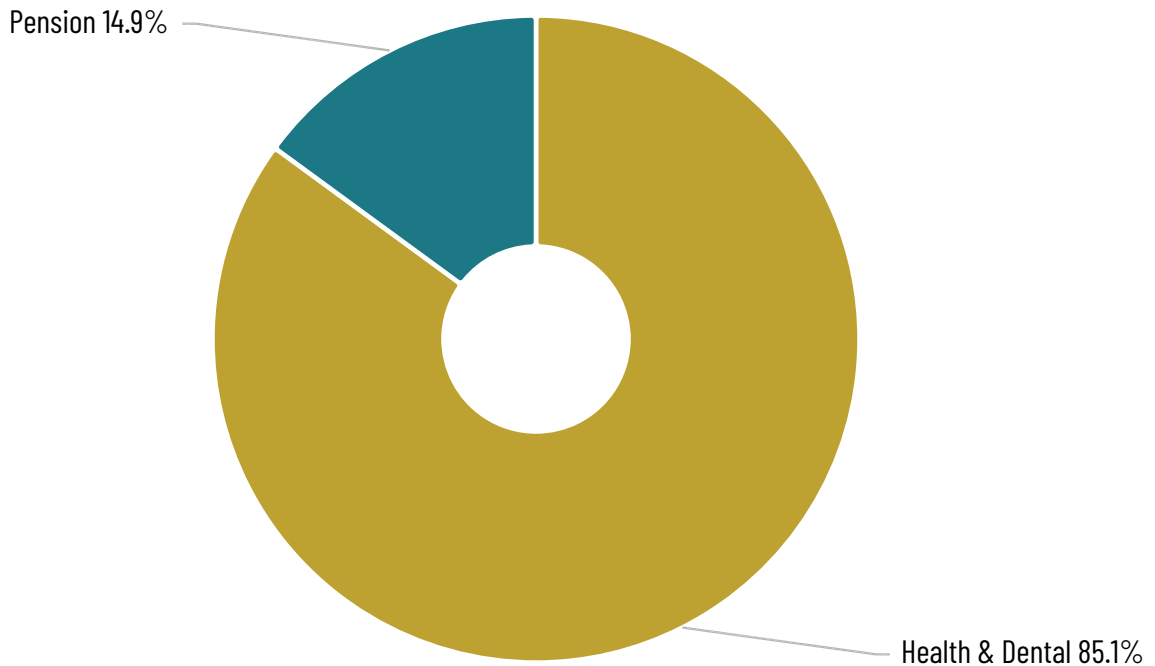
2023-2024 Fringe Benefit Budget Comparisons

Item	2023 Budget	2024 Budget	2023/2024 Change
Gross Health & Dental Costs	109,147,280	108,655,284	(491,996)
Gross Pension Costs	106,424,430	27,274,034	(79,150,396)
TOTAL Gross Benefit Costs	\$215,571,710	\$135,929,318	(\$79,642,392)
Less/Employee/Retiree Health Premiums	(9,630,000)	(9,820,000)	(190,000)
Less Employee/State Pension Contributions	(13,300,000)	(9,901,890)	3,398,110
TOTAL Less Premiums and Contributions	(\$22,930,000)	(\$19,721,890)	\$3,208,110
TOTAL Net Benefit Costs	\$192,641,710	\$116,207,428	(\$76,434,282)
Estimated Revenue Offset at 14.5%	(\$27,933,048)	(\$16,850,077)	\$11,082,971
Approximate Direct Tax Levy Cost, Employee & Retiree Fringe Benefits	\$164,708,662	\$99,357,351	(\$65,351,311)

The table above shows that the 2024 fringe benefits budget includes \$135.9 million in gross fringe benefit costs. This does not include \$84 million in ERS unfunded liability payments and pension obligation bond costs that are covered by the new 0.4% sales tax and not allocated to departments. 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 \$19.7 million of this total. The remainder, \$116.2 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 Child Support Services, approximately two-thirds of the cost is reimbursed by federal revenues. The remainder, approximately \$99.3 million in 2024, represents tax levy. Countywide, approximately 14.5 percent of fringe benefit costs that are allocated out are reimbursed by outside revenue sources.

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% of the total, while pension costs are the remaining 15%.

