BUDGET SUMMARY

Category	2024 Actual	2025 Actual	2026 Budget	2027 Requested Budget	2026/2027 Variance
Expenditures					
Personnel Costs	2,670,174	2,543,973	2,700,547	2,683,396	(17,151)
Operations Costs	484,139	427,593	241,883	214,548	(27,335)
Debt & Depreciation	0	0	0	0	0
Capital Outlay	0	698	0	0	0
Interdepartmental Charges	0	0	0	0	0
Total Expenditures	**$3,154,313**	**$2,972,265**	**$2,942,430**	**$2,897,944**	**($44,486)**
Revenues					
Other Direct Revenue	0	0	0	0	0
State & Federal Revenue	0	0	0	0	0
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Tax Levy	**$3,154,313**	**$2,972,265**	**$2,942,430**	**$2,897,944**	**($44,486)**
Personnel					
Full Time Pos (FTE)	22.00	26.00	25.00	25.00	0.00
Overtime $	39,773	1,684	0	0	0
Seasonal/Hourly/Pool	0	0	48,615	48,615	0

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.

Strategic Program Area: Strategy Division

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2024 Actual	2025 Actual	2026 Budget	2027 Budget	2026/2027 Variance
Expenditures	334,370	502,323	416,216	416,799	583
Revenues	0	0	0	0	0
Tax Levy	334,370	502,323	416,216	416,799	583
Full Time Pos (FTE)	2.00	4.00	3.00	3.00	0.00

How Well We Do It: Performance Measures

Performance Measure	2024 Actual	2025 Actual	2026 Target	2027 Target
Number of Departments and Offices with Strategic Plans	12	15	15	25

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. Serving as the executive sponsor for 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:

2027 activities will focus on developing the Countywide 2028-2032 Strategic Plan. Contractual expenses in the previous year were for the Future State Project. In 2027, the same amount of contractual expenses are budgeted for a data catalogue project that will support the County's broader data governance program by establishing a shared inventory of what data exists, where it lives, and who's responsible for it across departments.

Strategic Program Area: Budget Office

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2024 Actual	2025 Actual	2026 Budget	2027 Budget	2026/2027 Variance
Expenditures	1,489,034	1,032,439	981,306	977,759	(3,547)
Revenues	0	0	0	0	0
Tax Levy	1,489,034	1,032,439	981,306	977,759	(3,547)
Full Time Pos (FTE)	9.00	9.00	9.00	9.00	0.00

What We Do With It: Activity Data

Activity	2024 Actual	2025 Actual	2026 Target	2027 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	2024 Actual	2025 Actual	2026 Target	2027 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.

Strategic Program Area: Project Management Office

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2024 Actual	2025 Actual	2026 Budget	2027 Budget	2026/2027 Variance
Expenditures	1,330,908	1,437,503	1,544,908	1,503,386	(41,522)
Revenues	0	0	0	0	0
Tax Levy	1,330,908	1,437,503	1,544,908	1,503,386	(41,522)
Full Time Pos (FTE)	12.00	14.00	13.00	13.00	0.00

What We Do With It: Activity Data

Activity	2024 Actual	2025 Actual	2026 Target	2027 Target
Amount of Grant Funds Requested through Competitive Grant Proposals (in Millions of Dollars)	121	108	70	100
Number of Countywide Administrative Manual of Operating Procedures (AMOPs) Revised and Created	21	22	15	18
Number of Federal Reports Submitted on Use of American Rescue Plan Act State and Local Fiscal Recovery Funds	5	5	5	1
Number of Grant Applications Submitted within the Grant System of Support (AMOP 11.02)	46	34	35	36
Number of Internal Communication Outlets or Standards Developed and/or Maintained	82	9	16	16
Number of Projects Undertaken to Identify and Apply a Solution to an Enterprise Challenge	21	16	22	20

How Well We Do It: Performance Measures

Performance Measure	2024 Actual	2025 Actual	2026 Target	2027 Target
Amount of Competitive Grant Funds Awarded (in Millions of Dollars)	44.6	49.7	25.0	50.0
Number of Projects Successfully Concluded that Impact County Operations and/or Strategy Advancement	23	22	15	16
Percent of Competitive Grant Applications Awarded	56%	76%	50%	50%
Total Number of Procedures in the AMOP Library	71	89	82	92

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, 2) implementing organization-wide systems that improve county government, and 3) facilitating critical programs to advance the county vision.

PMO service areas include comprehensive project management, grant development, continuous improvement, strategic 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 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. Projects are tracked through a project management platform that enables the PMO to assign, record, and present project data strategically. By cultivating project management practices across departments, the County will be better positioned to reach organizational health equity goals.

The PMO continues to serve in a lead project management role for two significant projects: Future State and Investing in Justice: Courthouse Complex (IJCC). Supporting 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. IJCC will continue through 2033.

The grant development service area continues to support departments in the pursuit of federal and state grant funding, amidst shifting federal priorities and grant opportunities. Grant development efforts support the County's ability to fund upstream strategies through external revenue and elevate effective collaborations. The grant landscape shows signs of stabilization at the federal level with 23 grant proposals already submitted by Q2 2026, as compared to 34 total in 2025. Congressionally Directed Spending requests are also coordinated through the PMO with the policy service area and Government Affairs.

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, and Administrative Manual of Operating Procedures. SBP is currently closing ARPA spending as the final dollars are spent by the federal deadline of December 31, 2026.

Strategic Implementation:
There are no budgetary changes for the PMO in 2027

Additional Program Details:
The 2027 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.