

## BUDGET SUMMARY

Category	2023 Actual	2024 Actual	2025 Budget	2026 Adopted Budget	2025/2026 Variance
<b>Expenditures</b>					
Personnel Costs	1,938,359	2,670,174	2,711,545	2,700,547	(10,998)
Operations Costs	215,371	484,139	279,873	241,883	(37,990)
Debt & Depreciation	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Interdepartmental Charges	(0)	0	0	0	0
<b>Total Expenditures</b>	<b>\$2,153,730</b>	<b>\$3,154,313</b>	<b>\$2,991,418</b>	<b>\$2,942,430</b>	<b>(\$48,988)</b>
<b>Revenues</b>					
Other Direct Revenue	0	0	0	0	0
State & Federal Revenue	0	0	0	0	0
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Tax Levy</b>	<b>\$2,153,730</b>	<b>\$3,154,313</b>	<b>\$2,991,418</b>	<b>\$2,942,430</b>	<b>(\$48,988)</b>
<b>Personnel</b>					
<b>Full Time Pos (FTE)</b>	21.00	22.00	26.00	25.00	(1.00)
Overtime \$	4,233	39,773	0	0	0
Seasonal/Hourly/Pool	0	0	22,149	48,615	26,466

**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:**

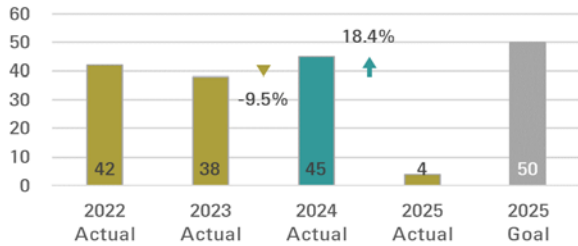
Strategy, Budget and Performance (SBP) has three divisions: Strategy Division, Budget Division, and Project Management Office.

**Major Changes**

- 1.0 FTE Data Governance Coordinator is abolished due to fiscal constraints. The data governance function will continue through the existing Data Governance lead position.
- \$10,000 is included in the 2026 Budget to contract with a vendor for website support services. This will help the digital experience team increase the functionality of the County's website while also following industry design practices and responding to user feedback.

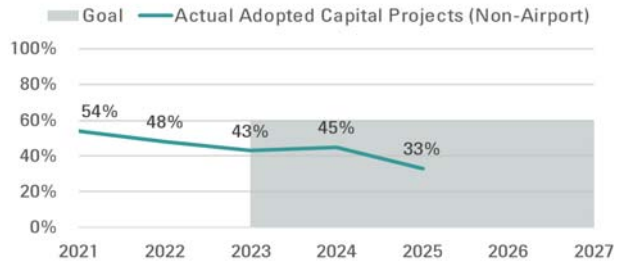
### OFFICE OF STRATEGY, BUDGET & PERFORMANCE GOALS

**Increase the number of competitive grant submissions from previous year by 10%**



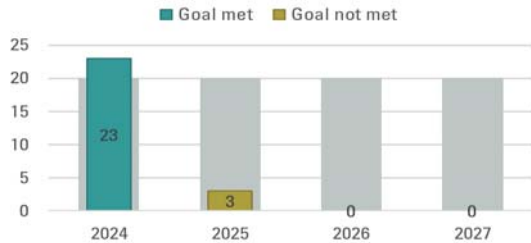
As of July 11, 2025, 26 of the applications submitted in 2024 have been awarded, totaling \$23.2M. Another \$20.3M are pending. Since its inception (Jan 2021), the grant development team has collaborated with Milwaukee County Depts. to secure a total of \$136M. Note: 2025 data is

**Adopt 60% of requested capital projects annually**



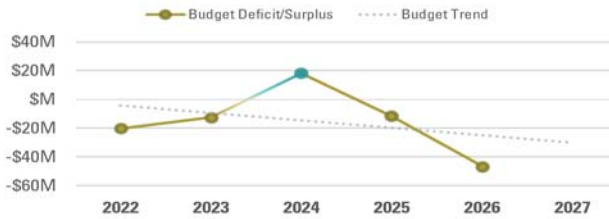
The 2025 reduction is primarily due to two 2024 Adopted Capital funding items: a 13.5% increase in the bonding cap, allowing more capital requests to be funded in 2024, and absorption of the one-time (capital) sales tax boost in 2024 into the 2025 operating budget.