Share of Net Tax Levy Cost



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, both retirees and active employees account for roughly 50 percent of the tax levy funded benefits.

Estimate Health Care Levy Costs (In Millions)



The 2024 Budget does not include any major changes to health benefits provided. Based on recent experience, prescription drugs costs are expected to increase by \$6.7 million. This cost increase is partially offset by a \$5.3 million decrease in health insurance claims, which is also driven by recent experience.

The Flexible Spending Account (FSA) employer contribution for 2024 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.

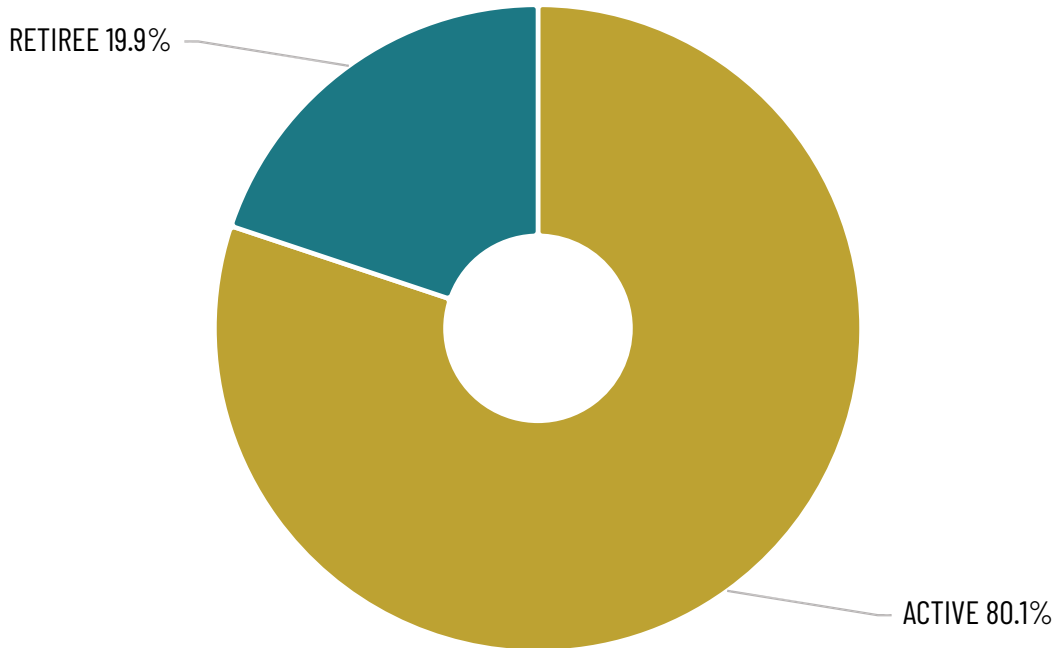
Expenditures in Org. 1950 – Employee Fringe Benefits include:

- 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

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 2024, the projected tax levy cost of pension benefits is approximately \$13.5 million. Of this total, approximately \$3.1 million or 19.9 percent is allocated to retiree costs and \$10.85 million or 80.1 percent is allocated to active employees .

Estimate Pension Levy Costs (In Millions)



The 2024 budget provides total appropriations for pension benefits of \$111.4 million (\$27.3 million budgeted in this org unit, \$84.1 million budgeted in the 0.4% sales tax org unit). This amount represents an increase of about \$4.9 million due to decreased Pension Obligation Bond costs based on a schedule maintained by the Office of the Comptroller which is more offset by higher normal cost and unfunded liability costs. The majority of these cost increases are due to the decrease in the ERS assumed rate of return from 7.5% to 6.8%. Appropriations for the OBRA pension system increase by almost \$1 million which represents the amount needed to bring the OBRA system to 100% funded.

Item	2023 Budget	2024 Budget	2023/2024 Change
OBRA Retirement System Contrib.	186,000	1,175,000	989,000
ERS Normal Cost	19,870,000	22,864,000	2,994,000
ERS Unfunded Actuarial Liability	52,258,000	-	(52,258,000)
Pension Obligation Bonds	34,110,430	3,235,034	(30,875,396)
TOTAL Pension Expenditures	\$106,424,430	\$27,274,034	\$ (79,150,396)

The OBRA retirement system contribution represents amounts recommended by the pension actuary, plus an additional contribution to bring the system to 100% funded. The ERS normal cost increase is based on the recommendation of the pension actuary. The ERS Unfunded Actuarial Liability is now budgeted in the 0.4% Sales Tax org unit. The total amount contributed for the unfunded liability increases from \$52 million to \$60 million based on a decrease of the assumed rate of return from 7.5% to 6.8%. Similarly, the portion of pension obligation bonds that are covered by the 0.4% sales tax is no longer budgeted in this org unit. The total pension obligation bond

payment decreases from \$34.1 million to \$26.7 million based on the debt service schedule maintained by the Office of the Comptroller. In 2024, \$23.4 million of this amount is covered by the 0.4% sales tax, while the remaining \$3.2 million represents tax levy costs.

Revenues

Revenues of \$9.9 million are budgeted in 2024. Revenues decrease due to a change in state law where employees are only required to contribute one half of the normal cost and no longer are required to contribute toward a portion of the unfunded liability. For 2024, general employees shall contribute 4.3 percent of salary to the pension plan. Public safety employee contributions are subject to collective bargaining.

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Strategic Program Area: Appropriation for Contingencies

Service Provision: N/A

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	(521,663)	0	5,000,966	6,429,402	1,428,436
Revenues	414,556	165,159	0	0	0
Tax Levy	(936,219)	(165,159)	5,000,966	6,429,402	1,428,436

Strategic Overview:

The 2024 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.

Strategic Implementation:

\$100,000 of the amount included in the appropriation for contingencies is placed into an allocated contingency account. These funds will be used to help effectuate the recommendations resulting from File No. 23-833, which includes options to equip departments with the necessary resources/training to provide public information, forms, websites, and other communications in Spanish, Hmong, and other relevant languages, upon request, to residents with Limited English Proficiency (LEP).

The 2024 Budget shall provide the County Board with the maximum expenditure authority permitted under Wis. Stat. 59.60(7), as approved in 2013 Wisconsin Act 14. This amount is 0.4 percent of the county portion of the adopted tax levy. If the 2024 Adopted Budget, after consideration of any vetoes, results in too much expenditure authority in Agency 100, the Comptroller shall prepare an appropriation transfer from the County Board to Agency 194-1945 - Appropriation for Contingencies to reduce the amount of expenditures to the legal limit. Likewise, if the 2024 Adopted Budget permits additional expenditure authority for the County Board, the Comptroller shall prepare an appropriation transfer to transfer funds from the Appropriation for Contingencies to the County Board in accordance with provisions of Wis. Stat. 59.60(7).

The Southeastern Wisconsin Regional Planning Commission (SEWRPC) is requested to study on-demand paratransit systems from other jurisdictions and present a report on modernized approaches to the Milwaukee County Board of Supervisors in the January 2024 meeting cycle. The County is seeking options for an on-demand paratransit taxi services that include a ride sharing service given the discontinuation of the current program operated by the Milwaukee County Transit System in 2023 as outlined in File No. 23-830. The Department of Transportation – Transit/Paratransit working in conjunction with the Department of Health and Human Services and informed by recommendations from the Paratransit Taxi Task Force, shall develop accessibility options to support mobility which prioritize work and medical appointment transportation. This shall also include an analysis of available state and federal reimbursements that may be available to offset the cost of the program. A recommendation shall be made to the County Board with a report in the January 2024 meeting cycle. To help effectuate any recommendations approved by the County Board, an appropriation of \$1,117,054 is contained in an allocated contingency account in the appropriation for contingencies.

Strategic Program Area: Offset to Internal Service Charges

Service Provision: N/A

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	0	0	(122,845,510)	(77,526,182)	45,319,328
Revenues	0	0	(122,845,510)	(77,526,182)	45,319,328
Tax Levy	0	0	0	0	0

Strategic Overview:

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 (\$77,526,182) and revenue offsets of (\$77,526,182) reflect the charges from departments to other County departments. The amount of this offset is decreased in 2024 largely due to the additional 0.4% sales tax authorized by Wisconsin Act 12 and File 23-719. This sales tax revenue offsets a portion of County pension costs that were previously allocated to departments.