**Complete 20 priority, continuous improvement, and strategy projects**



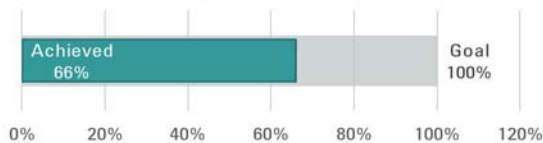
Some of the 2024 completed projects include: contract compliance practices, elected official transitions, record dispositioning, and audit compliance; and more. Note: 2025 data is through June 30, 2025.

**Achieve a Positive Trend in the Annual 5-Year Budget Forecast**



The main drivers for the 2026 projection are an increase in expenditure growth rate, wage/overtime costs, employee benefit costs, and expiring federal funding to support transit operations. Note: The annual deficit/surplus is based on the first year of each five-year forecast. For example, the 2026 budget surplus was from the 2026-2030 forecast.

**100% Completion of the Future State Project by June 2026**



The Future State Project has completed an inventory of all Milwaukee County services. An analysis of Milwaukee services needed and benchmarking against other Counties is underway. The final recommendations will suggest a desired "Future State" of Milwaukee County services.

**Strategic Program Area: Strategy Division**

**Service Provision:** Mandated

**How We Do It: Program Budget Summary**

Category	2023 Actual	2024 Actual	2025 Budget	2026 Budget	2025/2026 Variance
Expenditures	211,637	334,370	519,248	416,216	(103,032)
Revenues	0	0	0	0	0
Tax Levy	211,637	334,370	519,248	416,216	(103,032)
Full Time Pos (FTE)	2.00	2.00	4.00	3.00	(1.00)

**How Well We Do It: Performance Measures**

Performance Measure	2023 Actual	2024 Actual	2025 Target	2026 Target
Number of Departments and Offices with Strategic Plans	5	12	15	15

**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.

The Strategy Division facilitates the advancement of the county’s strategic plan by:

1. Facilitating the development of department strategic plans that nest within the County’s overall strategic plan.
2. Facilitating the development of department scorecards to track progress toward accomplishing the goals set forth in each of the department’s strategic plans.
3. Continuing to build the County’s Strategy Dashboard to track progress toward advancing the County’s nine goals.
4. Launching the Future State project to determine what, where and how the County should provide services to advance health equity.
5. Serving as the executive sponsor for the Data Governance workgroup to continue building the culture and structure for evidence-based decision-making across County government.
6. Serving as the executive sponsor for Vision Week to continue supporting a culture aligned to advancement of the County’s strategy.
7. Planning and facilitating convenings such as the quarterly Leadership Forums, cabinet meetings, and cross-departmental strategy sessions to break down silos and bring together stakeholders to advance the County’s strategy.

**Strategic Implementation:**

1.0 FTE Data Governance Coordinator is abolished in 2026.

**Strategic Program Area: Budget Office**

**Service Provision:** Mandated

**How We Do It: Program Budget Summary**

Category	2023 Actual	2024 Actual	2025 Budget	2026 Budget	2025/2026 Variance
Expenditures	950,922	1,489,034	953,489	981,306	27,817
Revenues	0	0	0	0	0
Tax Levy	950,922	1,489,034	953,489	981,306	27,817
Full Time Pos (FTE)	9.00	9.00	9.00	9.00	0.00

**What We Do With It: Activity Data**

Activity	2023 Actual	2024 Actual	2025 Target	2026 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	2023 Actual	2024 Actual	2025 Target	2026 Target
Fitch	BBB Stable	AA Stable	AA Stable	AA Stable
GFOA Distinguished Budget Presentation Award Achieved	No	Yes	Yes	Yes
Moody's		Aa2 Stable	Aa2 Stable	Aa2 Stable
Standard & Poor's	BBB Stable	AA Stable	AA Stable	AA Stable

**Strategic Overview:**

The Budget Division supports the County's efforts toward long-term financial sustainability. The Division leads the development and implementation of the County's annual operating and capital budgets and supports long-term strategic and financial planning processes and performance measurement systems.

**Strategic Implementation:**

As a component of the County's fiscal health goal, the Budget Division works with departments to expand upon the use of long-term financial planning in Milwaukee County's budget process. This includes placing focus on strategies to sustainably increase revenues, and reduce expenditures, while working to develop a fiscally healthy organization that makes decisions on investment into strategic plan priorities versus structural deficit reductions.

**Additional Program Details:**

The Office of Strategy, Budget and Performance working in collaboration with the Office of the Comptroller and the Department of Transportation (DOT) shall submit a report to the County Board of Supervisors by the July 2026 meeting cycle evaluating options for the Vehicle Registration Fee (VRF), consistent with the authority granted under Wisconsin State Statute § 341.35(1). The analysis shall include projections of MCTS's future revenue needs and assess how potential changes to the VRF would affect transit operations, service levels, and fare structures. The report should also examine the broader fiscal impact of VRF adjustments on the overall County budget, including potential effects on levy-supported services, and the County's long-term financial stability.