Strategic Program Area: Charges to Other County Departments

Service Provision: N/A

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	(8,144,914)	(8,357,812)	(10,304,052)	(54,245,907)	(43,941,855)
Tax Levy	(8,144,914)	(8,357,812)	(10,304,052)	(54,245,907)	(43,941,855)

Strategic Overview:

This program area represents the offset to Central Service costs allocated to departments 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 not abated in departmental budgets, a central abatement represented in this budget is necessary, so expenses are not overstated.

The Office of the Comptroller prepared the Cost Allocation Plan for Milwaukee County. Utilizing a web-based cost allocation system, budget and cost data and allocation statistics for County departments were used to allocate the costs to departments/divisions/orgs for fiscal year 2024. Using a double step-down allocation procedure, costs were distributed among Central Services and to departments that receive benefits. Costs were inputted by cost center identifications consistent with the County’s accounting code structure, which allowed for efficient balancing with the entity’s financial reporting systems. Additionally, the web-based cost allocation system provided for the inputting of allocation statistics appropriate for the distribution of the identified indirect cost pools. Credits for direct-billed payments, cost adjustments, and other valid and applicable costing factors were also facilitated within the web-based cost allocation system.

Total central service allocation costs in departments and offsets in this org unit increase significantly due to the new methodology. Additionally, many items that were previously included in other crosscharges (such as IT, Facilities, and Risk Management costs) are included in the Central Service Allocation in 2024.

Strategic Program Area: Human Resources & Payroll System

Service Provision: N/A

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	2,072,761	1,857,736	1,790,139	1,790,139	0
Tax Levy	2,072,761	1,857,736	1,790,139	1,790,139	0

Strategic Overview:

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.

Strategic Implementation:

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 an anticipated new agreement in 2024. This contract also covers benefits management, but that service is funded through org. 1950 - Fringe Benefits.

The Office of the Comptroller is authorized to enter into the new subscription and maintenance agreement with Ceridian HCM beginning in 2024 for a five-year period in an annual not-to-exceed amount of \$2.5 million. The Office of the Comptroller is also authorized to extend the current agreement (expiring 12/31/2023) for up to six months should negotiations not be completed by 1/1/2024.

For 2024, funding of \$100,000 is provided for the Segal contract for purposes of actuarial services necessary in calculating fiscal costs of various pension actions.

Strategic Program Area: Litigation Reserve

Service Provision: N/A

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	108,867	194,535	186,362	186,362	0
Tax Levy	108,867	194,535	186,362	186,362	0

Strategic Overview:

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.

Strategic Program Area: Capital Outlay/Depreciation Contra

Service Provision: N/A

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	0	0	(1,522,791)	746,524	2,269,315
Revenues	0	0	1,420,000	2,608,264	1,188,264
Tax Levy	0	0	(2,942,791)	(1,861,740)	1,081,051

Strategic Overview:

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 Funds 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 the 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 impact.

Strategic Program Area: Civil Air Patrol

Service Provision: N/A

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	10,468	10,437	11,500	11,500	0
Tax Levy	10,468	10,437	11,500	11,500	0

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Number of Meetings	215	370	350	375
Number of Organization Members	1,063	1,055	1,100	1,100

Strategic Overview:

The Civil Air Patrol (CAP) utilizes the County-owned hangar with classroom and office space at Lawrence J. Timmerman Airport (LJT) and second floor office space of the LJT control tower. The County provides appropriations for the utility costs, communications and insurance of these facilities. Appropriations may also be used for additional space to hangar utilized aircraft and minor building repairs, including materials and supplies to help keep the facilities in a well-maintained and safe condition.

Strategic Implementation:

The Civil Air Patrol will continue to perform the following activities:

A national program of aerospace education for youth and adults and we fly AFROTC cadets at local schools.

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.

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.

USAF Wings Program: a specially focused flight training program for select 17- to 18-year-old CAP cadets capable of earning a single engine land pilot license.

Strategic Program Area: Central Salary Costs

Service Provision: N/A

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	0	0	2,773,096	2,850,385	77,289
Revenues	0	0	0	0	0
Tax Levy	0	0	2,773,096	2,850,385	77,289
Full Time Pos (FTE)	0.00	0.00	0.00	0.00	0.00

Strategic Overview:

This program area includes centrally budgeted modifications to employee salary.

A vacancy and turnover reduction of \$1,019,615 is included in 2024. 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 2024 and recommend corrective action if needed. Departmental fund transfers from personnel to other account series may be reduced or eliminated in 2024.

An allocation of \$3,000,000 is included to support salary increases in the Compensation Transformation Project. The County is reviewing and moving all jobs to new pay grades, with the first wave approved in File 23-811. In 2024, funding is included for moving employees to the new ranges and addressing compression issues. Job families expected to be impacted in 2024 include (but are not limited to) IT, Courts, Architects / Engineers / Technicians, and OEM staff. Compensation for Public Safety Officer positions shall also be reviewed in 2024. Requests to move positions to new pay grades will be submitted to the County Board in 2024.

An allocation of \$870,000 is included to provide funds for a potential closure of the OBRA pension system for seasonal employees. Consistent with the closure of ERS to new employees as of 1/1/2025, the County is exploring the closure of the OBRA system. The 2024 Budget does not include any action to close the OBRA system, however funding is included for the cost of employer social security contributions and increasing seasonal salary to offset the employee social security contribution. The County Board is expected to review ordinance changes related to OBRA closure in 2024.

Department budgets include funding for 2 percent general employee salary increase as of January 8, 2024.

Additional Program Details:

Funding is not included in the 2024 budget for automatic step increases as general positions have been migrated to stepless ranges as of 1/1/2023.

Strategic Program Area: Investment Management Fees

Service Provision: N/A

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	199,081	302,278	300,000	300,000	0
Tax Levy	199,081	302,278	300,000	300,000	0

Strategic Overview:

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.

Strategic Program Area: 0.4% Sales Tax

Service Provision: N/A

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	0	0	0	84,085,035	84,085,035
Revenues	0	0	0	84,085,035	84,085,035
Tax Levy	0	0	0	0	0

Strategic Overview:

In File 23-719, Milwaukee County authorized a new 0.4% sales tax effective January 1, 2024. This revenue is restricted to paying off unfunded pension liability costs and pension obligation bond (POB) costs. This additional revenue frees up approximately \$50 million of tax levy that was previously dedicated to paying these legacy pension cost. This org unit is used in the 2024 budget to directly show that the 0.4% sales tax is dedicated to authorized uses.

Strategic Implementation:

In 2024, the 0.4% sales tax revenue is projected at \$84,085,035. The entire County contribution to the ERS unfunded liability of \$60,638,000 is budgeted in this org unit instead of org unit 1950. The County is using a 30-year amortization period for the ERS unfunded liability payment that comports with the requirements of 2023 Wisconsin Act 12. \$23,447,035 of POB costs are also budgeted in this org unit instead of org 1950. The remainder of 2024 POB costs remain in org 1950.

The Office of Strategy, Budget, and Performance and the Office of the Comptroller are authorized to process administrative fund transfers with no tax levy impact related to accounting and compliance for Act 12 and the 0.4% sales tax.

Strategic Program Area: Central Crosscharges

Service Provision: N/A

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	2,904,993	3,379,217	3,988,122	0	(3,988,122)
Revenues	13,232,299	12,210,797	14,511,011	0	(14,511,011)
Tax Levy	(10,327,306)	(8,831,579)	(10,522,889)	0	10,522,889

Strategic Overview:

This program area is not used in 2024. In previous budgets, this program area accounted for crosscharges that would have been charged to elected departments. In 2024, these charges are reflected in the appropriate department and this program area is not needed.

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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 "cross-charges." 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 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 preceding 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 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.

Opioid Settlement (Fund 50009): This fund is used to account for payments received as part of the Opioid settlement. Milwaukee County will receive \$102 million over 18 years per the settlement agreement. Opioid settlement funds can only be used for Opioid treatment initiatives, prevention, harm reduction, and other strategies relating to research, training, and other evidence-based data.

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 time 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.

Wisconsin 2023 Act 12: Wisconsin 2023 Act 12 permitted the Milwaukee County Board to increase the County portion of sales tax by 0.4%. The Board of Supervisors adopted the increase in July of 2023, and it will become effective on

January 1, 2024. The additional sales tax must be used to pay the unfunded pension liability and pension obligation bonds. Additionally, Act 12 increased the State Shared Revenue paid to the County by adding Supplemental County Aid effective January 1, 2024. Every year after, State Shared Revenue will be adjusted based on the rate of growth in the state sales tax.



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
901 North 9th Street | Milwaukee, WI 53233

county.milwaukee.gov