Milwaukee County established the Omnibus Budget Reconciliation Act of 1990 (OBRA) Pension Plan in 1991 to provide retirement coverage for part-time, seasonal, and temporary employees who are not eligible for the County's main pension system. Administered by the Employees' Retirement System (ERS), the OBRA Plan is fully funded by the County, which also precludes paying the employer portion of FICA, offsetting its contributions. Employees likewise do not pay the 6.2% Social Security payroll tax. Most OBRA participants do not accrue sufficient service to vest in a defined benefit, typically receiving small cash payouts after five years of inactivity or having funds escheated to the State if unclaimed. This structure often results in minimal retirement benefits for covered employees.

To improve long-term retirement security, the Department of Human Resources, working with the Offices of Corporation Counsel, Strategy, Budget and Performance, and the Comptroller, is requested to develop a proposal for a "soft close" of the OBRA Plan. This approach would avoid the complexities associated with fully terminating the OBRA Pension Plan to eligible participants. The plan should explore enrolling new hires in Social Security while preserving obligations to current members. A report outlining recommendations, fiscal impact, and implementation steps is requested to be submitted to the County Board no later than the July 2026 meeting cycle.

**Strategic Program Area: Project Management Office**

**Service Provision:** Administrative

**How We Do It: Program Budget Summary**

Category	2023 Actual	2024 Actual	2025 Budget	2026 Budget	2025/2026 Variance
Expenditures	991,171	1,330,908	1,518,681	1,544,908	26,227
Revenues	0	0	0	0	0
Tax Levy	991,171	1,330,908	1,518,681	1,544,908	26,227
Full Time Pos (FTE)	10.00	12.00	13.00	13.00	0.00

**What We Do With It: Activity Data**

Activity	2023 Actual	2024 Actual	2025 Target	2026 Target
Amount of Grant Funds Requested through Competitive Grant Proposals (in Millions of Dollars)	71	106	70	70
Number of Countywide Administrative Manual of Operating Procedures (AMOPs) Revised and Created	7	21	12	15
Number of Federal Reports Submitted on Use of American Rescue Plan Act State and Local Fiscal Recovery Funds	5	5	5	5
Number of Grant Applications Submitted within the Grant System of Support (AMOP 11.02)	38	46	35	35
Number of Internal Communication Outlets or Standards Developed and/or Maintained	5	8	7	16
Number of Projects Undertaken to Identify and Apply a Solution to an Enterprise Challenge	21	21	22	22

**How Well We Do It: Performance Measures**

Performance Measure	2023 Actual	2024 Actual	2025 Target	2026 Target
Amount of Competitive Grant Funds Awarded (in Millions of Dollars)	20.0	23.0	25.0	25.0
Number of Projects Successfully Concluded that Impact County Operations and/or Strategy Advancement	21	23	15	15
Percent of Competitive Grant Applications Awarded	61%	56%	35%	50%
Total Number of Procedures in the AMOP Library	59	71	65	82

**Strategic Overview:**

The Project Management Office (PMO) within the Office of Strategy, Budget, and Performance (SBP) leads efforts to advance Milwaukee County’s strategic vision and address the organization’s most pressing issues. The PMO supports County departments by 1) providing direct project support to confront challenges with strategic solutions, and 2) implementing organization-wide systems that improve county government. PMO service areas include comprehensive project management, grant development, continuous improvement, internal communications, program leadership, and policy advocacy. A tiered system of support is used to effectively meet the needs of the organization based on the intensity of support needed. The PMO also provides capacity building resources to increase the reach of the service area expertise through Communities of Practice, tools, trainings, and use of various outreach platforms.

The PMO intakes and completes dozens of high priority projects annually through a tiered system of support that accounts for the needs of each department and elements of each request. Projects are tracked through a project management platform that enables the PMO to assign, record, and present project data strategically. The PMO uses the Project Management Institute's Project Body of Knowledge (PMBOK) as guidelines for project management and the Define, Measure, Analyze, Improve, and Control (DMAIC) model for continuous improvement projects. By cultivating project management practices across departments, the County will be better positioned to reach organizational racial and health equity goals.

The PMO took on project leadership responsibilities for two significant projects in 2024 that will continue into 2026 and beyond: Future State and Investing in Justice: Courthouse Complex (IJCC). Supporting in a central project management function for these two initiatives consumes substantial PMO resources but also ensures a high-level of efficacy in implementation. The Future State project will lead to recommendations on the structure and services provided by Milwaukee County, while IJCC will ensure the Courthouse Complex meets the current and future needs of the justice system and those who interact with it. Both projects are on track in scope, schedule, and budget.

Adjacent to project implementation, the PMO has made strides in refining and implementing model grant development and internal communication practices in Milwaukee County. Through this work, County departments increased their capacity to compete for grant revenue and use effective communications to reach the workforce. Strategic and tactical efforts are underway in 2025-2026 within the internal communications service area to ensure our public website is accessible and comprehensible by constituents of all abilities, focusing on meeting a high standard for web accessibility and ensuring content is in plain language. Additionally, departments continually work with the internal communications team to develop communications templates, outlets, and cadences to ensure information is cascading to the appropriate employee groups. Milwaukee County's branding guidelines also continue to be integrated in collateral and our web presence and notably within capital projects such as the Marcia P. Coggs Health & Human Services Center and Forensic Science and Protective Medicine Facility.

The grant development service area will continue in 2026 to support departments in the pursuit of federal and state grant funding, emphasizing the need to seek other sources of grant revenue as well. Grant development efforts support the County's ability to fund upstream strategies through external revenue, including collaborations with agencies on initiatives such as Right to Counsel. There is uncertainty in setting grant development targets as federal funding priorities shift and have yet to stabilize. In 2026, the service area anticipates opportunities in the public safety arena and is proactively planning in response. Congressionally Directed Spending requests are also coordinated through the PMO in alignment with the new policy service area.

The policy service area will carry momentum and strategy from 2025 into 2026. The team supported a successful state biennial budget advocacy effort, resulting in sustainable funding for highway patrol and district attorney staff, among other items. The policy service area will continue to convene a Policy Strategy Team monthly in 2026, composed of department representatives with a focus on elevating our most pressing policy needs and ensuring awareness of advocacy efforts.

The PMO also facilitates allocation and monitoring of programs such as 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. In 2026, the PMO program service area will continue shifting towards program evaluation and performance management systems, specifically within the American Rescue Plan Act (ARPA) and Opioid Settlement Fund programs as implementation continues. The intent is to expand this work into program operations beyond SBP to further encourage a culture of data-driven decision making through performance management systems.

SBP is on-track with ensuring ARPA funding is spent by the federal deadline of December 31, 2026. SBP developed and implemented a strategy to leverage tax levy revenue to create flexibility for ARPA-enabled projects. This strategy has been effective to-date. Evaluation planning commenced in 2024 with implementation continuing through 2027 to demonstrate the effective use of funds.

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 Communities of Practice.

SBP developed a five-year strategic plan and reviews key performance indicators in the form of a scorecard to ensure progress on annual goals align to the strategic plan. The PMO team adopted annual strategies in alignment with this plan to direct the annual activities of staff. 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.

**Strategic Implementation:**

There are no budgetary changes for the PMO in 2026.

**Additional Program Details:**

The 2026 Milwaukee County Youth Commission program budget includes funding for competitive, youth-led projects in Milwaukee County that align with the Youth Commission's identified priority policy areas, which include, but are not limited to, youth homelessness and mental health.

Capital Improvement Project WC027604 – IJCC: Courthouse Complex Design represents a major effort to replace the Safety Building and update the adjacent Courthouse. In addition to the funds previously allocated and included in the 2026 Budget, projected costs from 2027 through 2030 exceed \$458 million. As planning moves toward demolition and construction, it is critical that policymakers receive detailed information about how these expenses will affect the County's operating budget, service capacity, and its ability to address a significant backlog of deferred maintenance across other facilities. The Office of Strategy, Budget and Performance, in cooperation with the Office of the Comptroller and other departments as needed, is requested to prepare a comprehensive report on the project's fiscal impact. The report should include, but not be limited to, analysis of debt service, tax levy implications, and the County's self-imposed bonding limit. It should also assess how the project may constrain the County's ability to fund other capital needs, such as bus replacements or parks infrastructure improvements. The report shall be provided to the County Board no later than the July 2026 meeting cycle to help inform future decisions on whether to appropriate additional monies for the project.

The Office of the Sheriff and the Community Reintegration Center, in coordination with SBP, the Office of the Comptroller, and Human Resources, shall submit a report to the County Board by the May 2026 meeting cycle with a purpose of collaboratively addressing critical vacancies, extended training pipelines, and excessive overtime within the MCSO and CRC by identifying opportunities for a Staffing Stabilization Initiative in 2026.